

**INFLUENCE OF STRATEGY IMPLEMENTATION PRACTICES ON
ORGANIZATIONAL PERFORMANCE OF CHARITABLE NON-GOVERNMENTAL
ORGANIZATIONS IN NAIROBI COUNTY**

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DECLARATION

This thesis is my original work and has not been presented for examination in any other University

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DEDICATION

I would like to dedicate this thesis to my children, Mohammed and Ali

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I wish to express great gratitude to my supervisors; Mr. James Nzili and Mr. Michael Kiama for agreeing to correct and guide me throughout my thesis. I thank the Kenya Methodist University, postgraduate department for giving me the required knowledge to come up with this thesis.

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ABBREVIATION AND ACRONYMS

CEO	Chief Executive Officer
ERP	Enterprise Resource Planning
FMCG	Fast-Moving Consumer Goods
HR	Human Resource
KWAL	Kenya Wine Agencies Limited
NSE	Nairobi Stock Exchange
OECD	Organization for Economic Co-operation and Development
PESTEL	Political, Economic, Social, Technological, Environmental and Legal Factors
SWOT	Strengths, Weaknesses, Opportunities and Threats

ABSTRACT

Strategy implementation is commonly a test for various organizations. Different organizations develop credible strategies that are not implemented as a result of different reasons. Charitable NGOs operate in complex landscapes that are hard to navigate and therefore find themselves facing different sets of uncertainties and challenges. Some are faced with logistical challenges especially when operating within conflict-prone zones or remote areas. As a result, these NGOs need well-implemented and functional strategies to enable them to serve their intended purposes. This study focused on the influence of strategy implementation practices on the performance of NGOs in Nairobi County. The specific objective was to determine the influence of resource allocation, organizational communication, strategic leadership, and stakeholders' involvement on the performance of Charitable NGOs in Nairobi County. The study applied a descriptive research approach. The target population of the study was 1427 employees including middle-level and support staff of the 213 NGOs operating in Nairobi County. The study applied 313 participants who were sampled. Data collection methods involved physical and electronic administration of the questionnaire to gather primary data. Before actual data collection, both reliability and validity tests were done during the piloting of the instrument phase. Data gathered was analyzed through descriptive, content, and inferential analysis, and findings were presented on tables and narratives. Results revealed a β of .083 and a Sig factor of 0.249, between resource allocation and the performance of the charitable non-governmental organizations, also, findings revealed a β of .051 and a Sig factor of 0.462 between strategic leadership and the performance of the charitable non-governmental organizations. In addition, findings revealed a β of .033 and a Sig factor of 0.678, between strategic communication and the performance of the charitable non-governmental organizations. Lastly, Results revealed a β of 0.108 and a Sig factor of 0.174 between stakeholder involvement and the performance of the non-charitable non-governmental organizations. The study concluded that resource allocation, strategic leadership, strategic communication, and stakeholder involvement had a positive and significant influence on the performance of charitable NGOs in Nairobi County. The study recommends that Leaders of charitable NGOs prioritize clear and frequent communication channels to ensure that strategic objectives are effectively disseminated throughout the organization, promoting a shared understanding among all stakeholders. The study also recommends that NGOs should emphasize the critical role of strategic communication in the successful execution of strategies. The study also recommends that organizations should establish a comprehensive communication plan that ensures transparent and regular updates on the study's progress, findings, and implications. Finally, charitable NGOs should prioritize mechanisms for collecting and incorporating feedback, creating a dynamic and responsive strategic environment that ultimately contributes to improved organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Non-governmental organizations (NGOs) play a vital role in providing services to citizens within a country. In Kenya, NGOs have been instrumental in offering social welfare services, which have contributed to improving living standards (Elia Antonio, 2020). They embrace strategic management practices to mitigate funding issues hence enhancing financial viability. Moreover, these practices assist NGOs in the development of vital relationships with stakeholders, including donors and partners, and also facilitate cooperation with external organizations (Elia Antonio, 2020).

Strategic management serves as a crucial framework for organizations, guiding how they allocate resources to meet their objectives. This approach provides the necessary direction, processes, and strategies for organizations to navigate and thrive in challenging environments (Fuentes et al., 2020). For NGOs, strategic management is particularly vital as it helps them manage funding uncertainties, thereby enhancing their financial sustainability. Additionally, strategic management plays a key role in building essential networks with stakeholders, including donors and partners, and promotes collaboration with external organizations (Schneller et al., 2023). Mio et al. (2020) highlight that strategic management enhances social performance, optimizes the use of scarce resources, and boosts the effectiveness and efficiency of programs.

In the Philippines, the implementation of strategies among charitable organizations is quite complex and faces a diverse landscape. Numerous charitable NGOs in the Philippines, work at a different scale according to the capacities and resources endowment. While the larger

charitable organizations have well-structured strategy implementation plans, the smaller ones usually struggle with the implementation of their strategies as a result of resource limitations. Besides, the regulatory and legal frameworks in the Philippines limit their operations. Collaborations of the charitable organizations with the local communities and the government are very common in times of disasters relief and community development projects because the country is prone to natural disasters such as flooding, drought, and famine, therefore the charitable organizations prepare strategy implementation plans on disaster responses and preparedness which play a significant role on their strategies (Dodd et al., 2022).

In Malaysia, charitable organizations mainly serve diverse ethnic and religious groups, whereas the strategies of charitable organizations mainly serve the role of addressing the needs and challenges of these groups. Collaboration with the government and partnership with the corporate sector usually takes place, however with a focus on maintaining the independence of the NGOs' values. The main projects that are served by the NGOs include health education, poverty reduction, and community development (Abiddin et al., 2022).

The implementation of strategies among charitable organizations in Nepal is mainly dependent on the country's geo-political and socio-economic activities. The NGOs are faced with the challenges of navigating poor terrains with remote populations that are underserved. The majority of NGOs in Nepal concentrate on socioeconomic programs such as education, job creation, women empowerment, rural development, and increasing access to better health care. To implement strategies, charitable organizations have to collaborate with government agencies and local communities. Usually, charitable organizations in Nepal find themselves engaged in post-relief disasters because the country is prone to natural calamities including, landslides and earthquakes (Gupta et al., 2020).

In India, charitable NGOs are involved in performing key social and economic responsibilities in the country. Most of the Indian NGOs work locally, regionally and nationally with their implemented strategies depending on the capacity they cover and the community needs in the given area. The activities of NGOs have largely changed in India with the regulation of the new legislation in the Foreign Contribution (Regulation) Act which has set the legal regulations that NGOs have to embrace. Charitable NGOs serve in diverse sectors including, education, poverty alleviation, environment, and serve marginalized groups. The NGOs do not work in isolation as they partner with international organizations, local communities, and the national government to ensure their strategies serve the intended purpose (Gupta, 2021).

Sierra Leone has had a history of civil conflict and a prevalence of education and health challenges, which underscores the role played by charitable NGOs. Strategies implementation complexities involve overcoming logistical and resource limitations to serve the underserved in rural areas and conflict-prone zones. Collaborations with government agencies, international donors, and local communities are vital for successfully meeting the requirements for educational access, healthcare services, and poverty alleviation. By understanding the social and cultural contexts of the local population, fostering strong relationships with community members, and skillfully managing political instability, the chances of successfully implementing strategic initiatives are significantly enhanced (Jerwanska et al., 2023).

In Nigeria, the implementation of strategies among charitable NGOs encounters challenges related to bureaucracies, securities, and corruption. Registering an NGO in Nigeria is a cumbersome process requiring one to navigate a bureaucratic system that is time-consuming and complex. Corruptions also pose a major challenge affecting the management of resources and funds allocated to the NGOs. Some places in Nigeria also face security challenges, therefore

hindering the penetration of NGOs. Charitable organizations are therefore required to collaborate with the government, local communities, and international donors to come up with strategy implementation plans that take care of all these challenges (Muhibbu-Din, 2019). The Apartheid nature of South Africa and the economic disparity of the citizenry calls for unique strategies and implantation plans that can address the social challenges, including, education, health care, poverty, and human rights. To effectively implement challenges, charitable organizations have to work closely with government agencies, corporations, and local communities (Abiddin et al., 2022).

In Tanzania, the charitable organization serves the role of addressing rampant social and economic challenges, including poverty eradication, health care challenges, and education disparity. Implementation of strategies among NGOs is influenced by resource availability, both financial and non-financial, human capabilities, organizational values and beliefs, and the leadership function (Kassanga & Lekule, 2021). Additionally, charitable organizations have to collaborate with the governmental administrative arms, the local communities, and the support of multinational donors to navigate the challenges of strategy implementation such as transparency in resource utilization and regulatory hurdles. NGOs are also required to adapt to the cultural diversities of the country and its people to effectively engage the community and bring out the desired output and projects (Erdilmen & Sosthenes, 2020).

In Kenya, NGOs conducting charitable activities are faced with unique opportunities and challenges. The majority of NGOs in Kenya are working to resolve social challenges including, health, education, poverty reduction, and environmental conservation (Kassim et al., 2022). Many charitable organizations overly on findings to implement their strategies, therefore

effective strategy implementation is considered through the act of balancing the expectations of the donors and the local communities (Mbogo, 2022).

NGOs in Kenya must navigate the complex regulatory landscape to ensure compliance with the regulators' policy while at the same time collaborating with the local communities and administrators in service delivery. To effectively implement strategies, the NGOs must first evaluate to understand the cultural and socio-economic conditions of the local people where the charitable organization operates such as understanding the specific needs of these communities (Kituma, 2022). Additionally, the issue of transparency and accountability is a major concern on resources allocated to projects and findings. Therefore, strategy implementation among NGOs in Kenya requires a balance of both internal and external conditions to effectively implement strategy (Thairu, 2020).

1.1.1 Strategy Implementation

Strategic implementation is key in the process of providing firms with the competitive advantage they need to succeed in the marketplace. It involves the processes and activities that facilitate the structural arrangements and coordinated activities in the achievement of formulated long-term strategies for the organization (Lewis, 2019). Strategic executives are associated with dealing with the future and persuading strategy definition is fundamental since it encourages the idea and activities of an organization considering the way that periodically the organizational implemented strategy can be all around the different subject to what was from the start engineered (Bouwman et al., 2019). The study of strategy definition strategies winds up fundamental for specialists and in addition for agents the same to lead and assess specific arrangement structures (Manninen & Huiskonen, 2022).

A basic development in the strategic management strategy is implementation, which is the way wherein the strategy course of action is set up. Despite how remarkable the masterminded strategy is, the organization would not profit if it is wrongly acknowledged therefore a need to take a gander at strategy implementation with the genuine target of making the strategy implementation (Bouwman et al., 2019). With the target for organizations to accomplish their goals, they need to conform to their condition as such administrators have the undertaking of making comprehension of the organization's strategy into different leveled activity and move from planning their work to working their arrangements as they move the center from strategy definition to strategy implementation (Lewis, 2019).

Manninen and Huiskonen (2022) perceive insufficient planning and communication as two strategic obstructions to a successful implementation of the strategy. Changing strategic plans into activities and results tests the manager's capacity to orchestrate different leveled changes move individuals, gather and support organization limits and focused limits, and make and reinforce a strategy to meet the set introduction objectives. Strategy implementation is deemed successful if the organization has met or exceeded the strategic and financial performance targets and progress has been made in actualizing the vision of the management (Johnson & Scholes, 2020).

When implementing a strategy, it is important not to disregard the present conditions that range from organizational structure, social focuses, inclines in the business, HR, and dynamic goals. It is inside the present condition that the lucidity of the strategy and the orchestrated results are analyzed together with consigning commitments (Lewis, 2019). Communication is important enabling firms to implement their strategies and achieve their goals. Communication ensures

that the employees understand why the organization developed the plan thus enabling them to buy into its vision (Hristov et al., 2022).

Firms have to ensure there is accountability in the implementation process as this ensures that everyone in the organization understands their role. Managers are supposed to identify staff responsible for executing specific aspects of the plan by guiding them on what each needs to do, when to do it, and how their success will be measured. To make the staff own the process their performance must be well addressed by the manager verifying that tasks are completed to satisfaction at the required time (Mathrani, 2021). Organizational culture is important in strategic implementation as it gives the employees the motivation to engage in change processes. Importantly, organizational culture determines how the employees communicate with each other to implement the strategies. Organizational resources including financial, human, knowledge, material, and coordination ability are important to strategy implementation. Successfully executing strategic plans requires efficient management and optimal use of resources to generate value and ensure satisfaction for both stakeholders and customers (Cook et al., 2019).

1.1.2 Charitable Non-Governmental Organizations in Nairobi City County

In Nairobi City County, charitable organizations are classified into different classes such as healthcare NGOs, family planning and education NGOs. There are also participatory NGOs whereby the organizations enable people to collaborate to build community projects. NGOs can also be classified as empowering-oriented NGOs that seek to improve people's understanding of the various environmental factors affecting their lives. The empowering-oriented projects enable people to understand the potential of their power to improve the happenings in their lives (Kituma, 2022).

In Nairobi City County, NGOs depend on donors and other development partners for funding. With an increased number of NGOs, there is high competition for the already constrained amount of available funding. On the other hand, funding organizations have reassessed their financing strategies and are also attempting to collaborate with regional groups. This calls for additional efforts for NGOs to compete for these funds by engaging in a strategic management approach to enable their firms to compete effectively in the market. In Nairobi city county, NGOs' activities are directed towards meeting the needs of the poor in society more so the distribution of food, clothing, medicine, provision of housing, transport, and schooling among others. They undertake relief activities during natural or manmade disasters (Miriti, & Karithi, 2020). NGOs in Nairobi face numerous challenges forcing them to shut down. Several others are on the point of collapse due to the harsh economic times in the country. These challenges facing NGOs call for some serious investigation into the effective management and governance practices that can help NGOs survive in these times (Mailu & Kariuki, 2022).

1.1.3 Organizational Performance

Performance in an organization is the effectiveness with which an organization fulfills its mission, and objectives, and also creates impact. In the context of NGOs, it pertains to the efficiency with which an organization employs its resources in rendering services to its beneficiaries. The organization uses performance metrics to ensure accountability, transparency, and optimization in the utilization of the resources. There are several metrics used in the assessment of the performance of an NGO including, financial sustainability, impact measures, operational efficiency, transparency and accountability., program effectiveness, resource mobilizations, compliance, and governance (Colbran et al., 2019).

A key metric of financial sustainability is revenue diversification, which indicates the variety of funding avenues available to the NGO such as grants, donations, income earned, and endowments. Another measure of financial sustainability is the cost-to-program ratio, which illustrates the funds allocated to programs and services in comparison to the costs of administration and funding expenses. Another performance measure indicator is the impact measurement which shows the tangible changes and improvements that result from the NGOs' activities. The impacts include the outcomes metrics resulting from the NGO programs such as an increase in literacy levels and health care outcomes. Another metric being evaluated is social return on investment, which quantifies the social value generated from every additional dollar invested in the program (Cazenave & Morales, 2021).

Operational efficiency is another measure that can be applied by NGOs to measure performance, where the metric is used to indicate how efficiently an NGO is utilizing its resources while carrying out its programs. The key indicators are overhead costs, which show a percentage of the administration costs allocated for fund mobilization. The effectiveness of the staff and the volunteers in the attainment of the organizational goals are also utilized as indicators for measuring performance. NGOs can also utilize transparency and accountability as measures for performance, such as the annual reporting on findings and utilization, inviting external auditors to confirm financial integrity and compliance with the regulator's requirements (Cazenave & Morales, 2021).

Program effectiveness can also be measured by evaluating performance metrics such as the quantity of meals provided or the number of students educated through a specific initiative. The satisfaction of the client or the beneficiary can be captured through survey feedback programs on the quality and the impacts of the services that are received. Additionally, the resource

mobilization capacity of an NGO can be used to assess the ability of an NGO to attract funding and support, key metrics under resource mobilization are fundraising efficiencies which measure the cost incurred in raising a certain amount of funding (Zbuche et al., 2019).

Donor retention also can be used to measure resource mobilization. Due to their nature of operation, compliance can also be used as a measure of their performance. Adherence to legal and ethical standards such as not participating in financial fraudulence activities such as money laundering and sticking to their mandate are good indicators of their performance (Mitchell et al., 2020). This study will consider multiple measures, number of beneficiaries served, the amount of revenues received as donations and grants, and number of programs completed, and the fund-raising efficiency

1.2 Statement of the Problem

Strategy implementation has long been a critical aspect of organizational success, yet many organizations struggle to move beyond the formulation phase. According to Miriti and Karithi (2020) while a large number of organizations devote significant time and resources to strategy formulation, the challenge arises during implementation. This issue spans across various sectors, including private companies, public institutions, and non-governmental organizations (NGOs). Only between 12% and 34% of private and NGO sectors fully implement their strategic plans. Moreover, between 52% and 87% of these organizations initiate the process but fail to see it through to completion, while 19% never begin the implementation process at all. These statistics reflect a widespread problem in translating strategic intent into actionable outcomes.

Several factors contribute to these failures. Research indicates that resource constraints, leadership challenges, stakeholder conflicts, and communication breakdowns are some of the

significant barriers to effective strategy implementation. These challenges are particularly pronounced in NGOs, which often operate in resource-scarce environments and depend heavily on external funding. Overreliance on donor funding is a key factor influencing the sustainability of NGOs in Kenya. More than 17% of NGOs are at risk of collapse if they do not secure consistent funding from donors, revealing the precarious financial positions of many organizations within the sector. Such financial instability directly impacts an NGO's ability to implement long-term strategies, as they are often forced to prioritize short-term survival over strategic planning.

In addition to financial constraints, internal organizational challenges further hinder effective strategy implementation. Wanjohi (2021) underscores the importance of internal controls, pointing out that their absence has led to significant financial losses in NGOs based in Nairobi County. The lack of proper oversight and accountability mechanisms not only jeopardizes an organization's financial stability but also disrupts the implementation of strategic initiatives. Similarly, Kituma (2022) identifies poor leadership and unresolved stakeholder conflicts as major obstacles within environmental NGOs in Nairobi County. These issues lead to inefficient resource allocation and further complicate the execution of strategic plans (Kituma, 2022).

Despite the recognition of these challenges, research on strategic implementation practices within NGOs remains limited. Most existing studies focus on single elements of strategy implementation or are confined to case studies of individual NGOs, often with small sample sizes. Such research is insufficient for drawing broader conclusions about the relationship between strategic implementation and organizational performance (Wanjohi, 2021). This limitation has left a gap in the understanding of how comprehensive strategy implementation affects the overall performance of NGOs, particularly in Nairobi County. The present study

sought to address this gap by conducting a cross-sectional survey of charitable NGOs in Nairobi County. By examining the influence of strategic management practices on organizational performance, this study will contribute to a more comprehensive understanding of the factors that drive successful strategy implementation in the NGO sector (Miriti & Karithi, 2020).

1.3 Research Objectives

The following were the objectives of the study.

1.3.1 General Objective

The general strategy sought to explore the effects of strategy implementation practices on the organizational performance of Charitable NGOs in Nairobi County

1.3.2 Specific Objectives

- i. To determine the influence of resource allocation on organizational performance in Charitable NGOs in Nairobi County.
- ii. To determine the influence of strategic leadership style on organizational performance in Charitable NGOs in Nairobi County.
- iii. To determine the influence of communication strategy on organizational performance in Charitable NGOs in Nairobi County.
- iv. To determine the influence of stakeholders' involvement on organizational performance in Charitable NGOs in Nairobi County.

1.4 Research Hypotheses

H₀₁: Resource allocation and organizational performance do not have any statistical significance in Nairobi County.

H₀₂: Strategic leadership and organizational performance do not have a statistical significance in NGOs in Nairobi Kenya.

H03: Communication and organizational performance do not have a significant statistical relationship in Nairobi County

H04: Stakeholder involvement and organizational performance do not have a significant statistical relationship in Nairobi County

1.5 Significance of the Study

The study is significant to several stakeholders

1.5.1 The Management of Charitable NGOs in Kenya.

The NGOs can develop effective strategic plan implementation processes and structures that enhance their survival succeed in meeting long-term goals and continue to fulfill the diverse needs of their clientele.

1.5.2 Management of Donor and Partnering Organizations

Several partners in the private and public sectors can benefit in seeking accountability, efficiency, and efficiency in how funds and other resources are utilized by NGOs.

1.5.3 Academic and Researchers

This study offers unique and critical insights to academicians who wish to understand the various issues affecting NGOs performance in Kenya and other developing nations.

1.6 The Scope of the Study

The study explored the impact of resource allocation, strategic leadership, organizational communication, and stakeholder involvement on the performance of charitable NGOs in Nairobi City County. It specifically targeted middle management and support staff within these organizations, as these groups are often directly involved in the implementation of strategic initiatives and resource management. The research was conducted in 2024 and utilized a cross-sectional approach to collect data at a single point in time. Grounded in three theoretical

frameworks; Open Systems Theory, Resource-Based View (RBV) Theory, and Stakeholder Theory. The study aimed to analyze how internal and external factors contribute to organizational performance. The data collection focused on capturing insights from the middle and support staff strata, ensuring a broad understanding of the organizational dynamics across different levels. This comprehensive approach provided a clear perspective on how charitable NGOs in Nairobi manage resources, leadership, communication, and stakeholder engagement to drive their performance.

1.7 Limitations and Delimitations of the Study

The study anticipated that some respondents might not avail themselves to participate in the study for fear that information given by them could be used to the advantage of the other NGOs. Besides, some respondents failed to participate for fear that their private information could become public without their permission. However, the researcher guaranteed the confidentiality and privacy of the respondents by availing the research permit from KeMU and NACOSTI license highlighting a commitment to confidentiality, and the information gathered will only be used for academic purposes.

Additionally, the reliability and validity of the data obtained from the fields depended on the level of honesty of the participants, participants who give information to portray a good picture for their NGOs might end up compromising the quality of data collected. The researcher however overcame the challenge by asking the participants to give honest opinions because they were not benefiting directly from the research. Respondents were also told that there were no right or wrong answers. Besides, the researcher used construct validity tests and reliability tests to test the quality of the data collected.

1.8 Definition of Operational Terms

Organizational Communication: refers to an exchange of information and ideas between employees or parties which can take place formally or informally through channels such as formal writing, social media, and meetings during strategy implementation (Rana et al., 2020).

Strategic leadership: refers to the practice of envisioning and guiding an organization toward its long-term goals, aligning resources with a clear vision, and adapting to dynamic environments to ensure sustained success (Abiddin et al., 2022).

Resource Allocation: refers to the practice of sharing or distributing available resources, such as time, money, and manpower, among various tasks or projects to maximize efficiency and meet objectives. Besides resource allocation involves prioritizing resources by assigning resources based on their importance to optimize outcomes (Dodd et al., 2022).

Strategy implementation: refers to the process of translating a strategy plan into action by allocating resources and putting the right management in place to correct deviations and stick to the plan (Fuertes et al. 2020).

Organizational Performance: refers to the effectiveness and efficiency with which these organizations achieve their mission-driven goals, improve operational outcomes, and deliver social impact through the successful execution of strategic plans (Dodd et al., 2022).

NGOs: non-profit entities operating independently of government influence, focusing on humanitarian, environmental, or social causes, often reliant on donor funding and external support for their operations (Edwards, 2020).

Stakeholders Involvement: refers to the active engagement and participation of individuals, groups, or organizations with a vested interest in a project or decision, ensuring their input and

perspectives are considered throughout the planning, execution, and evaluation processes (Rana et al., 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a scholarly review of how strategic implementation practices namely resource allocation, organizational culture, organizational communication, and stakeholder involvement influence the performance of charitable NGOs. This section discusses the empirical literature, the theoretical literature review, and operationalization of variables, and the research gap.

2.2 Theoretical Orientation

The theoretical literature review is a theoretical orientation that is significant to translating the data in a qualitative study, regardless of whether it is expressly or certainly expressed. Several theoretical models are considered in this section: the upper echelons theory and the open systems model.

2.2.1 Resource-Based View Theory

This theory asserts that a firm's internal resources play a crucial role in shaping its performance. The central premise is that these internal resources should be unique and difficult for competitors to replicate, thereby providing a competitive advantage (Lockett, et al., 2009). The resources could be tangible or non-tangible. Tangible resources could include physical assets whereas intangible resources include, the important organizational culture or the knowledge owned by the organization. The owned resources by the company should be heterogeneous in such a way that they have traits that are different from those of the competitors and should also be highly mobile to ensure that they deliver a competitive advantage. Moreover, RBV theory

posits that organizations must utilize the resources to guarantee that competitiveness and agility are attained in the market in which they operate (Freeman et al., 2021).

The theory is however criticized by Safari and Saleh (2020) for lacking an appropriate framework and standard measure for specific attributes of the resources that enhance competitive advantages. The theory also provides a vague approach to identifying resources that can be considered appropriate in ensuring competitive advantage. The theory faces criticism for ignoring external factors that influence organizational performance failing to account for external threats and opportunities that could impact the relationship.

Within the context of the charitable organizations in Nairobi county, the RBV theory is important because the NGOs overly on resources such as human capital including voluntary labor and skilled workers, funding from donors, and social capital of networks. Application of the theory within the context would therefore mean differentiating between both valuable and non-valuable resources to ensure high performance. The ability of the NGOs to mobilize funds, and volunteers and build strong networks with the local community play important roles in sustaining good performance. In the context of charitable NGOs, the theory might overlook external factors like government policies, socioeconomic conditions, and cultural elements that can impact performance.

2.2.2 The Open Systems Theory

Open Systems theory lays a foundation for the understanding of an organization as a complex entity that interacts with the environment. The key argument of the theory is that organizations should not be viewed as isolated entities but as part of the larger open system that interacts and adapts to the external environment. The theory emphasizes the interdependence between an organization and its surroundings which underscores the importance of organizations evolving

and adapting to thrive. The theory is however criticized for its generalizability and complexity in application (Roth, 2019). The theory is criticized by O'Leary and Wood (2019) for being complex and lacking a precise guideline in its application. While the theory postulates that an organization does not operate in isolation, the theory does not provide a framework for integrating the external environment factors with the organizational factors (Sony & Naik, 2020).

As a result, this theory is well-suited for examining how strategy implementation practices impact the performance of charitable Non-Governmental Organizations (NGOs) in Nairobi County. Its emphasis on adaptation and interdependence aligns with the operational dynamics of these charitable organizations, fitting well within the political, legal, and cultural contexts that influence how strategies are implemented and affect organizational performance. The fundamental argument of the open system theory is that an organization is not self-contained but rather interdependent with other organizations to achieve its objectives through collaborations, successful organizations adapt and evolve on the changes taking place in the environment while functioning within the larger system. The theory therefore underscores the importance of organizations relating well with the stakeholders including the suppliers, donors, customers, local community, and the government in realizing their full potential (Roth, 2019). Within the context of the charitable NGOs in Nairobi County, the institutions can offer important insights in responding to the dynamic external factors. NGOs can therefore be able to manage the socio-political and donor expectations and communities' needs to modify their strategies in good time. Communication plays a very important function in managing the expectations of the different stakeholders which in turn helps organizations in realizing better performance through strategy implementation.

2.2.3 Upper Echelons Theory

This theory emphasizes how the behaviors, attitudes, and experiences of top managers influence how organizations execute their strategies and overall decision-making processes, ultimately impacting organizational performance (Neely et al., 2020). According to this theory, top management's perceptions and experiences shape their approach to strategy implementation, leading to choices that significantly affect strategic decisions. The theory suggests that top managers utilize their unique perspectives to enhance the success of strategy implementation by making impactful choices aligned with organizational goals. The theory additionally postulates that within the upper echelons, there should be diversities within the top leadership to enhance the quality of decisions made and consequently the strategic choices (Abatecola & Cristofaro, 2020).

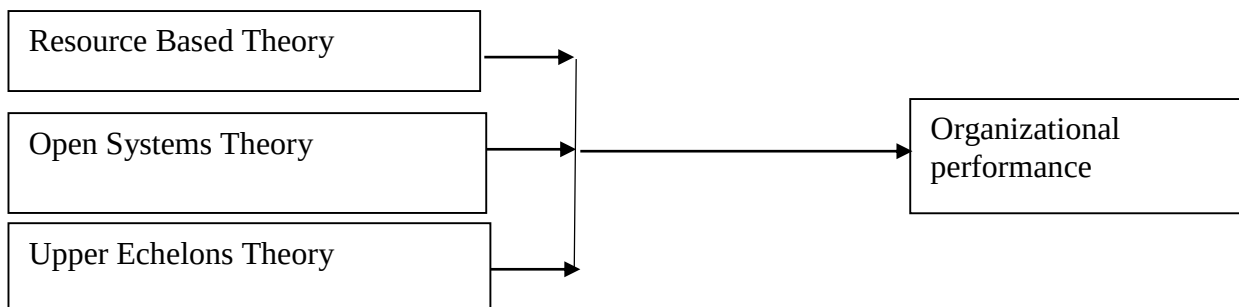
The theory, although widely accepted, is not without criticism. According to Bassyouny et al. (2020) the theory oversimplifies decision-making and neglects external factors that could greatly impact decision-making processes. These factors include socioeconomic conditions, socio-political influences, and the dynamic nature of the market. Therefore, according to the critics' organizational performance and strategy success are a product of several factors other than the upper management decision-making processes, these factors include the environment within which the organization operates, the regulatory environment, resources constraints, and the stakeholders' engagement. Further, the theory may overlook the role that middle-level managers play or fail in helping firms maintain their competitive advantage in the industry.

The theory has lots of benefits when applied within NGOs as it exposes the impacts of implementing strategies on organizational performances (NGOs) in Nairobi County. The strategic leadership of the top managers plays important functions especially where an

organization has a mission and vision that guides it. The beliefs, values, and experiences of the top management play a fundamental in implementing strategic plans and driving the overall effectiveness of a charitable organization. Top managers within these organizations are the role players, vision carriers, and effective communicators. Having leaders from different cultural backgrounds, educational qualifications, and experiences is important in enhancing organizational performance. Therefore, leadership characteristics can drive the performance of the organization through differences in backgrounds, and cognitive diversity at the top management is crucial for achieving the vision and mission of charitable organizations operating in Nairobi County.

Figure 2.1

Theoretical Framework



2.3 Empirical Literature Review

This section includes a review of research-related work by other researchers on how resource allocation, strategic leadership, organizational communication, and stakeholders' involvement influence organizational financial and non-financial performance

2.3.1 Resource Allocation and Organizational Performance

Nkosi (2020) carried out a study primarily aimed at investigating the factors that impacted strategy implementation in South Africa. The study examined the challenges and barriers

encountered in executing strategies within a local government context. The study utilized a mixed-methods research design, incorporating both quantitative and qualitative methodologies. Qualitative data was gathered through interviews conducted among stakeholders whereas the quantitative data was gathered using questionnaires to quantify the extent of the challenges encountered in financial resources, human resources challenges, organizational structure, and the resistance to change. The primary findings of the study revealed that inadequate financial resources significantly hindered effective strategy implementation. Additionally, inefficient organizational structures were identified as obstacles to successful execution, coupled with insufficient professional training and resistance to change. However, it is important to recognize that these results are based on research conducted in South Africa and may not be entirely applicable to the context of Nairobi County. The study by Nkosi, however, provides important insights that inform the study on the charitable NGOs in Nairobi County, to investigate whether there are potential similar challenges and the ways they affect performance.

Mutuku (2021) investigated internal factors influencing the Machakos County government's capacity to implement its strategies, particularly focusing on organizational factors and required leadership skills. It examined how internal dynamics within the organization and leadership qualities impact the implementation of strategies. The research also considered such issues as employee involvement, and resource allocation in strategic implementation. This article used descriptive research on 196 employees working in Machakos County. The data analysis was conducted using SPSS, with the results presented in figures and tables. The findings highlighted the importance of leadership skills, staff training, resource distribution, active employee participation, and the successful execution of strategies. Notably, the results showed that employee training significantly impacts strategy implementation. The study also discovered

that while Machakos County had a clear implementation policy, employees lacked the necessary skills to effectively implement the strategy. These findings on leadership skills and their influence on strategy implementation could provide valuable insights into how leadership skills within charitable NGOs in Nairobi County can affect the successful execution of their strategies. The importance of resource allocation, training for employees, and engagement for employees in strategy implementation could play an important consideration within the charitable NGOs in Nairobi County.

Elbanna and Abdel-Maksoud (2020) examined whether resources impact the performance of oil-rich countries in the United Arab Emirates (UAE). The study's major variables were financial and human resources and the way they influenced performance. The research data was collected via online forms, employing descriptive research designs. The gathered data from public institutions underwent regression analysis using SPSS, and the results were displayed in tables. The research results indicated that the effectiveness of public institutions in the UAE hinges significantly on the availability of financial resources and the quality of human capital. As such, the study underscored the pivotal role of resources in organizational performance. However, the research was constrained by certain limitations, such as a limited sample size. Additionally, the research was limited to the public sector, which operates under unique internal and external environments such as financing, and therefore, the findings may not be generalizable to charitable organizations. The study implies that focusing on financial and human resources factors is important for the study within the charitable organization's scope. Kyalo (2023) investigated how strategy implementation influences performance within Kenya's tourism sector, employing both exploratory and descriptive research designs. Using a stratified random sampling technique, the study selected 327 employees from a total population of 1,792

senior, corporate, and functional management-level employees. Questionnaires comprising both closed and open-ended questions were employed for data collection in this cross-sectional study. Multivariate regression analysis was conducted to assess the relationships among the study variables. The findings underscored the critical role of physical, human, and financial resources in effectively executing organizational strategies. The results suggest that the way organizations budget and allocate financial resources is crucial for improving organizational performance. However, this study was conducted within the tourism sector, which primarily aims for profit, making its business and regulatory environment different from other sectors.

Musango (2021) conducted research to examine how resource allocation affects the implementation of turnaround strategies at New Kenya Co-operative Creameries Ltd (NKCC). Employing stage and action theories as guides, the study adopted a case study approach to delve deeply into the dynamics and relationships among the variables under investigation. Data was collected through questionnaires distributed to 43 managers at NKCC branches located in Nairobi, Limuru, and Thika. The data underwent quantitative analysis, with the findings illustrated through tables, bar graphs, and descriptive narratives. This provided valuable insights into how resource allocation affects the implementation of turnaround strategies at NKCC. The results indicated that the availability and strategic allocation of resources were crucial for the effective execution of turnaround strategies at NKCC. Additionally, the study identified significant issues in human resources, specifically employee incompetence and insufficient training mechanisms, as major obstacles to the successful implementation of these strategies. Additionally, the study revealed that in availability of resources during strategic change implementation caused delays in implementation. Interestingly the study revealed that the availability of physical resources and finances alone did not guarantee successful strategy

execution, instead presence of competent staff overseeing the utilization of resources enhanced the implementation of strategies. Therefore, the study underscores the importance of aligning physical resources and financial resources with staff competencies to effectively implement and realize successful turnaround strategies.

2.3.2 Strategic Leadership and Organizational Performance

Kimani (2022) explored the impact of strategic leadership on the financial sustainability of non-governmental organizations (NGOs) in Kenya. The study conducted desktop research, reviewing recent literature from academic journals and theses available on Google Scholar, focusing on the past decade's publications. Utilizing meta-analysis, the research found that strategic leadership requires a deep understanding of both internal and external organizational environments to effectively navigate and respond to dynamic challenges, thereby enhancing overall organizational performance. The study emphasized the pivotal role of strategic leadership, particularly in articulating clear visions through strategic planning, as crucial for ensuring the long-term sustainability of NGOs in Kenya. This research provides valuable insights and recommendations for improving organizational performance through strategic leadership practices, offering significant contributions to both theory and practical applications in the NGO sector.

Abdullahi et al. (2020) studied the impact of strategic leadership on organizational citizenship behavior (OCB) among small and medium-sized enterprises (SMEs) in Ghana. The research specifically examined how various leadership styles—autocratic, democratic, and transformational—affect employees' willingness to engage in OCB. Additionally, the research examined how emotional intelligence serves as a moderating factor in these relationships. A sample of 618 employees in SMEs in Ghana participated in the study where they filled out

questionnaires both online and physically. Data gathered was analyzed through regression analysis using IBM -SPSS version 25 to test the hypothesis in the empirical model. Results suggested that leadership styles could positively and significantly predict the OCB of the SMEs in Ghana, with transformational leadership having more effect on the OCB. The autocratic leadership style revealed an insignificant influence on OCB. The results also indicated that emotional intelligence did not mediate the relationship between democratic and transformational leadership styles and organizational citizenship behavior (OCB). However, there was a notable positive interaction effect where emotional intelligence enhanced the relationship between autocratic leadership and OCB. Thus, the study recommends the practice of combining emotional intelligence with autocratic leadership as it enhances OCB. Consequently, the study suggests that incorporating emotional intelligence with autocratic leadership can foster positive OCB.

Bhardwaj et al. (2021) examined whether strategic leadership models have any influence on the employees and their motivation. The study applied a content analysis research design, where available content published online was given a critique for theory and practice contribution. The study acknowledges that previous empirical literature reveals that strategic leadership influences an organization's outcome. However, the studies noted that strategic leadership and performance are affected by various limitations and random effects. The research investigated how external environmental factors and internal organizational dynamics could impact the relationship between strategic leadership and organizational performance. Through analyzing these variables as potential moderators or mediators, the study aimed to address gaps in knowledge regarding the influence of strategic leadership on organizational performance. It articulated a nuanced perspective on both direct and indirect impacts, indicating through

empirical evidence that strategic leadership's influence on organizational change is influenced by external factors acting as mediators or moderators. However, the study's reliance on a content analysis method without contextual application limits its reliability for assessing the impact of strategic leadership on NGOs within Kenya's charitable sector.

Rahman et al. (2018) conducted a study to investigate the impact of various strategic leadership styles on the performance of companies in Malaysia's automobile sector, focusing on elements such as discipline, coherence, strategy formulation, and execution. The study employed a case study approach involving senior and mid-level managers, with data collected via questionnaires from 400 managers out of 742 targeted participants. The questionnaires demonstrated high reliability, validated by a Cronbach's alpha score exceeding 0.89. Analysis of the data using STATA-12 software, particularly regression analysis, revealed a significant positive correlation between strategic leadership and firm performance, as evidenced by companies like Proton. However, the study's context in the profit-driven automobile industry outside of Kenya limits its applicability to charitable organizations within Kenya's context.

2.3.3 Communication and Organizational Performance

Musheke and Phiri (2021) explored the extent to which proficient communication affects the performance of organizations in three human resource consultancy firms in Lusaka, Zambia. Employing a quantitative research methodology, data was obtained from 88 participants via questionnaires which sought to ascertain factors conducive for effective communication under the system theory. Both descriptive and inferential statistical tests, particularly correlation analysis, were used in the study. The findings demonstrated a strong Pearson correlation coefficient of 0.642 and a Sig factor of 0.011 between management and the chosen communication channel indicating a significant correlation, besides results revealed a 0.041 at

sig. 2-tailed < 0.05 between the chosen combination channel and effective communication, which indicated a weak but significant relationship. Finally, results indicated a Pearson's coefficient of 0.012 at sig. 2-tailed < 0.05, between communication and organizational performance, which suggested that communication had a significant effect on organizational performance.

Reza and Nugroho (2020) examined how communication impacts employee performance in Ethiopian government institutions. The hypothesis suggested that effective communication channels are essential for enhancing employee performance. The study focused on three primary aspects: the impact of leadership on enhancing the performance of human resources within organizations, the influence of communication in improving human resource performance, and the overall interaction between leadership and communication in organizational performance. Data was gathered from 35 employees in government organizations through questionnaires. Through multiple regression and descriptive analysis methods, the study found significant relationships: leadership significantly enhanced employee performance, and organizational communication also had a substantial positive impact on employee performance. The findings suggested that the combined effects of leadership and communication are crucial for improving employee performance. However, as the study focused on government institutions in Ethiopia, its findings may not be directly applicable to charitable organizations in different contexts, such as those in Kenya, due to the distinct operating environments.

Syahrudin et al. (2020) investigated how communication affects employee performance, specifically looking at the roles of communication, organizational culture, and training. A cross-sectional survey was conducted involving 69 out of 105 employees at the Ministry of Religion

in Bima City. Questionnaires were utilized for data collection, and regression analysis was employed to investigate the connections between the variables under study. The results revealed that communication, organizational culture, and training collectively impacted employee performance. Importantly results revealed that communication had the greatest influence on employees followed by both culture and training in that order. The findings underscore the importance of maintaining communication patterns within the workplace and effectively engaging all employees to bolster their capacities and competencies. The results ultimately indicated that the performance of employees needs an integrated approach where the right culture, refined communication strategies, and provision of comprehensive training for the employees enhance their performance.

Sosrowidigdo (2020) examined whether firms can rely on effective communication to improve their employee performance. The authors focused on firms in the Indonesian market whereby 35 respondents were considered. The study employed a quantitative methodology. The study included 35 participants and utilized simple linear regression analysis to test its hypothesis. The findings confirmed the alternative hypothesis, showing a strong positive association between communication and employee performance. This relationship was supported by a beta coefficient of 0.837 and an R-square value of 0.7, indicating that 70% of the variability in employee performance could be attributed to communication. The research highlights the crucial importance of effective communication in enhancing employee performance, suggesting that improvements in communication result in better performance outcomes. However, it is crucial to acknowledge that these findings pertain to the private sector, which operates under different regulatory and business conditions compared to charitable

organizations. Thus, similar research is needed within charitable organizations to determine how these distinct environments might affect the results.

Maulana and Sumartik (2022) explored whether firms can leverage organizational communication to improve their performance by focusing on food companies in Sidoarjo. The study examined the influence of the various leadership models and used job satisfaction as the moderating variable for the research. The study had a sample of 95 participants, chosen through a random sampling technique, the participants were employees of the seafood trade companies in Sidoarjo. Data collection involved the use of questionnaires which were administered using direct surveys. The findings indicated that the independent variables; organizational culture, organizational communication, and transformational leadership, each had a significant positive influence on employee performance. Additionally, these variables were found to positively impact job satisfaction, highlighting their overall importance in enhancing workplace outcomes.. The study also showed that job satisfaction is a critical factor in uniting the various variables of the research, indicating there was a direct and indirect influence on job performance.

2.3.4 Stakeholders' Involvement and Organizational Performance

Githinji et al. (2020) investigated how stakeholder involvement influences the success of projects, with a focus on the Kenya Ferry Services. The study adopted a descriptive research design and a stratified sampling technique was adopted where 70 participants from the total population of 231 employees were administered questionnaires. In order to make the main study more efficient and relevant a pilot study was undertaken to enhance the research technique and instruments. Data analysis was conducted using regression models with SPSS software. Findings revealed that stakeholder engagement during the project identification phase was

significantly correlated with project outcomes. Moreover, involving stakeholders in project planning showed positive associations with project outcomes. The study highlighted the significant influence of stakeholder involvement in project monitoring and evaluation on overall project performance, which was assessed through checklists and inspection lists. Moreover, stakeholder participation in project funding decisions was highlighted as crucial for effective resource allocation and minimizing wastage. Overall, the research underscored the importance of stakeholder involvement across various project phases, including planning, implementation, funding, and monitoring and evaluation. The study was however conducted within the public sector setting and cannot therefore be generalized within the charitable sector. Danso et al. (2020) investigated how the engagement of stakeholders influences the financial performance of small and medium-sized enterprises (SMEs) in Ghana. Employing a cross-sectional research approach, data were collected through questionnaires distributed to employees across 233 SMEs. The study revealed that involving stakeholders significantly enhances project performance, particularly in industries characterized by high competition. This underscores the importance of considering industry-specific dynamics and competitive environments when assessing the impact of stakeholder engagement on organizational outcomes. It's important to note that this study was conducted within the private sector, which operates under distinct business norms and regulatory frameworks compared to sectors such as Non-Governmental Organizations.

Mehmood et al. (2020) investigated the effect of stakeholders' pressure affect organizational performance and employees' overall well-being within Pakistan's banking sector. This study utilized a cross-sectional research approach to collect data necessary to investigate its research questions. It involved 180 banks as participants, and data analysis was conducted using

SmartPLS 3.0 software to examine mediation effects. The findings revealed that stakeholders' pressure has a significant impact on organizational performance. Additionally, organizational performance was identified as mediating the relationship between stakeholders' pressure and employees' well-being. The implication of these findings suggests that Pakistani banks should focus on addressing stakeholder pressure to promote effective Corporate Social Responsibility (CSR) practices, leading to improved organizational performance and employee welfare. This study was however conducted within the banking sector which is for-profit organizations, the findings of the study cannot be generalized as applicable within the charitable organization in Nairobi County.

Gupta et al. (2020) researched to examine how stakeholders' engagement influenced the performance of manufacturing firms across Europe from 2004 to 2011. The study employed a longitudinal approach to capture the long-term impact of stakeholder engagement on organizational performance. It explored both direct and indirect effects, taking into account contextual factors such as firm attributes. Structured equation modeling analysis was used to identify the direct and indirect paths between stakeholder engagement and performance. Data was collected through questionnaires administered at different intervals, and models were compared across various periods. Findings from the study indicated significant direct and indirect effects, emphasizing the importance of considering contextual factors in understanding how stakeholder engagement influences organizational performance and effectiveness. However, this study was conducted within the context of manufacturing firms which are faced with different business environments and regulatory policies from that of charitable NGOs in Nairobi County.

2.4 Summary of Gaps

Table 2.1

Research Gap Summary

Author(s)	Title	Findings	Gaps Identified	How Gaps Were Filled
Nkosi (2020)	Investigating Factors Impacting Strategy Implementation	Inadequate financial resources hinder effective strategy implementation; inefficient organizational structures, insufficient professional training, and resistance to change were also identified as challenges.	Results are specific to South Africa and may not apply to Nairobi County; lack of insights into charitable NGOs context.	Investigate similar challenges in charitable NGOs in Nairobi County to assess their impact on performance.
Mutuku (2021)	Internal Factors Influencing Strategy Implementation in Machakos County	Leadership skills, staff training, resource distribution, and active employee participation are crucial for strategy execution. Employee training significantly impacts strategy implementation, but employees lacked the necessary skills.	Context is specific to Machakos County government; findings may not directly translate to charitable NGOs.	Explore leadership skills and training needs within charitable NGOs in Nairobi County.
Elbanna and Abdel-	Impact of Resources on	Financial resources and	Limited sample size and focus	Focus on financial and

Maksoud (2020)	Performance in Oil-Rich Countries	quality of human capital significantly influence the effectiveness of public institutions.	on public sector restrict generalizability to charitable organizations.	human resources factors specifically within the charitable organization sector.
Kyalo (2023)	Strategy Implementation and Performance in Kenya's Tourism Sector	Physical, human, and financial resources are critical for executing organizational strategies; resource budgeting and allocation are crucial for improving performance.	Context is limited to the tourism sector, which has different regulatory environments compared to NGOs.	Investigate resource allocation in charitable NGOs to identify performance impacts within that specific context.
Musango (2021)	Resource Allocation and Turnaround Strategies at NKCC	Availability and strategic allocation of resources are crucial for effective strategy execution; identified issues in human resources such as incompetence and insufficient training mechanisms.	Findings may not be applicable to other sectors; lack of focus on the NGO sector's specific challenges.	Assess how resource allocation affects strategy execution in charitable NGOs and address training mechanisms for staff.
Kimani (2022)	Strategic Leadership and Financial Sustainability of NGOs	Strategic leadership enhances organizational performance through a clear	Focus on strategic leadership in NGOs and its direct influence on performance;	Provide empirical research on how strategic leadership specifically

		understanding of internal and external environments; important for NGOs' long-term sustainability.	limited empirical evidence in Kenyan context.	affects performance in NGOs in Kenya.
Abdullahi et al. (2020)	Impact of Strategic Leadership on Organizational Citizenship Behavior	Leadership styles significantly predict organizational citizenship behavior (OCB); transformational leadership has a stronger effect, while emotional intelligence enhances autocratic leadership's impact.	Research focused on SMEs in Ghana may not be directly applicable to NGOs; lack of specific focus on charitable sector dynamics.	Explore the influence of leadership styles on OCB within the context of charitable NGOs in Nairobi County.
Bhardwaj et al. (2021)	Influence of Strategic Leadership Models on Employee Motivation	Strategic leadership influences organizational outcomes; external factors and internal dynamics affect the relationship between leadership and performance.	Lack of contextual application limits understanding of leadership in Kenyan NGOs; general findings without specific insights.	Conduct specific studies on strategic leadership's effects in the Kenyan charitable sector to provide contextual insights.
Rahman et al. (2018)	Strategic Leadership Styles and Performance in Malaysia's Automobile Sector	Significant positive correlation between strategic leadership and firm performance; however, context	Context is specific to the automobile sector; findings may not be relevant to NGOs operating	Investigate the effects of strategic leadership on performance in charitable organizations to

		is profit-driven and may not reflect charitable organizations' needs.	under different objectives.	ensure relevance to the nonprofit sector.
Musheke and Phiri (2021)	Communication and Performance in HR Consultancy Firms	Proficient communication positively affects organizational performance; significant correlation between management and chosen communication channels.	Limited focus on specific sectors; findings may not translate directly to the NGO context.	Study the impact of communication strategies on performance specifically within charitable organizations.
Reza and Nugroho (2020)	Communication and Employee Performance in Ethiopian Government Institutions	Effective communication channels enhance employee performance; leadership significantly impacts human resources and organizational performance.	Findings from government institutions in Ethiopia may not be directly applicable to charitable organizations.	Investigate the combined effects of leadership and communication in Kenyan charitable organizations.
Syahrudin et al. (2020)	Communication, Organizational Culture, and Employee Performance	Communication significantly impacts employee performance; the right communication strategies enhance employee capabilities and competencies.	Focus on a specific government context may not represent NGOs; lack of research in the charitable sector.	Explore how communication strategies affect employee performance within charitable organizations to identify effective practices.

Sosrowidigdo (2020)	Effective Communication and Employee Performance	Strong positive association between communication and employee performance; improvements in communication lead to better performance outcomes.	Focused on private sector; findings may not apply to nonprofit organizations operating in different environments.	Conduct research on communication effectiveness in charitable organizations to understand its unique impacts on performance.
Maulana and Sumartik (2022)	Leveraging Organizational Communication for Improved Performance	Organizational culture, communication, and transformational leadership significantly influence employee performance.	Limited to the food industry; findings may not translate to other sectors like NGOs.	Assess the influence of organizational communication and culture on performance within charitable organizations.
Nkosi (2020)	Investigating Factors Impacting Strategy Implementation	Inadequate financial resources hinder effective strategy implementation; inefficient organizational structures, insufficient professional training, and resistance to change were also identified as challenges.	Results are specific to South Africa and may not apply to Nairobi County; lack of insights into charitable NGOs context.	Investigate similar challenges in charitable NGOs in Nairobi County to assess their impact on performance.
Mutuku (2021)	Internal Factors Influencing Strategy Implementation	Leadership skills, staff training, resource distribution, and active employee	Context is specific to Machakos County government;	Explore leadership skills and training needs within charitable

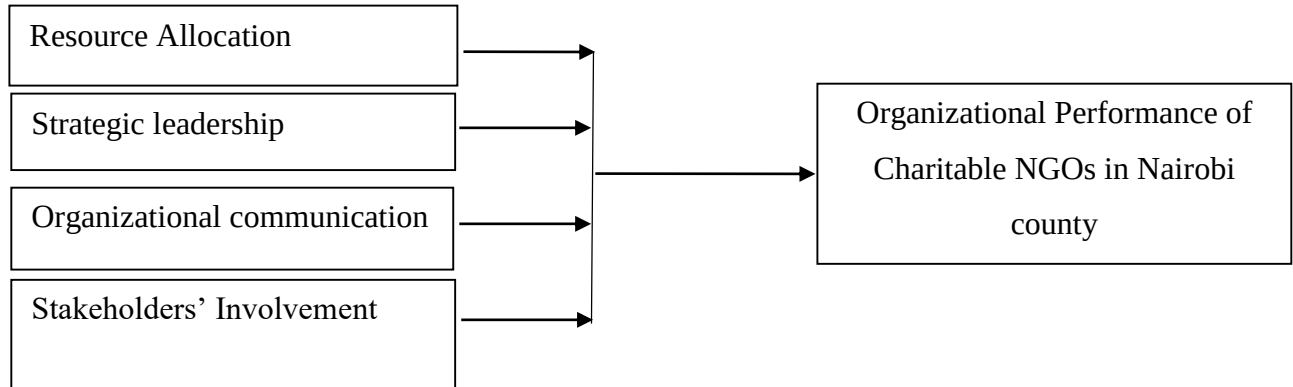
	in Machakos County	participation are crucial for strategy execution. Employee training significantly impacts strategy implementation, but employees lacked the necessary skills.	findings may not directly translate to charitable NGOs.	NGOs in Nairobi County.
Elbanna and Abdel-Maksoud (2020)	Impact of Resources on Performance in Oil-Rich Countries	Financial resources and quality of human capital significantly influence the effectiveness of public institutions.	Limited sample size and focus on public sector restrict generalizability to charitable organizations.	Focus on financial and human resources factors specifically within the charitable organization sector.

2.5 Conceptual Framework

The conceptual framework shows how the various elements in the study interact with each other to give meaningful results. This framework shows how strategy implementation influences the practices and the performance of NGOs in Nairobi County. The independent variables in the study are resource allocation, strategic leadership, organizational communication, and stakeholder involvement, while the dependent variable will be the performance of Charitable NGOs. The relationships between the variables are shown in Figure 2.2.

Figure 2.2

Conceptual Framework



Independent Variables

Dependent variable

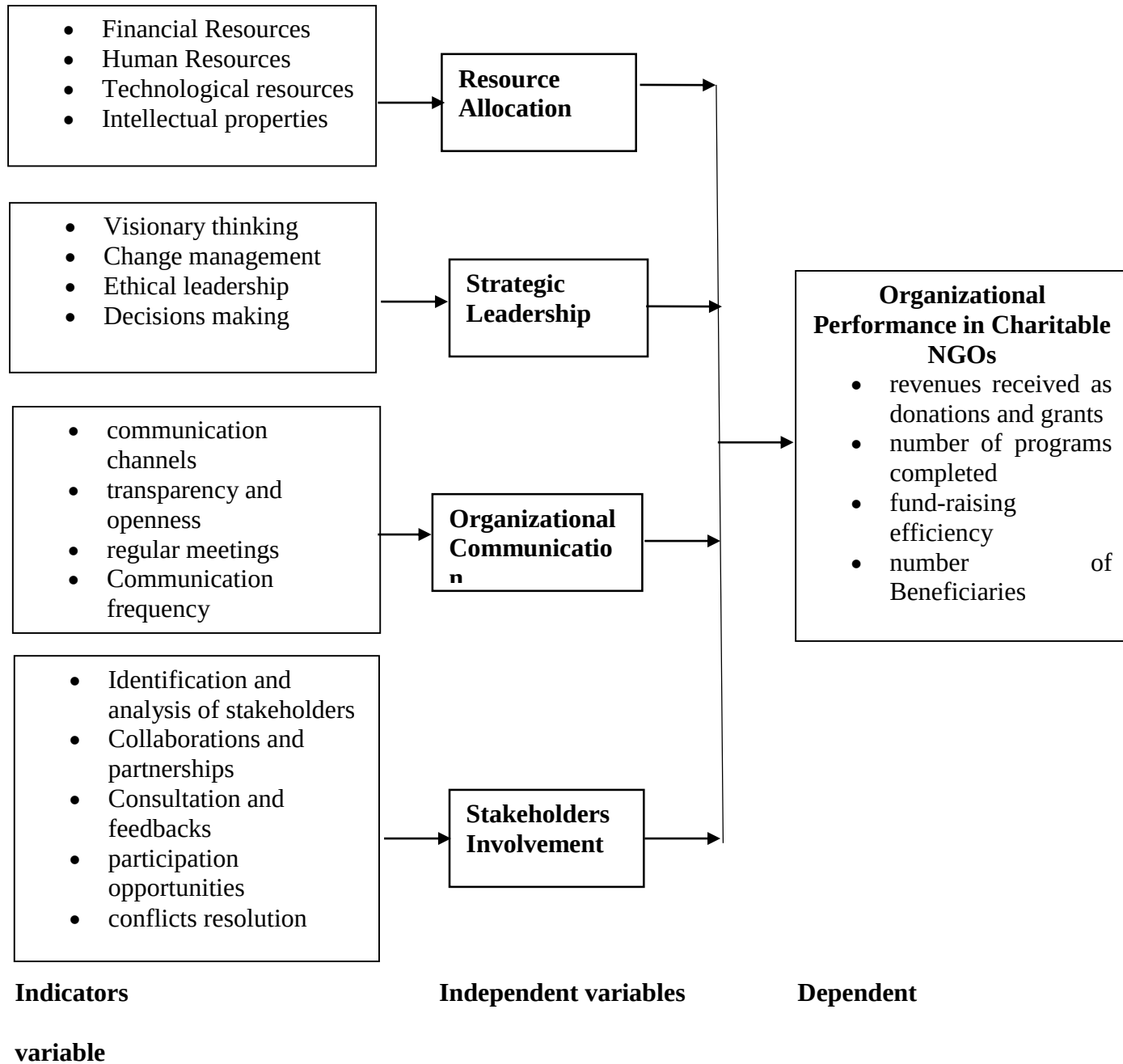
Source: Author (2024)

2.6 Operational Framework

The operational framework presents the study variables, showing specifically the measures/ indicators for the independent and the independent variables. Figure 2.3 shows the operational framework.

Figure 2.3

Operational Framework



Source: Author (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the design that the study applied, the target population which offers the participants of the study, the sampling procedure for a sizeable sample size, and the techniques that will be applied to obtain the desired sample size. The chapter also presented data procedures, data collection instruments, and pilot tests to determine validity and reliability. Finally, the chapter will present data analysis techniques, and data presentation and end with ethics on the research procedures.

3.2 Research Design

A research design is a blueprint upon which research relies to answer important questions or solve a world problem or research problem. A research design offers the strategies and steps that a researcher uses to achieve research objectives (Bloomfield & Fisher, 2019). A research design is chosen depending on what is needed to be achieved (Asenahabi, 2019). This research used a descriptive research design because it does not manipulate the data collected from the field and therefore a researcher can answer important questions such as, when? How? Why? and who? about the research (Huntington-Klein, 2021).

3.3 Target Population

Target population refers to units, groups, or observations in which a researcher has interests and also shares similar characteristics (Siedlecki, 2020). A target population provides important information that can help answer important research questions. This research considered 213 charitable NGOs in Nairobi county, whereas the unit of observation will be the employees of the charitable organization including project facilitators, project managers, communication

managers, finance managers, and supply chain managers. The study target population was a total of 1427 employees from the 213 NGOs in Nairobi county. The population is considered because it is actively involved in activities of strategy implementation.

Table 3.1

Target Population

Category of Charitable Organizations	Population Size
Humanitarian NGOs	248
Health NGOs	315
Education NGOs	228
Environmental NGOs	127
Social Welfare NGOs	509
Total	1427

Source: NGO Council, (2023)

3.4 Sample Frame

A sample frame represents a collection of observations or individual lists from which a sample is obtained (Turale, 2020). The sample frame for the study was, Humanitarian NGOs (37), Health NGOs (47), Education NGOs (34), Environmental NGOs (19), and Social Welfare NGOs (76) as shown in appendix IV.

3.5 Sample Size and Sampling Techniques

A sample represents a subset of the population with similar characteristics to the entire population (Turale, 2020). Sampling involves selecting a portion of the population to participate in a study. In this research, a probabilistic sampling method was utilized. The sample was selected using the stratified random sampling method (Siedlecki, 2020). The study determined an appropriate sample size using the Taro Yamane formula; $n = \frac{N}{1 + N(e^2)}$, where n represent the sample size, (N) represent the entire population size and (e), the desired margin of error. This study considered a sampling error of 5% or 95% confidence level. To arrive at sample size through the formula the following calculation was done,

$n=1427/ [1+1427(0.05* 0.05)] = 312.42$, which was considered to be a sample of 312 participants.

Table 3.2

Sample Distribution

Category of Charitable Organizations	Population Size	Percentage	Sample size
Humanitarian NGOs	248	17.37%	54
Health NGOs	315	22.07%	69
Education NGOs	228	15.96%	50
Environmental NGOs	127	8.92%	28
Social Welfare NGOs	509	35.68%	112
Total	1427	100%	312

Source: Researcher (2023)

3.6 Data Collection Procedure

Data collection involves gathering information for research. Some common methods for data collection include social sciences, the use of survey questionnaires, conducting interviews, and focused group discussions (Alam, 2021). The study applied semi-structured questionnaires to gather primary data which were distributed both physically as well as through electronic means. Physical data collection methods involved visiting the workplaces of the respondents and issuing the questionnaire upon being given consent by the participants. The respondents were given two weeks to respond to the questions in the questionnaire. Additionally, the researcher used Google Sheets to gather data electronically where a link with the set of questions was emailed to participants who preferred the electronic approach and were physically present in the office but willing to participate.

3.7 Data Collection Instrument

In this study, a structured questionnaire was employed as the primary data collection instrument due to its ease of administration, cost-effectiveness, and ability to gather large amounts of data

in a short time (Posada-Quintero & Chon, 2020). The questionnaire consisted of both open-ended and closed-ended questions. The closed-ended questions included Likert-type scales and multiple-choice questions. The Likert scale ranged from 1 to 5, where 1 represented "strongly disagreed" and 5 represented "strongly agreed." The questionnaire was organized into several sections to align with the study variables. The first section collected demographic data from respondents, while the second section focused on resource allocation, the third on strategic leadership, the fourth on organizational communication, the fifth on stakeholders' involvement, and the final section gathered data on the dependent variable, which was the performance of charitable NGOs in Nairobi County. This structure ensured comprehensive coverage of the different strata and categories relevant to the study's objectives.

3.8 Pilot Testing of the Questionnaire

A pilot test is a scaled-down version of the actual study done for purposes of testing study feasibility, refining the data collection instrument and methods, checking for logistics, and estimating resources needed in the actual study (Ghahari et al., 2020). The research conducted a pilot study to verify the reliability and validity of the research instrument. A sample size of 10% of the total sample is sufficient for pilot testing. Thus, 32 participants from charitable organizations in Kiambu County were involved in this phase to enhance the accuracy and trustworthiness of the research tool.

3.8.1 Validity of the Research Instruments

The research instrument's validity examines whether the questionnaire adequately collects data for the study (Kennedy et al., 2019). The assessment of questionnaire validity involved using both content/face validity and construct validity methods. Content validity involved checking whether the words used in the questionnaire can be understood by the participants, both the

research experts in the university and strategic management practitioners for the NGOs aided in improving the questionnaire. Additionally, the study used construct validity including KMO tests and Bartlett tests. KMO is used to determine sample adequacy before conducting factor analysis tests. The cutoff point for KMO was 0.7, a score above 0.7 indicated adequacy for factor analysis. Besides, the study used the Bartlett test for purposes of testing whether the indicators belong to the variables they identify themselves with, a Sig factor of below 0.05 indicated that indicators are well-fitted within the variables.

3.8.2 Reliability of the Research Instruments

Reliability refers to the consistency of a research instrument, ensuring that it yields similar findings when used repeatedly. Cronbach's alpha tests were employed in the study to assess the internal consistency of the instrument. A Cronbach alpha is a test on whether the various variables are related. A high correlation is better and indicates that the items fit well within the variable (Hidayati et al., 2021). The cut-off point for Cronbach alpha tests was 0.7, where a score above 0.7 indicated that the instrument was internally consistent however lower scores indicated a weak measure of the instrument.

3.9 Data Analysis

Data gathered from the field will be cleaned for missing data and entered in SPSS after proper coding. Analysis techniques involved content, descriptive, and inferential analysis. Content analysis involved sorting qualitative data into themes for easier interpretation and reporting. Descriptive analysis involved calculating measures such as mean, frequencies, and standard deviation. In contrast, inferential analysis involved regression analysis and correlation analysis. Tests for inferential analysis involved comparing a critical value of 0.05 with the observed significance, a value below 0.05 shows a significant relationship whereas a value above the cut-

off of 0.05 shows a non-significant relationship, which was recommended by Posada-Quintero and Chon (2020). The present study applied a multi-linear regression model. The results of the study were presented in tables figures and qualitative for purposes of data interpretation and also presentation of qualitative data. The model was in the following form.

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e..... \text{Equation (ii)}$$

Where

Where y is the dependent variable, performance of charitable NGOs in Nairobi county.

x1 represents resource allocation

x2, represents strategic leadership

x3, represents the organization communication channel

x4, represents stakeholders' involvement.

e represents the error term in the model.

3.9.1 Diagnostics Tests

The study applied multi-linear regression analysis and therefore it was important to ascertain that all the assumptions of the multi-linear regression model have been ascertained using the various tests described below.

3.9.1.1 Normality Test

This study used the normality tests to determine the behaviors of the residuals (Bary, 2017). The study applied a Shapiro-Wilk test. According to Khakshooy and Chiappelli (2018), a p-value on a variable that is higher than the chosen level of significance indicates that the data is normally distributed. This study considered a chosen level of significance of 0.05, observed values that are higher than 0.05 reflect normal distribution. A p-value >0.05, shows the presence of normality, whereas a p-value less than 0.05, shows a lack of normal distribution.

3.9.1.2 Homoscedasticity Test

Heteroscedasticity is a violation of the assumption of the multi-linear regression analysis (Perez-Melo & Kibria, 2020). The study applied Breusch pagan tests for testing for the presence of homoscedasticity whereby the independent variables were regressed against the residuals, a procedure which was recommended by Osborne (2008). In situations where observed p-values exceed the significance level of 0.05, the assumption of homoscedasticity remains unviolated (Haddad et al., 2019). However, if p-values are below the chosen significance level, it confirms the presence of heteroscedasticity, potentially leading to erroneous interpretations of t and F-values (Breiman & Friedman, 1997). Heteroscedasticity is indicated by p-values <0.05 , while p-values >0.05 indicate the absence of heteroscedasticity.

3.9.1.3 Multi-collinearity Test

An independent variable should stand on its own and should not change as a result of change in another independent variable otherwise there is a problem of multi-collinearity (Thompson et al., 2017). A high correlation between variables can signify a wrong estimation of the predictors and therefore a wrong interpretation of findings (Senaviratna & Cooray, 2019). The study applied variance Inflation Factor (VIF) or tolerance to detect multi-collinearity presence which was recommended by Khakshooy and Chiappelli (2018).

The VIF scale runs between 1 and 10 VIF values that are lower than 4 indicate there is no multi-collinearity, however values that are too close to 10 indicate the presence of multi-collinearity which calls for the dropping of one or more of the highly correlated variables. When $VIF > 5$, there is multi-collinearity; when the VIF is < 5 , there is no multi-collinearity. Further, the study applied correlation analysis to tests for multi-collinearity, highly correlated variables. A Pearson (r) score that is higher than 0.7 was dropped if also statistically significant. Where the $r > 0.7$; there is multi-collinearity; where the r is < 0.7 , there is no multi-collinearity. Application

of Pearson correlation analysis was recommended by Osborne (2008) who recommended a correlation analysis between the independent variables alone.

3.9.1.4 Auto- Correlation Test

Besides, the study tested for serial correlation. The study applied a Durbin-Watson test, the scale runs between 0 and 4, and values between 1.5 and 2.5 indicate there is no significant auto-correlation, however, values below 1.5 indicate positive auto-correlation whereas values above 2.5 indicate negative auto-correlation which need to be addressed (Yin, 2021). In case auto-correlation was present the study applied first-order differencing by subtracting each observation from the previous one which helps the data become more stationary therefore reducing auto-correlation. According to Khakshooy and Chiappelli (2018) a more specified model can help in addressing auto-correlation problems.

3.10 Ethical Consideration

The study was conducted by observing several ethical considerations including, informed consent, confidentiality and autonomy, integrity and honesty, and beneficence (doing good and minimizing harm). The study obtained consent from participants by ensuring they understood the research benefits, risks, procedures, and their right to withdraw without consequences. Measures were taken to safeguard participants from physical and emotional harm, and to assure them that their identities were to be kept confidential, with data used solely for academic purposes and not shared with third parties.

The researcher also ensured that the study observes academic integrity such as fully acknowledging all referred materials by citing accordingly using APA styles. Besides the researcher avoided biases and reported the right information by avoiding misleading findings or biased reports. The researcher also ensured inclusivity and diversity by ensuring that there

was no discrimination as far as participating in the research was concerned. Finally, the participants had an opportunity to receive feedback from their input by having the final project published in open-access platforms such as university e-repositories and journal publications.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

Contained in chapter four are the results that emerged from analysis of the data which was collected through questionnaires. The main goal of the thesis was to establish whether the strategy implementation practices had an influence of the performance of the charitable organizations. Specifically, the variables included were resources allocation practices, strategic leadership strategies, practices on strategic communication as well as the practices within stakeholders' involvement within the independent variables. On the dependent side was the performance indicators given in both operational, financial and other non-financial indicators. The chapter is logically organized into demographic outcomes statistics, the statistics for description as well as the deductive or the inferential outcome after conducting diagnostic tests in a five level steps.

4.1.1 Response Rate

The research aimed to gather data from 313 participants, but ultimately, data were collected from 285 respondents, resulting in a response rate of 91.05%. However, 8.95% of the potential respondents either could not effectively participate in the study or were unreachable during the data collection period. A response of 91.05% was realized as a result of consistently reminding the participants to fill the questionnaires and deploying research assistants to pick questionnaires once filled. To realize such a high response, rate the study continuously reminded the respondents to fill the questionnaires, which were also picked for purposes of data entry and analysis.

Table 4.1*Response Rate*

Response	Frequency	Percentage (%)
Questions filled and returned	285	91.05
Unfilled questionnaires	28	8.95
Total	313	100

Source: Primary Data (2023)

4.1.2 Reliability Statistics

The research examined to evaluate the questionnaire's reliability using Cronbach's alpha tests, and the findings are outlined in Table 4.2. The results revealed that resource allocation achieved a Cronbach score of 0.786, while strategic leadership showed a score of 0.813. Additionally, strategic communication had a Cronbach score of 0.868, and stakeholder involvement scored 0.780. Furthermore, organizational performance obtained a Cronbach score of 0.858. All variables, both independent and dependent, had Cronbach scores exceeding 0.7, indicating the overall reliability of the instrument. This aligns with the findings of Aslam and AL-Marshadi (2018) who suggested that a Cronbach alpha score above 0.7 indicates the variable's reliability for data analysis purposes.

Table 4.2*Reliability Statistics*

Variable Name	Cronbach's Alpha	N of Items	Decision
Resource Allocation	.786	4	Reliable
Strategic Leadership	.813	4	Reliable
Strategic Communication	.868	4	Reliable
Stakeholder Involvement	.780	5	Reliable
Organizational Performance	.858	4	Reliable

Source: Primary Data (2023)

4.1.3 Validity Statistics

The study assessed construct validity using Kaiser-Meyer-Olkin (KMO) and Bartlett's tests, revealing KMO scores above the accepted threshold of 0.7 for resource allocation (KMO = 0.750), strategic leadership (KMO = 0.804), strategic communication (KMO = 0.861), and stakeholder involvement (KMO = 0.777), all with significant p-values of 0.001. These results suggest that the sample size was sufficient and suitable for further analysis, as all variables demonstrated adequate construct validity. Furthermore, all variables had p-values less than 0.05, indicating the validity of the constructs for analysis. A KMO score above 0.7 indicates sample adequacy for factor analysis or data analysis. Moreover, a p-value below 0.05 in Bartlett's test implies that factors can be derived from the variables through factor analysis.

Table 4.3

KMO and Bartlett's Test

KMO and Bartlett's Test	Resource Allocation	Strategic Leadership	Strategic Communication	Stakeholder Involvement	Organizational Performance
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.750	.804	.861	.777	.722
Bartlett's Test of Sphericity	172.153	390.604	390.604	174.089	207.560
Approx. Chi-Square	6	15	15	6	3
Df	6	15	15	6	3
Sig.	.000	.000	.000	.000	.000

Source: Primary Data (2023)

4.2 Demographic Statistics

The study conducted a demographic analysis of the gender, age, and positions held by the participants, as presented in Tables 4.4, 4.5, and 4.6. According to Table 4.4, the data revealed that a significant majority of the participants were male, constituting 66.67% of the total, while

only 33.33% were female. These findings align with the principle of affirmative action aiming for a two-thirds representation of both genders across all sectors of the Kenyan economy.

Table 4.4

Gender of the Participants

Gender	Frequency	Percentage
Male	190	66.67
Female	95	33.33
Total	285	100

Source: Researcher (2024)

The findings presented in Table 4.5 on the age of the participants indicated that the largest proportion were between ages 31 years to 40 years with 42.1%. Following closely, participants aged between 20 and 30 years represented 29.5% of the sample, while those aged 41 to 50 years represented 17.9%, and only 10.5% of participants were above 50 years old.

Table 4.5

Age of the Participants

Age Bracket	Frequency	Percent
Between 20 and 30 years	84	29.5
Between 31 and 40 years	120	42.1
Between 41 and 50 years	51	17.9
Above 50 years	30	10.5
Total	285	100.0

Source: Researcher (2024)

Results given in Table 4.6 indicate that the majority of the respondents were finance managers as shown by 25.3%, followed closely by 23.5% of the participants who were project managers, followed again closely by 23.2% of the participants who were Supply chain managers, 16.8% of the participants were Communication managers whereas only 11.25 of the participants were Project facilitators.

Table 4.6

Position of Participant in the Organization

Position in the Organization	Frequency	Percent
Project facilitators	32	11.2
Project managers	67	23.5
Communication managers	48	16.8
Finance managers	72	25.3
Supply chain managers	66	23.2
Total	285	100.0

Source: Researcher (2024)

4.3 Descriptive Statistics

Descriptive statistics were employed to assess participants' opinions on various aspects of resource allocation, strategic leadership, strategic communication, stakeholder involvement, and performance of charitable NGOs. They were analyzed using a Likert scale ranging from 1 to 5 with a scale of 1 strongly disagreeing and a scale of 5 strongly agreeing with the statements.

4.3.1 Descriptive Statistics on Resource Allocation

Descriptive statistics conducted on the resource allocation practices included, frequency, percentage, mean, and standard deviation on various statements provided regarding resource allocation. Findings are shown in Table 4.7 on a Likert scale provided.

Table 4.7*Resource Allocation*

Statement on resource allocation	SD	D	N	A	SA	Mean	Std. Dev
Our company uses budgeting to set aside money for financial resources.	22 (8.3%)	42 (15.8%)	40 (15.0%)	109 (41.0%)	53 (19.9%)	3.52	1.211
Our company employs people to work in every area and complete all necessary tasks.	7 (2.6%)	34 (12.8%)	17 (6.4%)	122 (45.9%)	86 (32.3%)	3.83	1.065
We have ICT devices and use computer hardware and software to carry out various tasks.	10 (3.8%)	36 (13.5%)	19 (7.1%)	130 (48.9%)	71 (26.7%)	3.56	1.090
Through the efforts of our research and development staff, our organization has developed inventions that we believe will be beneficial to our beneficiaries.	8 (3.0%)	30 (11.3%)	25 (9.4%)	145 (54.5%)	58 (21.8%)	3.72	1.000
Composite Mean						3.65	

Source: Researcher (2023)

Results showed that respondents agreed that their companies budgeted for financial resources (mean 3.52). These findings are shown in Table 4.7. Results also showed that, with a mean score of 3.83, participants agreed that their company employed people who worked in every area and completed all necessary tasks. The results also showed that, on average (mean=3.56), respondents acknowledged that their company had purchased ICT devices and employed computer hardware and software for various purposes. Furthermore, participants concurred that their establishments' research and development teams had produced innovations they deemed valuable, which played a significant role in benefiting their recipients (mean=3.72). Overall,

the results underscored a shared acknowledgment among respondents that resource allocation is actively pursued, evidenced by an average mean score of 3.65. Elbanna and Abdel-Maksoud (2020) in their study similarly argued that resources influenced the performance of oil-rich countries in the United Arab Emirates (UAE) with the study's major variables being financial and human resources. The findings suggested that resources play critical roles in the performance of oil-rich countries.

The respondents were also asked to name a few of the ICT equipment owned by their organization

Respondents revealed that in their organization, a diverse array of Information and Communication Technology (ICT) equipment was instrumental in supporting the effective implementation of their strategies and enhanced overall organizational performance. Key ICT assets included a robust network infrastructure comprising servers, routers, and switches to ensure seamless communication and data management. Their organization also employed a range of computing devices such as desktops, laptops, and tablets, equipped with up-to-date software and security measures to facilitate efficient work processes. Additionally, they utilized specialized ICT equipment tailored to their charitable initiatives, such as fundraising software, donor management systems, and communication tools to engage with their stakeholders effectively. These resources collectively empowered them to implement their strategic objectives, streamline operational workflows, and optimize organizational performance, ensuring that their charitable activities in Nairobi County were conducted with the utmost effectiveness.

Further, the respondents were asked about the factors or considerations they undertook to ensure effective resource allocation

Respondents revealed that their organizations facilitated more nuanced and contextually relevant responses, empowering charitable non-governmental organizations (NGOs) in Nairobi County to engage effectively with diverse stakeholders. By leveraging this advanced language model, NGOs streamlined communication, automated routine tasks, and derived valuable insights from data, thereby optimizing their operational strategies. The incorporation of such innovative technologies aligned with the broader goal of enhancing organizational performance, enabling NGOs to navigate the challenges of strategy implementation more efficiently and ultimately fostering positive outcomes for their beneficiaries.

Kyalo (2023) aligned with the findings of the study in an examination of how resource allocation influences strategy implementation within the tourism sector in Kenya. It was found that the distribution of physical, human, and financial resources is essential for organizations to implement strategies effectively, highlighting the significance of budgeting and resource allocation in improving organizational performance.

4.3.2 Descriptive Statistics on Strategic Leadership

On the variable strategic leadership, descriptive statistics were obtained through revealing the number and the percentage of the respondents who either were in agreement or in disagreement with the statements provided. To assess whether they agreed or not a scale was provided where a mean outcome of below 2.5 showing that respondents disagreed, besides another measure of mean score above 2.5 but also below 3.5 indicated participants were not decided i.e. they were neutral. Finally, a measure above 3.5 was an indication that participants agreed with the statements. The mean and the standard deviation indicated clearly how the participants deferred with the statements or concurred. The results are presented in Table 4.8.

Table 4.8*Strategic Leadership*

Statement on Strategic Leadership	SD	D	N	A	SA	Mean	Std. Dev
The mission and vision for our organization has clearly being outlined by our strategic leader.	10 (3.8%)	18 (6.8%)	23 (8.6%)	139 (52.3%)	76 (28.6%)	3.64	0.991
To navigate through complex and dynamic times and space it takes the hand of our strategic leaders.	11 (4.1%)	15 (5.6%)	33 (12.4%)	118 (44.4%)	89 (33.5%)	3.79	1.029
We often emulate the ethical practices of our leaders in conducting our roles.	3 (1.1%)	22 (8.3%)	29 (10.9%)	139 (52.3%)	73 (27.4%)	3.83	0.904
Effective decision making is a result of our strategic leaders	11 (4.1%)	17 (6.4%)	30 (11.3%)	120 (45.1%)	88 (33.1%)	3.91	1.036
Composite Mean						3.79	

Source: Researcher (2023)

The findings as presented in Table 4.8 revealed that participants agreed with the statement that their leaders effectively communicated the company's vision and mission in a visionary manner (mean = 3.64). Additionally, participants agreed with the statement that their leaders strategically guided the organization through changing landscapes (mean = 3.79). They also perceived their leaders as role models in ethical conduct (mean = 3.83) and as effective decision-makers during strategy implementation (mean = 3.91). Overall, the findings suggest that strategic leadership positively influences charitable NGOs in Nairobi County, with a composite mean score of 3.79.

Respondents were also asked to provide feedback on who came up with the mission and vision of their organization

Respondents agreed that the formulation of mission and vision typically involved collaborative efforts among key stakeholders, including founders, leadership teams, and organizational members. The mission and vision of their organization were often shaped by their organization's core values, objectives, and the societal needs it sought to address. While the specific individuals responsible for crafting the mission and vision may have varied, it was a collective process that reflected the organization's commitment to its overarching purpose. Effective strategy implementation, encompassing goal alignment, resource allocation, and stakeholder engagement, became instrumental in translating these guiding principles into tangible actions that contributed to organizational success and the fulfillment of its charitable objectives.

Besides, respondents were asked what were the key roles played by their leaders

Respondents agreed that leaders played crucial roles in shaping and executing key strategies. They agreed that their leaders were instrumental in formulating clear and mission-aligned strategies that guided the organization's activities. Their ability to communicate and translate these strategies into actionable plans was crucial for successful implementation. Moreover, leaders fostered a culture of accountability and motivation among the organizational members, ensuring that everyone was aligned with the strategic objectives. Effective leaders also played a role in resource allocation, making decisions that optimized the use of available resources to achieve the organization's goals. Additionally, they served as ambassadors, engaging with stakeholders, donors, and partners to build relationships that further supported the organization's mission. Overall, the leadership's commitment to strategic implementation practices significantly influenced the effectiveness and success of charitable NGOs in achieving their organizational performance goals.

Kimani (2022) in a study examining the influence of strategic leadership on the financial sustainability of non-governmental organizations (NGOs) in Kenya agreed with research findings indicating that strategic leadership necessitates a deep understanding of internal and external business environments to effectively tackle dynamic challenges. This approach improves organizational performance by facilitating proactive responses to both internal and external factors impacting the business, emphasizing the crucial role of strategic leadership, particularly in articulating a clear vision and strategic planning, for ensuring the sustainability of NGOs in Kenya.

4.3.3 Descriptive Statistics on Strategic Communication

Descriptive statistics conducted on the Strategic Communication practices included frequency, percentage, mean, and standard deviation on various statements provided regarding Strategic Communication. Findings are shown in Table 4.9 on a Likert scale provided

Table 4.9*Strategic Communication*

Statement on Strategic Communication	SD	D	N	A	SA	Mean	Std. Dev
Our organization employs multiple channels of communication, both formal and informal when sharing updates on strategy progress	6 (2.3%)	31 (11.7%)	34 (12.8%)	118 (44.4%)	77 (28.9%)	3.85	1.035
Our communication methods are very transparent and open	9 (3.4%)	12 (4.5%)	33 (12.4%)	142 (53.4%)	70 (26.3%)	3.76	0.934
Our organization conducts regular meetings for debriefing on strategy status and updates	10 (3.8%)	13 (4.9%)	36 (13.5%)	141 (53.0%)	66 (24.8%)	3.81	0.955
Our organization often communicates with different stakeholders	19 (7.1%)	15 (5.6%)	37 (13.9%)	136 (51.1%)	59 (22.2%)	3.64	1.084
Composite Mean						3.76	

Source: Researcher (2023)

The results presented in Table 4.9 revealed that participants agreed with the statement that their organizations employ multiple channels of communication, both formal and informal when sharing updates on strategy progress indicated by a 3.85 mean. Findings also show that respondents agreed that their communication methods were very transparent and open shown by a 3.76 mean. The results further revealed that participants agreed that their organizations conducted regular meetings for debriefing on strategy status and updates shown by a 3.81 mean. Findings also revealed that respondents agreed their organizations often communicate with different stakeholders shown by a mean of 3.64. On average the study showed that charitable

organizations in Nairobi County were influenced positively by strategic communication indicated by a composite mean of 3.76.

Respondents were asked to provide feedback on what was the most preferred/common way of communication during an emergency within their organization

Respondents revealed that the most preferred and common way of communication often depended on the nature and urgency of the situation. Typically, a combination of communication channels was utilized to ensure comprehensive coverage. While office telephone lines served as a direct and immediate means for internal communication, emails offered a formal and documented method for disseminating information. Mobile handset phones played a crucial role, providing flexibility and accessibility for employees who may not be in the office at the time of the emergency. Notice boards and memos/circulars served as supplementary channels for conveying important information and instructions. Additionally, social media platforms may have been leveraged for swift communication, especially in reaching a wider audience or stakeholders. The choice of communication channels during emergencies was strategic and varied based on the organization's structure, culture, and the specific needs of the situation at hand.

Reza and Nugroho (2020) concurred with the findings of the study having focused on the impact of communication on employees' performance in Ethiopian government institutions. The study established that leadership significantly affects employee performance in these organizations. Furthermore, the research highlights the importance of organizational communication in influencing employees' performance and emphasizes the collective influence of leadership and communication on employee performance in governmental organizations in Ethiopia.

In addition, Syahrudin, et al. (2020) agreed with the study findings in a study on the influence of communication on employee performance, with a focus on how communication, organizational culture, and training impacted employee performance. Results revealed that jointly, communication, culture, and training affected employees' performance. Importantly results revealed that communication had the greatest influence on employees followed by both culture and training in that order. The findings underscore the importance of maintaining communication patterns within the workplace and effectively engaging all employees to boost their capacities and competencies. The results ultimately indicated that the performance of employees needs an integrated approach where the right culture, refined communication strategies, and provision of comprehensive training for the employees enhance their performance.

4.3.4 Descriptive Statistics on Stakeholder Involvement

This section sought the perceptions of the participants through a Likert scale on the different statements provided on stakeholders' involvement in the charitable NGO in Nairobi county. The findings are shown in Table 4.10.

Table 4.10*Stakeholder Involvement*

Statement on Stakeholder Involvement	SD	D	N	A	SA	Mean	Std. Dev
Our organization conducts stakeholder identification and analysis to know the number and different interests and priorities	44 (16.5%)	20 (7.5%)	27 (10.2%)	125 (47.0%)	50 (18.8%)	4.11	1.331
Our organization collaborates and partners with different stakeholders including donors, local communities, and government agencies/administrators during strategy implementation	7 (2.6%)	25 (9.4%)	26 (9.8%)	114 (42.9%)	94 (35.3%)	3.90	0.997
Our organization consults different stakeholders to get feedback on how the strategy implementation exercise is done	8 (3.0%)	26 (9.8%)	39 (14.7%)	133 (50.0%)	60 (22.6%)	4.13	1.106
Our organization organizes participation opportunities, like public participation initiatives during the implementation of strategies	13 (4.9%)	29 (10.9%)	22 (8.3%)	126 (47.4%)	76 (28.6%)	3.99	1.022
Our organization resolves conflicts and crises among different stakeholders through listening and taking necessary actions	6 (2.3%)	25 (9.4%)	26 (9.8%)	112 (42.1%)	97 (36.5%)	3.79	0.935
Composite Mean						3.98	

Source: Researcher (2024)

Results, as presented in Table 4.10 established that participants agreed that their organizations conducted stakeholder identification and analysis to know the number and different interests and priorities indicated by a mean of 4.11. Also, findings showed that respondents agreed that their organizations collaborate with partners with different stakeholders including donors, local communities, and government agencies/administrators during strategy implementation shown by a 3.90 mean. Respondents agreed that their organizations consulted different stakeholders to get feedback on how the strategy implementation exercise is done indicated by a mean of 4.13. Results also indicate that respondents agreed with the statement that their organizations organize participation opportunities, like public participation initiatives during the implementation of strategies as indicated by a 3.99 mean. Results finally revealed that respondents agreed that their organizations resolve conflicts and crises among different stakeholders through listening and taking necessary actions indicated by a mean of 3.79. It was established, therefore, that charitable NGOs in Nairobi County were influenced positively by stakeholder involvement as shown by a composite mean of 3.98.

Besides, respondents were asked to name some of the ways through which their organization managed conflicts between itself and the stakeholders

Respondents agreed that in addressing conflicts between their organization and stakeholders, their approach revolved around fostering transparent communication, active engagement, and collaborative problem-solving. Respondents established that they prioritized maintaining open channels of communication with stakeholders, ensuring that their concerns and perspectives were heard and understood. Moreover, respondents noted that regular stakeholder forums, surveys, and feedback mechanisms were employed to create a dialogue that allowed them to proactively address potential issues. Additionally, participants revealed that they highlighted

the significance of involving stakeholders at every stage of strategic planning and implementation. By involving stakeholders in decision-making and seeking their input on key initiatives, they aimed to build a sense of shared ownership and commitment. Besides, conflict resolution mechanisms, such as mediation or facilitated discussions, were employed when disputes arose. Ultimately, respondents revealed that their organization's conflict management strategy sought to align stakeholder interests with organizational goals, fostering a collaborative and harmonious environment that contributed positively to their overall performance and impact.

The findings of the study were corroborated by Danso et al. (2020) who explored the impact of stakeholder engagement on the financial performance of SMEs in Ghana. The results demonstrated a strong correlation between effective stakeholder management and the performance of SMEs. The study also highlighted that this relationship is influenced by the degree to which the firm has implemented Environmental Sustainability Orientation (ESO). This suggests that SMEs that actively address environmental degradation see a greater positive impact on financial performance. Furthermore, the study emphasized that this effect is more pronounced in highly competitive industries. It underscored the importance of considering the business environment and competitive dynamics when evaluating the influence of stakeholder engagement on financial performance.

4.3.5 Descriptive Statistics on the Performance

On the variable performance, descriptive statistics were obtained through revealing the number and the percentage of the respondents who either were in agreement or in disagreement with the statements provided. To assess whether they agreed or not a scale was provided where a mean outcome of below 2.5 showing that respondents disagreed, besides another measure of

mean score above 2.5 but also below 3.5 indicated participants were not decided i.e. they were neutral. Finally, a measure above 3.5 was an indication that participants agreed with the statements. The mean and the standard deviation indicated clearly how the participants deferred with the statements or concurred. Given outcomes are summarised in table 4.11.

Table 4.11

Performance of Charitable NGOs

Statement on Performance	SD	D	N	A	SA	Mean	Std. Dev
We have noted a rise/increase in donor funding during our recent five years.	4 (1.5%)	20 (7.5%)	35 (13.2%)	126 (47.4%)	81 (30.5%)	3.87	1.097
More than any other time we have managed to complete projects in past five years	9 (3.4%)	29 (10.9%)	46 (17.3%)	98 (36.8%)	84 (31.6%)	4.01	1.039
We have reduced the amount we spend to secure donor-funding in past five years	7 (2.6%)	22 (8.3%)	48 (18.0%)	100 (37.6%)	89 (33.5%)	4.10	1.102
We have overwhelmingly increased our beneficiary reach in past five years than any other time.	13 (4.9%)	27 (10.2%)	33 (12.4%)	119 (44.7%)	74 (27.8%)	3.95	1.039
Composite Mean						3.98	

Source: Researcher (2024)

With a mean score of 3.87, the data displayed in Table 4.11 indicate that participants agreed with the assertion that donor financing has increased during the last five years. Furthermore, they both agreed that throughout this time, the number of finished projects had increased, as indicated by a mean score of 4.01. With a mean score of 4.10, participants also believed that obtaining donor funds had become much less expensive. This suggests increased fundraising

efficiency. With a mean score of 3.95, they also concurred that throughout this time, their reach and service to beneficiaries had grown.

Previous studies by Maulana and Sumartik (2022) supported the findings of the current study, suggesting that all the independent variables, including organizational culture, organizational communication, and transformational leadership, significantly influence the overall performance of organizations. Additionally, Alhaddad (2019) concurred that there exists a positive and significant relationship between strategic practices and organizational performance.

4.3.6 Analysis of Secondary Data

The study also analyzed secondary data to establish the amount and trend of donor funding in the last 5 years on the amount of donor funding revealed between the years 2017 and 2022.

Findings are shown in Table 4.12.

Table 4.12

Donor Funding

Indicator for performance	Amount in Kshs
Mean	407690864.47
Std. Deviation	187688275.482
Minimum	88329834
Maximum	755736611
N	213

Source: Financial Statements.

The donor funding landscape for charitable non-governmental organizations (NGOs) in Nairobi County demonstrated a significant variability in financial support over the last five years. The mean amount received stood at Kshs. 407,690,864.47, with a standard deviation of Kshs.

187,688,275.482. This indicated a considerable dispersion of funding values around the mean with different firms having registered different amounts of funding from small NGOs, mid-size NGOs, and large-size NGOs within Nairobi county. The funding range was substantial, ranging from a minimum of Kshs. 88,329,834 to a maximum of Kshs. 755,736,611. Such variance underscored the diverse financial environments these NGOs navigate. The influence of strategic implementation on performance became apparent in this context, as organizations with effective strategic plans and implementation mechanisms may be better positioned to attract higher levels of donor funding. A robust strategy likely contributed to the mitigation of financial risks and the cultivation of stronger donor relationships, ultimately enhancing the overall performance and sustainability of charitable NGOs in Nairobi County.

4.4 Diagnostic Tests

The study carried out diagnostic tests to ascertain whether multi-linear regression model assumptions, including normality, linearity, homoscedasticity, and non-auto-correlation had been attained.

4.4.1 Serial Auto-correlation

To find out if there was serial autocorrelation in the model's residuals, an autocorrelation test was performed. The autocorrelation was measured using the Durbin-Watson scale, which has a range of 0 to 4. The scale states that values above 2.5 imply the presence of negative autocorrelation, whereas values between 1.5 and 2.5 indicate no autocorrelation. Positive autocorrelation, shown by values less than 1.5, might result in less accurate predictions of the link between independent and dependent variables. The results are summarized in Table 4.13 with Durbin score of 1.985, therefore no Auto-correlation.

Table 4.13*Serial Auto-correlation Test*

Model	Durbin-Watson
1	1.985

4.4.2 Multi-Collinearity

Multi-collinearity test was conducted to determine whether the independent variables were changing as a result of a change in other independent variables, which is a violation of the rule of independence, an assumption of multi-linear regression that argues that independent variables should be independent as such where one independent variable change does not affect other independent variables. The study applied value inflation factor (VIF), in the determination of the Multicollinearity. VIF scale runs between 1 and 10, where values below 5 indicate there is no challenge of multi-collinearity, however, values above 5 indicate there is a problem of multi-collinearity. Results are presented in Table 4.14.

Table 4.14*Multi-Collinearity Test*

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Resources allocation	.681	1.469
Strategic Leadership	.565	1.770
Strategic communication	.614	1.629
Stakeholders Involvement	.742	1.348

The results from Table 4.14 indicated that Resource allocation had a VIF of 1.469, Strategic leadership had a VIF value of 1.770, Strategic communication had a VIF value of 1.629, whereas Stakeholder involvement had a VIF value of 1.348. The analysis concluded that the

independent variables in the study did not exhibit multicollinearity issues since all the VIF scores were less than 10. Therefore, all the independent variables were deemed suitable for regression analysis, indicating that there were no problematic levels of multicollinearity among the variables under consideration.

4.4.3 Homoscedasticity Test

Another assumption for linear regression is that the residuals for the independent variables have no variations. A Brusch –Pagan test was conducted with the independent variables regressed against the residuals and the findings were presented in Table 4.15.

Table 4.15

Homoscedasticity Test

		Coefficients		Standardize		
		Unstandardized		d		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.746	.176		4.241	.000
	Resources allocation	-.037	.032	-.083	-1.156	.249
	Strategic Leadership	.030	.040	.051	.736	.462
	Organizational communication	-.020	.048	-.033	-.416	.678
	Stakeholders Involvement	-.059	.043	-.108	-1.362	.174

a. Dependent Variable: Residuals

Results from the table reveal that sports sponsorship with 0.249 p-value, Resources allocation had a 0.462 p-value, Strategic Leadership had a 0.678 p-value whereas Organizational communication and Stakeholders Involvement had a 0.174 p-value. With all the p-values for the independent variables being above 0.05 findings implied that there was no violation of the

homogeneity or uniform variations of the residuals. Therefore, the study indicated that there was no significant change in the residuals when the independent variables changed.

4.4.4 Tests of Normality

In multi-linear regression analysis, the assumption of normality states that sample data must come from regularly distributed population data. The Shapiro-Wilk and Kolmogorov-Smirnov tests were used in the investigation. When observed p-values fall below the study's selected significance level of 0.05, it suggests that the data deviates significantly from the normal distribution, and one ought to take into account non-parametric statistical techniques or data transformations.

Table 4.16

Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Resources Allocation	.179	266	0.685	.908	266	0.780
Strategic Leadership	.248	266	0.386	.854	266	0.346
Organizational Communication	.158	266	0.344	.889	266	0.127
Stakeholders Involvement	.207	266	0.120	.919	266	0.645
Performance	.157	266	0.681	.905	266	0.684

a. Lilliefors Significance Correction

The findings from Table 4.16 indicated that the Shapiro-Wilk tests were conducted for various factors. For resource allocation, the obtained Sig factor of 0.780 suggested that the data followed a normal distribution, as it exceeded the significance level of 0.05. Similarly, the Sig factor of 0.346 for strategic leadership indicated normal distribution concerning leadership succession, since it was greater than the chosen significance level. Moreover, the Sig factor of

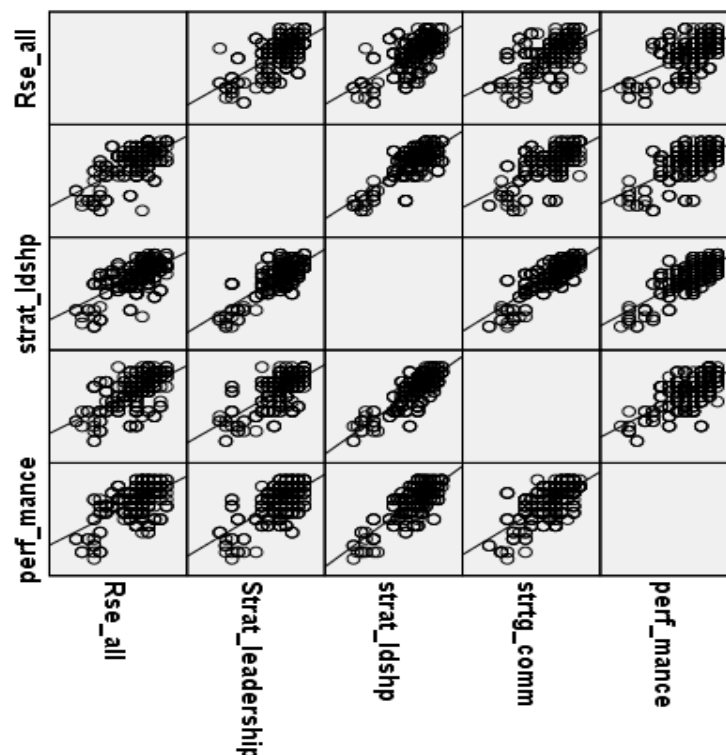
0.127 for organizational communication also suggested normal distribution. In the case of stakeholder involvement, the Sig factor of 0.645 was above the significance level of 0.05, indicating a normal distribution of stakeholders' involvement data. Lastly, the Sig factor of 0.684 for performance implied normal distribution in performance data.

4.4.5 Linearity Test

The study assessed the presence of linearity in the multilinear equations by examining scatter plots of independent and dependent variables. The line of best fit from the scatter plot indicated a linear pattern between the independent and dependent variables, confirming the requirement of linearity. This observation was illustrated in Figure 4.1.

Figure 4.1

Linearity Test



4.5 Inferential Analysis

To establish the relationship strategic implementation has on the performance of charity and foundation organizations in Kenya, the study conducted an inferential analysis which involved correlation analysis among variables in the study. The study also conducted both simple (shown between each independent variable against the dependent variable) and multiple regression analyses.

4.5.1 Resource Allocation on the Performance

In order to determine the strength and direction of the relationship between the two variables, a straightforward linear regression analysis was conducted using the following formula: $Y = \alpha + \beta_1 X_1 + \epsilon$, where y represents organizational performance, β_1 denotes the resource allocation coefficient, X_1 represents resource allocation as the independent variable, and ϵ represents the error term. Findings are presented in Table 4.16.

Table 4.17

Resource Allocation and Performance of Charitable NGOs in Nairobi County

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.502 ^a	.252	.249	.75272		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.276	1	50.276	88.734	.000 ^b
	Residual	149.580	264	.567		
	Total	199.857	265			
Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.167	.190		11.406	.000
	Resource Allocation	.439	.047	.502	9.420	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Resource Allocation

With a mean R-square value of 0.252, the study's results in Table 4.17 demonstrate that resource allocation explained 25.2% of the variability in the performance of benevolent NGOs in Nairobi County. Other variables were responsible for 74.8% of the variability. Furthermore, a Sig factor of $0.001 < 0.05$ was obtained from the computed F-ratio of 88.734, demonstrating the statistical importance of the model in forecasting organizational performance. Furthermore, there was a noteworthy correlation between resource allocation and NGOs in Nairobi County, as indicated by a significant β coefficient of 0.439, a mean t-value of 9.420, and a Sig factor of $0.001 < 0.05$. These findings suggest that enhancing resource allocation processes has a favorable and significant impact on the performance. The research indicated that the notions of planning, quality management, and allocation of resources are quantitatively related. The findings demonstrated that achievement administration somewhat influences the relationships between resource distribution and financial management.

4.5.2 Strategic Leadership on Performance

A simple linear regression analysis was also conducted between Strategic leadership and Performance to establish the nature of their relationship, a simple linear regression model in the form: $Y = \alpha + \beta_2 X_2 + \varepsilon$ with Y being the performance of NGOs in Nairobi county, whereas β_2 was the regression coefficient of Strategic leadership while x_2 was Strategic leadership, and ε the error term. Findings are presented in Table 4.18.

Table 4.18*Strategic Leadership and Performance*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.473 ^a	.223	.221	.76672		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.663	1	44.663	75.976	.000 ^b
	Residual	155.194	264	.588		
	Total	199.857	265			
Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
		Std.				
Model		B	Error	Beta	t	Sig.
1	(Constant)	2.319	.188		12.348	.000
	Strategic Leadership	.399	.046	.473	8.716	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic Leadership

Table 4.18 presents the data, which demonstrate the considerable impact of strategic leadership. It explains 22.3% of the variance in the performance of humanitarian NGOs in Nairobi County. However, factors outside the model's purview accounted for 77.7% of the variation in performance. A substantial Sig factor of 0.001, less than 0.05, and a high F-ratio of 75.976 in the ANOVA findings indicate that the model was successful in predicting performance. Additionally, the regression analysis showed that, with a coefficient (β) of 0.339 and a t-value of 8.716, both connected with a Sig factor of 0.001, which is less than 0.05, strategic leadership had a favorable and significant impact on NGO performance. As the study's findings demonstrate, this suggests that strategic leadership is essential to improving the effectiveness of humanitarian NGOs in the area. The study's conclusions suggest that strategic leadership is essential to raising the effectiveness of humanitarian NGOs in the area.

The study revealed that among the challenges in strategy, implementation included misalignment of culture and the organization's goals, the lack of appropriate strategic leadership, the inadequacy of information system and misallocation of resources in the organization, poor formulation of strategies, and lack of strategic controls. Among the drivers identified included: resource allocation, strategic leadership, organizational culture training and development, information systems as well and performance management systems.

4.5.3 Communication on Performance

A simple regression analysis was conducted between the Strategic communication and Performance, with a simple linear regression model in the form: $Y = \alpha + \beta_3 X_3 + \varepsilon$ with Y representing the performance of NGOs in Nairobi County, β_3 representing the coefficients for strategic communication, X_3 being strategic communication as a variable, and ε as the error. The results are presented in Table 4.19.

Table 4.19

Strategic Communication and Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.508 ^a	.258	.256	.74925		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.654	1	51.654	92.014	.000 ^b
	Residual	148.202	264	.561		
	Total	199.857	265			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.967	.207		9.501	.000
	Organizational Communication	.488	.051	.508	9.592	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Communication

According to Table 4.19's data, strategic communication is a major factor in explaining 25.8% of the variance in the performance of philanthropic NGOs in Nairobi County. Other variables not in the model account for 74.8% of the remaining variation. The results of the ANOVA statistics indicated that the simple regression model is statistically significant in predicting NGO performance, with a significant F-ratio of 92.014 and a Sig factor of $0.001 < 0.05$. Additionally, there is a positive and significant correlation between the performance of charitable NGOs in Nairobi County and strategic communication, as indicated by the regression coefficient (β) of 0.488 with a t-value of 9.592 and a Sig factor of $0.001 < 0.05$. Regression model $Y = 1.967 + 0.488X_3$ is the result.

Similar findings which were in agreement with the current study were presented by Muendo (2016) who investigated how strategic communication affects organizational effectiveness in MNCs in the USA. The research aimed to establish whether effective communication enhances company efficiency and productivity and how it might be successfully implemented. According to the research, effective communication does enhance company efficiency. The researcher concluded that there continue to be deficiencies in our understanding of how strategic communication affects organizational effectiveness. To optimize the efficiency of strategic communication, it is also advised that firms establish an environment of communication and cooperation.

4.5.4 Stakeholder Involvement on Performance

A simple regression model was also conducted between the Stakeholder involvement and Performance. The study model was as follows $Y = \alpha + \beta_1 X_4 + \epsilon$ with Y being the performance of NGOs in Nairobi county, β_1 the regression coefficient of Stakeholder involvement, X_4 the Stakeholder involvement variable, and ϵ was the error term. Results are presented in Table 4.20.

Table 4.20*Stakeholder Involvement and Performance of NGOs in Nairobi County*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.502 ^a	.252	.249	.75239		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.410	1	50.410	89.051	.000 ^b
	Residual	149.446	264	.566		
	Total	199.857	265			
Coefficients						
			Unstandardized Coefficients	Standardized Coefficients		
			Std.			
			Error	Beta	t	Sig.
1 (Constant)			2.235	.183	12.226	.000
Stakeholder Involvement			.421	.045	.502	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Stakeholder Involvement

An R-square value of 0.252 in Table 4.20's results indicates that strategic leadership is responsible for 25.2% of the variation in performance across Nairobi County's charitable non-governmental organizations. Other factors not in the model account for 74.8% of the remaining variation. An F-ratio of 89.051 and a Sig factor of 0.001, which is less than the significance level of 0.05, were obtained from the analysis of variance, indicating that the model is statistically significant in predicting changes in the performance of charitable non-governmental organizations in Nairobi County. These results imply that the model is a good predictor of performance changes and that strategic leadership has a significant role in explaining performance variations among these NGOs. Regression analysis also produced a t-value and a β value of 0.421.

4.5.5 Multiple Linear Regression Analysis

After conducting a simple regression analysis, the study included all four variables in a multi-linear regression model to explain the model summary change as a result of including more variables, change in F-ratio and the regression coefficients changes. Results were presented in the overall ANOVA model summary and the overall regression coefficients.

4.5.5.1 Model Summary

Table 4.21 on the model summary indicates an R-square of 0.781, implying that: resource allocation, organization structure, strategic leadership, and strategic communication explain 78.1% of the variations of performance with other variables related to strategic leadership that were not included in the study accounting for 21.9% of the variations in dependent variable.

Table 4.21

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.609	.603	.54688

a. Predictors: (Constant), Resource allocation, Strategic leadership, Strategic communication Stakeholder involvement

4.5.5.2 Analysis of Variance

It is used to explain how fit and good the model is in predicting the dependent variables. Results of the analysis of variance are presented through the F-statistics shown in Table 4.22.

Table 4.22*Analysis of Variance*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.798	4	30.450	101.813	.000 ^b
	Residual	78.058	261	.299		
	Total	199.857	265			

a. Dependent Variable: performance

b. Predictors: (Constant), resource allocation, strategic leadership, strategic communication
Stakeholder involvement

The results displayed in Table 4.22 indicate that the multiple regression model containing the four indicators had a statistically significant good fit in predicting the performance of non-governmental organizations in Nairobi County, with an F-ratio of 101.813 and a Sig factor of 0.001.

4.5.5.3 Regression Coefficients

Regression Coefficients help in explaining the direction and the strength of the relationship between the independent variables and the dependent variable. P-values associated with the t-statistics tell whether the relationship is significant or insignificant. Results are presented in Table 4.23.

Table 4.23*Beta Coefficients*

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.962	.218		4.406	.000
	Resource Allocation	.218	.050	.249	4.354	.000
	Strategic Leadership	.269	.050	.338	5.404	.000
	Strategic Communication	.216	.058	.224	3.734	.000
	Stakeholder involvement	.233	.046	.277	5.075	.000

a. Dependent Variable: Performance

Constant

Table 4.23 displays the results, which included a constant with a β of 0.962, t-statistics of 4.406, and a Sig factor of 0.001. This suggests that performance is significantly predicted by the model's constant. The average performance of organizations (NGOs) in Nairobi County is expected to be 0.962 units, even in the absence of any predictors.

Resource Allocation and Performance

The relationship between resource allocation and performance was found to be $\beta = 0.218$, $t = 4.354$, with a Sig factor of $0.001 < 0.05$, suggesting that resource allocation had a positive and substantial impact on the performance of non-governmental charities. A unit increase in resource allocation led to a 0.218 improvement in the performance of charitable NGOs in Nairobi County when all other independent factors were held constant.

Elbanna and Abdel-Maksoud (2020) agreed with the study's findings in their study arguing that resources influenced the performance of oil-rich countries in the United Arab Emirates (UAE) with the study's major variables being financial and human resources. The findings suggested that resources play critical roles in the performance of oil-rich countries.

Strategic Leadership and Performance

When strategic leadership and performance were compared, the results showed $\beta = 0.269$, $t = 5.404$, and a Sig factor of $0.001 > 0.05$, suggesting a small but favorable relationship between the two. This shows that although NGOs in Nairobi County tended to perform better when their strategic leadership style increased, there was no statistically significant association between the two. In summary, the results suggest that slight enhancements in strategic leadership could result in better performance in Nairobi County.

Kimani (2022) supported these findings in a study on the impact of strategic leadership on the financial sustainability of non-governmental organizations (NGOs) in Kenya, reinforcing the importance of strategic leadership in understanding internal and external business environments. Effective strategic leadership was found to require a comprehensive understanding of both internal operations and external factors affecting the organization. This understanding enables leaders to respond adeptly to challenges and opportunities, ultimately enhancing organizational performance. The research underscores the vital role of strategic leadership, particularly through visionary planning, in ensuring the sustainability of NGOs in Kenya. By providing a clear vision and effective planning for the future, strategic leaders significantly contribute to the long-term success and sustainability of these organizations, emphasizing the importance of implementing strategic leadership practices for improved organizational performance and sustainability.

Strategic Communication and Performance

The study's findings showed a strong beneficial relationship between Nairobi County's charity NGOs' performance and strategic communication. The correlation coefficient for this association was 0.216, the t-value was 3.734, and the p-value was 0.001, all of which are less

than the significance level of 0.05. These results imply that enhancing strategic communication significantly raises the effectiveness of humanitarian NGOs in this field. More specifically, NGO performance improved by 0.216 units for every unit increase in strategic communication. This emphasizes how crucial it is to use a strategic communication technique to increase the influence and efficacy of nonprofit organizations that are philanthropic in Nairobi County. They observed that increased awareness, acceptability, corporate image, and brand recall led to increased sales, impacting the organizational value of Airtel positively.

Similarly, Reza and Nugroho (2020) found in their study on the impact of communication on employee performance in Ethiopian government institutions that leadership and organizational communication significantly influence employee performance. They highlighted that effective leadership and communication play crucial roles in enhancing employees' performance within these organizations. Moreover, the research emphasized the combined significant effect of both leadership and communication on employee performance. This underscores the importance of strategic communication not only in organizational performance but also in facilitating better employee performance, aligning with the findings of the study on charitable NGOs in Nairobi County.

Stakeholder Involvement and Performance

The results of the study showed a strong positive association ($\beta = 0.233$, $t = 5.075$, $p < 0.001$) between the performance of Nairobi County's humanitarian NGOs and stakeholder participation. The results showed that these firms' improved stakeholder involvement tactics led to greater performance outcomes. More specifically, NGO performance increased by 0.233 units for every unit increase in stakeholder involvement. This demonstrates that, in line with

the goals of the study, proactive stakeholder involvement can have a beneficial impact on the efficacy and performance of philanthropic NGOs in Nairobi County.

Danso et al. (2020) findings also reinforcing the findings, researchers found a strong positive correlation between stakeholder integration and financial performance, particularly when firms had a strong environmental sustainability orientation (ESO), and especially in highly competitive industries. The study highlighted the importance of evaluating the business environment and competitive landscape when considering how stakeholder integration affects financial performance. These findings suggest that effective stakeholder integration strategies are essential for organizational success, and recognizing contextual factors such as industry competition is critical to maximizing the benefits of stakeholder engagement initiatives.

Following was the resulting multilinear regression model: $Y = 0.962 + 0.218x_1 + 0.269x_2 + 0.216x_3 + 0.233x_4 + e$. Resource allocation (X1), strategic leadership (X2), strategic communication (X3), and stakeholder involvement (X4) were the independent variables, and performance (Y) was the dependent variable. On the other hand, ϵ represents the error term in the model and the coefficients of the independent variables are $\beta_1 \dots \beta_4$. With a Sig factor of $0.001 < 0.05$, overall strategic leadership was determined to be the most important factor that was related to performance. Maulana and Sumartik (2022) made a similar case, pointing to organizational culture, organizational communication, and transformational leadership as the four independent variables. The performance of SMEs in Ghana as a whole was most significantly impacted by transformational leadership. Global data show that around 70% of leadership efforts are strategic in nature.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A major synopsis of the conclusions drawn from the data analysis, which was carried out using both descriptive and inferential statistics, is provided in chapter five. The primary objective of the thesis was to determine whether the charitable organizations' performance was impacted by the strategy implementation approaches. The variables that were included in the analysis were, in particular, the methods of allocating resources, strategic leadership, strategic communication, and stakeholder involvement as independent variables. The performance indicators provided in operational, financial, and other non-financial metrics were on the dependent side. The chapter is logically structured with a summary of the results, conclusions drawn from the data, suggestions for practice, and the gaps that require further research to be filled.

5.2 Summary of Findings

5.2.1 Resource Allocation and Performance

The study's findings also show respondents' inclination toward their organization owning ICT devices and using computer hardware and software to perform various tasks. Lastly, organizations had innovations they believe are important through their research and development team that are important in serving their beneficiaries. Participants agreed that financial resources were budgeted for by the organizations, and that employees worked in all departments and completed all necessary tasks. Overall, the results showed that benevolent NGOs in Nairobi County were responsible for resource allocation, as shown by a composite mean of 3.65. With a Sig factor of $0.001 < 0.05$, the study also discovered that resource

allocation had a substantial and beneficial impact on the performance of nonprofit organizations in Nairobi County.

5.2.2 Strategic Leadership and Performance

The significant conclusion drawn from the practices under varied strategic leadership is that the leaders of vision and mission are the same (mean of 4.20). A mean of 4.15 indicates that respondents believed that the organization needed to navigate the dynamic and complex time and space. The agreement that leaders served as moral role models for their organizations was indicated by a mean score of 4.25. Furthermore, as indicated by a mean score of 4.18, participants concurred that their leaders had laid forth the important and rational decisions. Last but not least, a Sig factor of $0.001 < 0.05$ indicated that performance was highly dependent on strategic leadership.

5.2.3 Strategic Communication and Performance

The research results indicated that the participants acknowledged their organizations utilized various communication channels, both formal and informal, to share updates on strategy progress, indicating transparency and openness in communication methods. Additionally, the findings showed that regular meetings were conducted for debriefing on strategy status and updates. Respondents also agreed that their organizations frequently communicated with various stakeholders. Finally, the study concluded that strategic communication positively influenced the performance of charitable NGOs in Nairobi County, with a statistically significant Sig factor of $0.001 < 0.05$, highlighting the importance of effective communication in driving organizational success.

5.2.4 Stakeholder Involvement and Performance

According to the study, participants acknowledged that their companies identified and analyzed their stakeholders to determine the variety and quantity of interests and priorities. The study also found that, when it came to implementing strategies, respondents' organizations worked together with partners who were various stakeholders, such as donors, local communities, and government agencies and administrators. The study also showed that participants acknowledged that their firms conferred with various stakeholders to obtain input on the plan execution process. Lastly, the survey found that participants generally agreed that their organizations provided chances for engagement, such as public participation projects, while methods were being implemented. The findings also showed that respondents felt their businesses' listening and appropriate action-taking strategies were effective in resolving crises and conflicts between various stakeholders. It is evident from a mean score of 3.98 that Nairobi County's philanthropic non-governmental organizations were responsible for carrying out the stakeholder involvement initiatives. Ultimately, the research demonstrated that, with a Sig factor of $0.001 < 0.05$, stakeholder involvement favorably and significantly improved the performance of philanthropic organizations.

5.3 Conclusions of The Study

5.3.1 Resource Allocation and Performance

The study's conclusion rejected the premise that there is no meaningful relationship between resource allocation and performance. Instead, it found a positive and substantial relationship between performance and resource distribution. Elbanna and Abdel Maksoud (2020) corroborated the study's conclusions, which showed that there were noteworthy connections between the performance of nonprofit benevolent organizations and the distribution of

resources. The importance of resources for organizational performance was shown by these research. The study also showed that financial, human, and physical resources had a big impact on how these firms implemented their strategies.

The study supports the resource-based view theory which states that the internal resources and capabilities of a firm are important in enhancing its performance, with the main argument being that internal resources owned by a company should be rare, valuable, difficult to imitate, or non-substitutable to enhance the competitive edge of the company. The resources could be tangible or non-tangible. Tangible resources could include physical assets whereas intangible resources include, the important organizational culture or the knowledge owned by the organization.

5.3.2 Strategic Leadership and Performance

The null hypothesis that strategic leadership has no discernible impact on the performance of charitable NGOs in Nairobi County was rejected in light of the study's conclusion that strategic leadership has a positive and significant impact on performance. The Upper Echelons Theory, which explains the relationship between strategic leadership and the effectiveness of humanitarian NGOs in Kenya, is supported by these data. The mean score for strategic leadership was 4.13, showing a high level of agreement among respondents on its influence on performance.

5.3.3 Strategic Communication and Performance

The null hypothesis—that there is no significant association between strategic communication and performance was rejected in light of the study's conclusion that strategic communication positively and significantly influenced the performance of Charitable NGO in Nairobi County. Researchers who examined the effects on performance from the perspective of strategic

communication and found that they both had a substantial and positive influence were Musheke and Phiri (2021).

Through maintaining communication patterns within the workplace and effectively engaging all employees to bolster their capacities and competencies, the performance of employees needs an integrated approach where the right culture, refined communication strategies, and provision of comprehensive training for the employees enhance their performance. The findings also support the Upper Echelon theory which states that top leaders with effective communication skills, education, and planning capabilities lead to better outcomes for organizations. Therefore, leadership characteristics can drive the performance of the organization through differences in backgrounds, and cognitive diversity at the top management is essential in realizing the vision and mission of the charitable organizations in Nairobi County.

5.3.4 Stakeholder Involvement and Performance

The study's findings disproved the null hypothesis, which held that stakeholder participation has no effect on the performance of charitable NGOs in Nairobi County, by showing that involving stakeholders significantly and favorably affects those organizations' performance. These results are in line with those of Danso et al. (2020) who found a significant positive correlation between organizational success and stakeholder integration. According to their research, this relationship is particularly important in highly competitive industries and is mediated by a firm's environmental sustainability orientation (ESO). This suggests that, in order to improve the functioning of benevolent NGOs, stakeholders must be actively involved, a finding supported by earlier research.

5.4 Recommendations

The current study presented policy recommendations and suggestions for further research guided by the conclusions of the study and major findings. The study also recommended future studies that were guided by the identified gaps in the study, conceptual, methodological, and empirical gaps were presented.

5.4.1 Policy Recommendations

Resource Allocation

The study recommends that charitable non-governmental organizations should adopt a comprehensive approach to resource allocation, considering the dynamic nature of the organizations. Firstly, they should prioritize resources based on strategic goals and objectives, aligning them with the organization's mission and vision. Implement a flexible resource allocation framework that allows for real-time adjustments in response to changing market conditions and emerging opportunities or threats. Additionally, they should establish clear communication channels between different departments and teams to facilitate the efficient sharing of resources and expertise. Emphasize the importance of ongoing monitoring and evaluation to ensure that resources are deployed optimally, fostering a culture of accountability and continuous improvement. Lastly, they should integrate technology and data analytics to enhance decision-making processes, enabling the organization to make informed and agile resource allocation decisions in support of its strategic initiatives.

Strategic Leadership

The study recommended, fostering a culture of transparency and open communication among charitable NGOs in Nairobi County. Leaders of the NGO in Nairobi county should prioritize clear and frequent communication channels to ensure that strategic objectives are effectively disseminated throughout the organization, promoting a shared understanding among all

stakeholders. Additionally, leaders must invest in continuous learning and development programs to equip the workforce with the necessary skills and knowledge to execute strategic initiatives. Encouraging a flexible and adaptive mindset among leaders and employees alike is crucial, allowing the organization to respond swiftly to changing market dynamics. Furthermore, establishing robust performance measurement and feedback mechanisms is essential for monitoring progress and making informed adjustments to the strategy as needed. Finally, promoting inclusivity and collaboration across departments fosters a cohesive organizational environment, ensuring that all team members are aligned with the overarching strategic goals. These policy recommendations collectively contribute to the cultivation of effective strategic leadership and facilitate the successful implementation of strategic initiatives.

Strategic Communication

The study recommends that charitable NGOs in Nairobi county should emphasize the critical role of strategic communication as a crucial component for the successful execution of strategies. To optimize strategic communication, a comprehensive policy framework should be established, encompassing clear messaging, stakeholder engagement, and adaptability. Firstly, the development of a cohesive messaging strategy is essential, ensuring that organizational goals and objectives are effectively communicated across all levels. Secondly, fostering robust stakeholder engagement mechanisms, both internal and external, is crucial for garnering support and addressing concerns. Additionally, the policy should underscore the importance of adaptability in communication strategies, acknowledging the dynamic nature of strategic implementation. Regular assessments and adjustments should be conducted to align messaging with evolving organizational needs and external factors. This policy framework will not only

enhance the efficiency of strategic communication but also contribute significantly to the overall success of strategic implementation initiatives.

Stakeholder Involvement

Charitable NGOs in Nairobi county through their managers should establish a comprehensive communication plan that ensures transparent and regular updates on the study's progress, findings, and implications. This can include regular stakeholder meetings, newsletters, and accessible documentation. Secondly, they should adopt a collaborative approach by actively seeking input from diverse stakeholders, such as during the formulation of research questions and the interpretation of results. Thirdly, they should create mechanisms for feedback and dialogue to address concerns and gather additional insights, fostering a sense of ownership and engagement among stakeholders. Additionally, organizations should incorporate flexibility in the study design to accommodate evolving stakeholder needs and priorities. Lastly, charitable NGOs in Nairobi County should promote inclusivity by identifying and involving all relevant stakeholders, including those traditionally underrepresented, to ensure a well-rounded and representative perspective throughout the strategic implementation.

5.4.2 Suggestion for Further Research

The study recommended that further research should be carried out where more strategic implementation practices are included in the study. The current study variables could only explain 79.5% of the variations in the performance, and other variables related to implementation that were not included in the study accounted for only 20.5% of organizational performance variations.

It also recommended that should be carried out with a moderating variable introduced in the study such as organizational characteristics, by doing so the study is also able to have a model that predicts organizational performance, and changes in the R-square of the variables can be

observed with the introduction of the moderating variables since the current study did a direct study on relationship between strategic implementation and organizational performance.

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APPENDICES

Appendix 1: Consent Form

Bashir Abdi Mohamed
Kenya Methodist University
P.O. BOX 267 – 60200
Meru

Dear Sir/Madam

My name is Bashir Mohamed, am currently pursuing a Masters degree in Strategic management at Kenya Methodist University (KeMU). To be awarded the degree am required to write a project on “influence of strategy implementation practices on organizational performance of charitable non-governmental organizations in Nairobi County” You have been selected to participate in this study by giving your opinion on the subject highlighted above. The response that you will give will only be used in completing this research project, every information that you will provide regarding this exercise will be treated with confidentiality. Your name and personal details will not appear in any part of the project. You also have the right to participate or not. Additionally, at any stage of filing this questionnaire, you can opt to withdraw without consequences.

Our participation is highly appreciated

Yours Sincerely,

Bashir Abdi Mohamed

Appendix II : Questionnaire

Instructions: Please tick where appropriate also be brief in case it is an open question.

SECTION A: Background Information

1. What is your gender?

Male ☐ Female ☐

2. Indicate your age bracket

Less than 20 years ☐ 20 – 30 years ☐

31 – 40 years ☐ 41 – 50 years ☐

Above 50 years ☐

3. Position in the organization

project facilitators ☐

project managers, ☐

communication managers ☐

finance managers ☐

supply chain managers. ☐

Section B: Resource Allocation

4. Please use a scale of 1 to 5, where 1 will represent strongly disagreed (SD), 2 will represent disagreed (D), 3 will represent Undecided (UD), 4 will represent agreed (A) and 5 will represent strongly agreed (SA). To rate the extent to which you agree with the following statements on Resources Allocation.

Statement on Resources Allocation	SD	D	UD	A	SA
Our organization budgets for financial resources through budgeting					
Our organization has employees serving in all the departments and doing all jobs required					
Our organization has acquired ICT gadgets and uses computer hardware and software to perform different functions					

Our organization has innovations that we consider useful through our research and development team that are important in serving our beneficiaries.					
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5. Please name a few of the ICT equipment owned by your organization.

.....

6. Do you have any special innovation from your organization that enables you to serve your beneficiaries? If yes please name it, if no ignore the question.

.....

Section C: Strategic Leadership

7. This section seeks data on strategic leadership practices in your organization as an enabler of strategic implementation. Please use a scale of 1 to 5, where 1 will represent strongly disagreed (SD), 2 will represent disagreed (D), 3 will represent Undecided (UD), 4 will represent agreed (A) and 5 will represent strongly agreed (SA).

Statement on Strategic Leadership	SD	D	UD	A	SA
Our strategic leaders clearly outline the vision and mission of the company in a visionary way					
Our strategic leaders enhance our organization's navigating through the changing landscape					
Our strategic leaders can be emulated in ethical conduct					
Our leaders are good decision-makers during strategy implementation					

8. Who came up with the mission and vision of your organization?

.....

9. What are the key roles played by your leaders?

.....

.....

10. What are the few qualities that employees of your organization can emulate from the strategic leaders?

.....

.....

Section D: Strategic Communication

11. This section seeks data on the communication practices in your organization. Please use a scale of 1 to 5, where 1 will represent strongly disagreed (SD), 2 will represent disagreed (D), 3 will represent Undecided (UD), 4 will represent agreed (A) and 5 will represent strongly agreed (SA).

Statement on Organizational Communication	SD	D	UD	A	SA
Our organization employs multiple channels of communication, both formal and informal when sharing updates on strategy progress					
Our communication methods are very transparent and open					
Our organization conducts regular meetings for debriefing on strategy status and updates					
Our organization often communicates with different stakeholders					

12. During an emergency within the organization, what is the most preferred/common way of communication?

Notice board [] Emails []

Office telephone lines [] Social Media platform []

Mobile handset phones [] Memos and Circulars []

Others (specify).....

Section E: Stakeholders Involvement

13. This section seeks data on the Stakeholders' Involvement practices in your organization.

Please use a scale of 1 to 5, where 1 will represent strongly disagreed (SD), 2 will represent disagreed (D), 3 will represent Undecided (UD), 4 will represent agreed (A) and 5 will represent strongly agreed (SA).

Statement on Stakeholders Involvement	SD	D	UD	A	SA
Our organization conducts stakeholder identification and analysis to know the number and different interests and priorities.					
Our organization collaborates and partners with different stakeholders including donors, local communities, and government agencies/administrators during strategy implementation					
Our organization consults different stakeholders to get feedback on how the strategy implementation exercise is done					
Our organization organizes participation opportunities, like public participation initiatives during the implementation of strategies					
Our organization resolves conflicts and crises among different stakeholders through listening and taking necessary actions					

14. Please name some of the ways through which your organization manages conflicts between itself and the stakeholders.

.....
.....
.....

Section F: Organizational Performance

15. This section seeks data on the **Performance of your NGO**. Please use a scale of 1 to 5, where 1 will represent strongly disagreed (SD), 2 will represent disagreed (D), 3 will represent Undecided (UD), 4 will represent agreed (A) and 5 will represent strongly agreed (SA).

Performance of NGO	SD	D	UD	A	SA
The amount of funding we have received from donors has been rising in the past five years					
In the past five years, we have managed to complete more projects than any other time before					
The cost of obtaining finances from the donors has greatly reduced in the past five years (fund-raising efficiency)					
We have been able to reach and serve more beneficiaries in the past five years					

Secondary Data schedule

Indicator for performance	2018	2019	2020	2021	2022
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Amount received from donors as funding

Appendix III: KeMU Research Permit



KENYA METHODIST UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES

March 14, 2024

Commissioner Secretary

National Commission for Science, Technology and Innovations

P.O. Box 30623-00100

NAIROBI

Dear Sir/Madam,

RE: BASHIR MOHAMED (REG. NO. BUS-3-9268-2/2018)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on; "Influence of Strategy Implementation Practices on Organizational Performance of Charitable Non-Governmental Organizations in Nairobi County".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,



Dr. John M. Muphisi (PhD)

Dean, Postgraduate Studies

Cc: Dean, KeBS

CoD, Business Administration

Postgraduate Coordinator

Supervisors

Appendix IV: NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 497379	Date of Issue: 05/April/2024
RESEARCH LICENSE	
	
This is to Certify that Mr. Bashir Abdi Mohamed of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGY IMPLEMENTATION PRACTICES ON ORGANIZATIONAL PERFORMANCE OF CHARITABLE NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY for the period ending : 05/April/2025.	
License No: NACOSTUP/24/34446	
Applicant Identification Number: 497379	
	
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See overleaf for conditions	

Appendix 1V: List of Charitable NGOs in Nairobi City County

- 1 Aberdare Rehabilitation
Organisation
- 2 Abundant Life Ministry
- 3 Action for the Needy
- 4 ActionAid Kenya
- 5 Adventist Development and Relief
Agency – Kenya
- 6 Adventist Development and Relief
Agency International (Somalia Projects)
- 7 Afriafya
- 8 Africa Alive – Kenya Chapter
- 9 Africa Rescue Organisation (ARO)
- 10 African Centre for Hope and
Initiative Everywhere (ACHIEVE)
- 11 African Forum for Health Sciences
- 12 African Organisation for Relief and
Development (AORD)
- 13 African Poverty Research Network
- 14 African Refugee Foundation
(AREF)
- 15 African-International Relief
Friendship Foundation
- 16 Afriken Charitable Organisation
- 17 Afro Health Concern
- 18 Agro Initiative for Rural
Community Development (AIRCD)

- 19 Amanda Marga Universal Relief
Team (AMURT)
- 20 AMREF
- 21 Bosongo Community Health
Outreach Services
- 22 Bosongo Rehabilitation Initiative
- 23 Bread for Children Kenya (BFC-K)
- 24 Breastfeeding Volunteer
Development Services
- 25 Brothers of Charity Kenya
- 26 Caravan Relief and Development
- 27 Care for the Needy Organisation
- 28 Care International in Kenya
- 29 Care Team International Inc
- 30 Caritas Italiana
- 31 Centre for Humanitarian Assistance
and Social Teaching
- 32 Charity International
- 33 Cherubim – The Home of Love
- 34 Chesire Rehabilitation and Crisis
Centre
- 35 Child Care International
- 36 Christian Aid
- 37 Christian Mission Aid
- 38 Episcopal Refugee Services
- 39 Ethiopian Relief And
Rehabilitation Organisation
- 40 Feed The Children Kenya
- 41 Friends Charitable Organisation
- 42 Global Child Care Kenya
- 43 Global Children Charity

44	GOAL Ireland	64	International Relief And Rehabilitation Educational Services
45	Hand Of Mercy International	65	International Relief Friendship Foundation
46	Hope For Life Kenya	66	International Rescue Committee Inc
47	Hope In Life International (HILI)	67	Islamic African Relief Agency
48	Humanitaires Sans Frontieres (HSF)	68	Jami-iyetu
49	Humanitarian Assistance For South Sudan In Kenya	69	Jitegemee Kenya
50	Humanite Afrique	70	Joy Homes Africa Service
51	Humanite Ecosystem Development Programme	71	Joy House of Refugee Inc
52	Integrated Relief and Rural Development Organisation	72	Jubaland Relief And Rehabilitation Services
53	International Baptist Missions	73	Jubalandese Charity Centre
54	International Children's Mission	74	Kanyadieto Rehabilitation Programme
55	International Christelijk Steunfonds Africa (ICS)	75	Karibuni Kenya International
56	International Christian Ministries	76	Katolo Maternal and Child Welfare Organisation
57	International Focus On Environment (IFE)	77	Kemar Relief and Development Organisation (KERDO)
58	International Friends Of Children Health Organisation	78	Ken-Africa Charitable Organisation
59	International Group For Relief & Development Organisation (IGREDO)	79	Kenaid Fund
60	International Islamic Relief Organisation	80	Kenya Agricultural for Poverty Alleviation (KAPPA)
61	International Life Support Organisation	81	Kenya AIDS NGOs Consortium
62	International Medical Corps	82	Kenya Emergency Rescue Operations
63	International Organisation Of Good Templars	83	Kenya Good Neighbours
		84	Kenya Good Samaritan Women Programme

85	Kenya Hope Organisation	103	Kenya Water For Health Organisation
86	Kenya Meal Charity Organisation	104	Kenya Widows And Orphans Support Program
87	Kenya Medical Care Support	105	Kenya Women Finance Trust (KWFT)
88	Kenya Medicare Services	106	Kenya Women's Organisation For Family Development
89	Kenya Missions Of World Presbyterian Missions Inc.	107	Kenya Young Men's Christian Association
90	Kenya Muslim Charitable Society	108	Kenya Youth and Habitat Organisation
91	Kenya Pastoralist Foundation Of Hope (KPFH)	109	Kenya Youth Development Assistance
92	Kenya Relief and Educational Services (KRAES)	110	Kenya Youth Development Club
93	Kenya Small Scale Industrial Development Programme	111	Kenya Youth Education And Community Development Programme
94	Kenya Society For People With Aids (KESPA)	112	Kenya Youth Empowerment Programme
95	Kenya Street Children's Organisation	113	Kenya Women Aids Support Organisation (KWASO)
96	Kenya Support For Centre & Child Homes (KESOCCHO)	114	Kibera Slum Youth Development Programme (KSYDP)
97	Kenya Urban Slums Organisation	115	King'ara Children's Home
98	Kenya US Friends Assistance (KUSFA)	116	Life Link Organisation
99	Kenya Victims Assistance Programme	117	Living Water International
100	Kenya Village Development Organisation	118	Love International Kenya
101	Kenya Volunteer Development Services	119	Love the Children
102	Kenya Voluntary Development Association	120	Lutheran World Relief
		121	Mariana Jensen's Children After Care Centre

122	Mavuno Christian Community Development Centre	142	Organisation for Relief and Community Development
123	Mitamisiyi Poverty Alleviating Pilot Programme	143	Orphan – Care Centre
124	Mobile Health Services	144	Orphanage Charitable Organisation
125	Mobilization For Relief And Development Initiatives (MRADI)	145	Orphans and Street Children Foundation International
126	Mothers in Need (MINO)	146	OXFAM (UK and Ireland)
127	Mothers Rescue Centre	147	Partners in Poverty Alleviation
128	Moyo Children’s Centre	148	People Against Poverty
129	Mukuru Community Centre Kwa-Njenga	149	Poverty Africa – Kenya
130	Mwangaza Humanitarian Assistance (MHA)	150	Poverty Africa (EA) Regional Office
131	Nairobi Family Support Services	151	Poverty Alleviation in Rural and Urban Household Programme
132	Nairobi Hospice (Nairobi Terminal Care Centre)	152	Poverty Alleviation Partners for Africa (PAPA)
133	NAME	153	Presbyterian Relief and Development Agency
134	Needy Children Centre	154	Prisoners Aid Kenya
135	Network for Water and Sanitation International (NETWAS)	155	provided by Venas News
136	Ngomongo Environment and Poverty Alleviation Initiative	156	Rehabilitation and Education of Child Care Support Organisation
137	Nomadic Aid (Kenya)	157	Relief and Environmental Care Africa
138	One World Development Foundation	158	Relief Association for Southern Sudan
139	Ongata Rongai Organisation for the Needy	159	Relief Foundation
140	Operation Smile Mission in Kenya	160	Rescue the Nomads
141	Organization for Elderly Persons	161	Sadhaqa Development Aid Organisation
		162	Save the Children Canada

163	Save the Children Centre	182	SOS Kinderdorf International
164	Save the Children Federation Inc	183	SOS-Sahel International (UK)
165	Save the Children Fund UK	184	Source of Life East Africa
166	Securi Food	185	St. Paul Children Care Centre
167	Seed of Hope	186	Strategic Interventions for Poverty Alleviation (SIPA)
168	Seventh Day Adventist Rehabilitation and Education Program (SDA-REP)	187	The International Child Care Trust – Kenya
169	Slums Community Development Organisation (SCODEO)	188	The Islamic Foundation
170	Slums Information Development and Resource Centre	189	Trans Aid Africa (TAA)
171	Social Development Network (SODNET)	190	Undugu Society of Kenya
172	Social Health Education Unilateral Development Program (SUDEP)	191	Universal Health and Safety Centre
173	Social Needs Network	192	Universal Relief Foundation Services
174	Society for Women and AIDS in Kenya	193	Unmet Needs Foundation Kenya
175	Somali Care Association	194	Upendo Children's Rehabilitation Centre Murang'a
176	Somali Community Services International	195	Voluntary Agencies Development Assistance
177	Somali Organisation for Relief, Solidarity and Peace	196	Voluntary Agency for Local Initiatives Development
178	Somali Refugee Organisation Sweden	197	Voluntary Community Services Group (VCS)
179	Somali Relief and Rehabilitation of Minnesota (IGAD)	198	Volunteers for Africa (VFA)
180	Somali Relief and Rehabilitation Organisation (SORRO)	199	Volunteers Services Management Organisation
181	SOS Children's Village Kenya	200	Water and Sanitation for Poverty Reduction
		201	Wish Kenya Children Well (WKCW)
		202	Woman Aid

- 203 Woman and Law and Development
Africa
- 204 Womankind Kenya
- 205 Women Against Poverty
International
- 206 Women Assistance in Poverty
Alleviation on Strategies
- 207 Women Fighting AIDS in Kenya
(WOFAK)
- 208 Workd of Life – Kenya
- 209 World Organisation for the
Protection of Animals
- 210 World Poverty Alleviation
Organisation
- 211 World Relief International
- 212 World View – Kenya
- 213 World Vision – Kenya
- Source; NGOs Council (2023)**