

**INNOVATIVE STRATEGIES ADOPTED BY NON-GOVERNMENT
ORGANIZATIONS IN THE HEALTH SECTOR IN NAIROBI
COUNTY TO GAIN COMPETITIVE ADVANTAGE**

ABDULLAHI MOHAMED ABBEY

D61/76119/2012

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULLFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE SCHOOL OF BUSINESS UNIVERSITY OF
NAIROBI**

NOVEMBER, 2017

DECLARATION

This research project is my original work and has not been submitted to any other college, institution or university for academic credit.

Signature:

Date:

Abdullahi Mohamed Abbey

D61/76119/2012

This research project has been submitted for examination with my approval as the appointed supervisor.

Signature:

Date:

Victor Monayo

Senior Lecturer

School of Business

University of Nairobi

DEDICATION

I dedicate this project to my late Dad, Mr. Mohamud Abbey Abdille for the love, support and encouragement, my son Raheem Abbey for the understanding and in the memory of my late mum Roney Gartow Gureh.

ACKNOWLEDGEMENT

My successful completion of this MBA course is as a result of the invaluable support and encouragement that I have received from all concerned parties. Great appreciation to everyone who in one way or the other helped me towards accomplishing this course

I am also thankful to Allah for the good health, wisdom and perseverance during the execution of this course

Special appreciation to my supervisor, Mr. Victor Monaco for his excellent support and encouragement without which it would have been virtually impossible to successfully complete this wonderful and exciting journey

I wish to also thank staff of the University of Nairobi for their excellent cooperation, understanding and great service during my time at the institution.

Finally many thanks too to Late Dad Mohamud Abbey Abdille and my son Raheem Abbey for their encouragement, patience and love and to all my former classmates in the MBA class for all their support.

May the Almighty Allah bless you all.

ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organizations
HIV	Human Immunodeficiency Virus
NGOs	Non-Governmental Organisations
S.P.S.S	Statistical Package for Social Sciences

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ABSTRACT

Organizations all over the world develop innovative strategies to ensure continued and long term existence and survival. Similarly, non-governmental organizations have also developed unique innovative strategies to ensure they attain competitive advantage over their competitors while at the same time ensuring their long term survival in their quest in achieving their goals and objectives

The purpose of this study was to establish innovative strategies adopted by non-government organizations (NGO's) in the health sector in Nairobi County to gain competitive advantage. The study further sought to determine the challenges faced by these NGOs in the adoption of these innovative strategies. This study collected data from 15 international and local NGOs using a questionnaire. Descriptive statistics was used to analyze the data collected.

The study found out that international non-governmental organizations adopt various strategies that sustain them. The most commonly used innovative strategies were found out to be ranging from financing to community relationship, Diversified funding and harnessing of technology and automation was a key innovative strategy that led to competitive advantage. Adopting and implementing innovative strategies entails detailed planning that is often difficult to execute. The study also identified key factors that have a posed a challenge towards adoption of innovative strategies in the attainment of competitive advantage. The factors identified include; financial challenges, management challenges, government restrictions, donor restrictions, culture and environment. The study concluded that for NGOs to continue in existence in the distant future, adoption of innovative strategies was imperative and inevitable .Only NGOs that adopt innovative strategies will be able to attract donor funding and consequently expand their operations and eventually achieve long term competitive advantage.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations adjust to changes in the business environment through selective adoption of innovative strategies; based on the strength and weakness of the firm as well as threats and opportunities presented by the external environment. Adaption of innovative response strategies results in change of organizations daily activities and processes. Innovative responses may reflect re-organization of current trends, adaption of complete new approaches or sometimes approach relational processes. (Schwarz and Shulman 2007). Innovation strategy pre-determines long-term core business objectives and outlines methodologies of achieving them. Marhdonnet et al (2010) indicates that the role of orientation objectives is to focus on urgent response to environmental shifts in relation to innovations. The innovative response strategy must be on the basis of long-term systematic and organized in terms of time frame to be implemented relative to the organizations resources and programs.

Klein et al (2001) indicates that an organization need to adopt unique strategies which will have a competitive edge over others, the intensity of competition motivates organizations to continually seek profitable, sustainable methods in which to differentiate and remain competitive. Slack and Lewis (2002) indicates that majority of organizations and management need to invest in innovative practices to cope up with increased consumer demands changing business environment and increased competition. The study is supported by various theories, these include; Porters generic strategies; diffusion theory of innovation. The resource dependence theory is also quite relevant to the study. The

theory examines the structural issues with an attempt to stabilize efficient operations relative to the current business environment.

Non-governmental organizations are institutions established under relevant government status whose mandate is to provide various services on charitable programs. These organizations are independently operated but highly regulated through various governmental laws and acts of relevant laws and regulations. These organizations have various mandates of provisions such as education, health, food and other activities.

1.1.1 Concept of Innovation

Rastogi (1996) outlines that an innovation denotes new and superior methods, procedures and approaches in various areas of management and administration; innovation may also involve interplay of professional skills in the areas of product development, production and marketing. Product development skills involve new concepts and insights into the field of design, materials and components. Production skills require experience and knowledge in field of techniques emergency operations and processes. Marketing skills involve recognition of customer or consumer needs understanding of emerging trends and shifts and cultivation of customer contacts; innovation signifies organizational growth while entrepreneurship is the basis of innovation.

According to Pavitt (2005) innovation implies adoption of new and quite significantly improved product service or the process of introducing a new marketing strategy, new organizational method in the working environment .Therefore innovations reflect new

and research efforts meant to transform ideas into commercially viable successful products.

Nelson (2008) argues that an innovation need offer consumers new or incremental improved goods and services based on technological advances. The ultimate objective of innovation is to reduce the cost of production or providing services. The process encompasses both variation in technological advancement and improvement of process innovation in the service industry. Organizations that aspire to remain competitive need embrace innovative techniques through adoption & innovative strategies, policies, processes and embrace a conducive climate and culture in the organizations. Rogers (1983) identifies three stages these include identification of problems evaluating alternatives arriving at a decision and implementing the innovation into use or practical applications.

Recently Non-governmental organizations in the health sector have had to devise innovative means of ensuring donor funds are utilized for the intended purpose using the least cost means. These NGOs endeavor to reach as many people in the community using innovative methods to ensure they is value for money and maximum coverage. The desire to do things differently for better results in a rapidly changing socio-economic environment, shifting demographics and changing disease patterns cannot be overemphasised. Therefore, technology or non-technology innovation as well as the theme of sustainability plays a very central role in achieving competitive strategy in the health sector in general.

1.1.2 Concept of Competitive Strategy

According to Andrew (1980) a business strategy is the determination of how a company will compete in a given business environment, relative to its competitors. Porter (1980) explains that strategy is a central vehicle for attaining certain competitive advantage. Hoffer and Schendel (1979) indicate that a strategy is a basic characteristic of the match an organization can accomplish in its current environment. Porter (1985) concludes that for organizations to remain competitive they must always change accommodate adjust to their immediate business environment so that they can be ahead of competition.

Competitive strategy means competition of a firm competes in a particular business and gains made as a result of competitive advantage by deliberately choosing a unique set of activities. Porter (1980), a firm can achieve competitive advantage by either pursuing low cost strategy or differentiation. Porter's model of Competitive strategy proposed that firm's position within an industry was a crucial important element towards the attainment competitive advantage. For competitive advantage to be achieved, firms are required to make strategic choices about the models of competitive advantages as they seek to accomplish in order to attain profitability and long term sustainability against changing market forces within the industry segment.

Strategic choice decisions that an organization can pursue to achieve competitive advantage for growth and long term sustainability depending on the competitive environment firms choose strategies that are able to give them long term sustainability in competitive advantage. The competitive strategies adopted by a firm result in a

competitive advantage. The overall objective of competitive strategy in business is to position itself in a particular industry against competitive and market forces.

1.1.3 Innovation and competitive strategy

Innovative responses are organizational moves or actions in line with the changes affecting the organization. Strategic responses need be in line with organizational resources and business environment, these firms need plan and budget for these changes. Porter (1985) indicates that effective positioning enables the firm to establish how the firm's profitability is in comparison to industry average. The ultimate measure of the known performance is the long run sustainability competitive advantage.

Efforts to foster innovative responses requires the following; reduction of layers of hierarchy and piles of rules, reduction of segmentation and encouragement of integration among departmental units, changes in internal budgeting, provision of incentives and full support of top management (Kanter 1988). Environmental changes and immediate forces have great impact on the type and product of organizations; these changes affect strategies market positioning, segmentation and method of competition (Mutugi 2006). Organizations are forced to devise strategies which counter these environmental changes in form of strategic responses which leads to organization-environmental fit.

Klein et al (2001) observes that competitive pressures make business to continue seek profitable and sustainable methods to enable them remain different and competitive in their current innovative responses leading to their ultimate success and survival. Slack

and Lewis (2002) indicates that organizations management and teams should invest time and effort into analyzing their environment capabilities and services to develop their innovative strategy. Strategic responses include alliances and collaborations, development of competitive strategies, consolidations & market development, businesses processing outsourcing & re-engineering.

1.1.4 Non-Governmental Organizations Sector in Kenya.

The Kenya NGO's coordination Act of 1991 defines a Non-Governmental Organization as a voluntary body of individuals or operations purposely for non-profit venture. Not operated for profit or other commenced functions, but are operated at both local and global arena for the benefit of the public at large and development of the society.

The Kenyan healthcare system can be split into three main stream systems, being the Public Sector, Private Sector, and religious organizations. The Public Sector is the largest in terms of the number of healthcare facilities, followed by the Commercial Private Sector and the FBOs. There is a large disparity among these health facilities, especially in rural areas. Health financing is mixed and receives funds from taxation, the National Health Insurance Fund (NHIF), private health insurances, employer schemes, Community Based Health Financing (CBHF), user fees (out of pocket expenses), development partners and Non-Governmental Organizations (NGOs).

NGO sector in the country has grown up drastically due to pressure of globalization and change in the world trade and economic change which has witnessed majority of essential

services formally undertaken by the government being offered by the local NGO's sector; flexible local business scenario and conducive political climate has equally contributed to the growth of the NGOs sector.

The nature and operation of local NGO(s) differ quite significantly. Some operate locally with specific programs; while others have the international operations with local representations in specific fields of operation being supported by local established collaborative establishments or own regional offices. The collaborative arrangements with local NGO(s) in Kenya are either among ourselves, with Community Based Organizations (CBOs): 41% have inter-collaborative arrangements, 28% collaborations with government agencies, 11% are faith based organizations, 10% have collaborations with research and higher learning institutions and 3% with multinationals (Ndinda 2012).

1.1.5 NGOs in the health sector in Nairobi County

Nairobi County being the most populous county hosts two of the largest slums in Kenya that is Mathare slum and Kibera slum. These slums are perennially faced by myriad of health challenges such as cholera outbreak, Tuberculosis and diarrhea and HIV/AIDS scourge. It is as a result of these numerous challenges that we have most of the NGOs in Kenya are based in Nairobi County. Kenya adopted a new constitution in 2010 which shifted responsibility for healthcare from national to county governments

According to Kenya-based civil society organizations reference group, there are approximately 8,500 with majority involved in the health sector. NGOs in the health sector are devoted in promoting equitable and sustainable access to affordable access to

water in Kenya and sanitation and improve the health sector among the less disadvantaged and marginalized population sector. Most of these NGOs focus their interventions on health, aids, maternal, disease control, and nutrition. Most of these NGOs also operate the informal settlements or slums of Nairobi some inform of self-help group.

NGOs have different collaborative networks among themselves, or network with the government. Most established NGOs include the following; AMREF Health in Kenya, Intra Health Kenya, Save the Children International in Kenya, World Vision in Kenya, Concern in Kenya, Kenya Red cross among others. These NGOs undertake regional operations in various countries. They rely heavily on their large network presence which is a source of competitive Other NGOs commonly referred to as community based organizations or local implementing partners. Their operations are limited within the country. However they do have local networks that undertake activity implementation at the county level. Examples of these Community based organizations are Global child hope, aridlands development program, Neighbors in Action, Kenya conference of catholic bishops among others.

1.2 Research Problem

The business environment triggers need for change and innovative responses to match the organizations operation, resources and the environment; innovations can be incremental, radical or descriptive, hence the organization must be accommodative if it's to sustain its operations optimally. Various innovative responses faces resistance and obstacles which

becomes quite challenging to the organization's operations and performance, effective implementation of the innovative strategy is the only solution to organizational success (Jones & Hill (1977)).

Organizations achieve competitive advantage by application of actions of innovations including use of new technologies and upgrading of operations through new methodologies (Howels & Telther 2004). Competitiveness in the global arena has motivated organizations to develop strong links and revised innovative strategies towards their operations; competitiveness arises from environmental pressures which include competition, uncertainties and related approaches (Mentzer et al 2010). NGOs are usually non-profit organization that obtain at least a portion of their funding from private sources (Korten, 1990). Usually, NGO donors requires that a firm be clear on financial regulations that are in line with those of the parent offices, with strong laid down internal controls (Rodrigo 2001).

Locally, various studies have been conducted in the field of innovative responses as well as in NGOs sector. Wakiuru (2011) undertook a study on the challenges of strategy implementation facing citizen network foreign affairs as an international NGO in Kenya on Kenyan programmes, her findings indicated that there quite a number of challenges which the NGO encountered. These included lack of resource particularly funds; poor governance structures; lack of strategic plans, poor networks; conflicting strategies at community level; poor communications limited capacities; political interference.

Mukanga (2011) analyzed the sustainability strategies adopted by international NGOs in Nairobi. Her findings showed that these organizations adopt sustainability strategies such as; engaging in consultancy work, adopting a strategic plan, innovativeness, engaging in income generating activities, resource mobilization on personnel, engaging in partnerships and collaboration, Staff training and development and better pay, capacity building & empowerment of communities. Kiprop (2014) analyzed competitive strategies and sustainable competitive advantage at PACT incorporation His findings showed the competitive strategies PACT employed were diversification of donor funds, differentiation, partnerships, repeat funding, innovation, focus and enhanced monitoring and evaluation.

The interest in the study was inspired by recent changes which have triggered NGOs to adopt innovative ways of ensuring competitive advantage and long term sustainability. The recent shift from millennium development goals to sustainability development goals in 2016 have made NGOs to rethink in their innovative strategies in order to ensure disease burden eradication using cost effective strategies. The shrinking donor funding has also contributed immensely towards adoption of innovative strategies that will ensure adequate resource mobilization to complement the already dwindling donor funds. Stiff competition for donor funds and other resources has alerted NGOs towards simpler and cost effective ways of ensuring donor funds help the community.

Despite a number of research being carried out in the health sector, I am not aware of any of them that has conclusively and exhaustively addressed the various innovation

strategies adopted by the NGOs in the health sector within Nairobi in light of the recent shift from millennium development goals to sustainability development goals in 2016. This is the knowledge gap that this study intended to address. The research focused on answering the following research questions? What are the innovative strategies adopted by NGOs in the health sector in Nairobi to gain competitive advantage? What challenges are faced by these NGOs in the adoption of innovative strategies?

1.3 Research Objective

The study intended to achieve the following objectives;

- i. To determine what are the innovative strategies adopted by NGOs in the health sector in Nairobi have contributed to competitive advantage.
- ii. To determine the challenges faced by these NGOs in the adoption of these innovative strategies.

1.4 Value of the Study

The management of the NGO's will be able to understand the various innovative change management responses; the organizations can adopt to achieve financial and organizational operational performance. This will enable management to reinforce and improve the planning and implement innovative-based competitive strategies and capabilities.

The study will also enable various stakeholders in the NGO's operations to understand the critical factors to consider while assessing the financial and organizational

performance. The study will enable the various NGOs engaged in the health sector to appreciate the critical factors which need be given priority in management circles to enable the organization focus its resources on the relevant strategic issues encouraging innovative approaches and strategies. The study will also enable the donors and the firm develop a better understanding of the environment within which they are providing funding. Lastly, the Government will be able to use the findings for policy formulations for instance to chart way forward for development of the sector in relation to changing donor support.

To the academia, the study will benefit in research and knowledge based approaches & applications, in depth on individual factor contribution to the success of innovative responses which the organization(s) can adopt. The study will enable the academia develop policy guidelines for various stakeholders to adopt or reference against in pursuit of various challenges hence offering solutions thereafter.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduces several theories related to the study. It also examines various literature covering, innovative responses and change management practices.

2.2 Theoretical Foundations of the Study

A theory is a statement which supports evidence meant to explain some phenomenon, the theoretical knowledge indicates the relationship between the various elements of the study. This study will be supported by the following theories, the generic competitive strategies, Diffusion of Innovation Theory and the resource dependence theory.

2.3 Generic Competitive strategies

Generic strategies encompasses cost leadership strategy, differentiation and focus all these strategies are meant to enable an organization adjust and match its operations within the direction of events in a turbulent environment Porter (1980). Pearce and Robinson (1991) supports the generic strategies approach which firms employ in order to compete effectively in the market. Focus strategy enables the organization to focus on a particular group of clients or services; through the marketing practices of positioning & segmentation. Focus approach type of strategy is also a result of target marketing practice within a particular policy framework of organizational operations. Cost leadership strategy enables the organization to achieve overall cost leadership in industry by application of policies and guidelines. It requires a well-established organizational facilities cost controls and some approaches of outsourcing and cost minimization.

The differentiation strategy as an innovative strategic response indicates the offering of unique services, creation of some new and innovative services, products, procedures and processes. This makes the organization being unique (Pearce & Robinson 1991) Johnson and Scholes (2002) argues that competitiveness arises out of what the organization is offering to their clients, Porter (1985) concludes that competitive strategy envisages to determine the profitability of an organization against existing market forces that determine the competitiveness of the industry.

2.3.1 Diffusion of Innovation Theory

There are a number of theories that have been developed over the years to explain different actions and phenomena. One of the theories that have gained prominence is the diffusion of innovation theory developed by Rogers (1962) of Boston University. The theory is based on communication aspects and attempts to discuss how an idea or product gains momentum overtime and diffuses. In the end people are able to acquire the product or adopt a new idea as a result of the diffusion. Adoption of the new ideas as a result of diffusion is gradual with some people adopting the idea as soon as they get to hear of it while some take time to adopt the idea. Innovation theory, therefore, categorizes people based on how they adopt the new idea and they are organized into innovators, early adopters, early majority, late majority and the laggards.

Firms are in constant competition as they try to outdo each other and emerge the best. Innovation is thus very important for firms in the quest to gain competitive edge. The NGO sector is no different. Donors have preference to NGOs that have adopted

innovation early in their various fields of operations. They are seen as cost effective partners and market leaders in the NGO world. NGOs are likely to gain competitive advantage based on the rate at which they adopt new ideas or products. The innovators and the early adopters in the NGO world are better placed to emerge ahead of those who will adopt the ideas or products at a later stage.

2.3.2 Resource Dependence Theory

Resource based theory at business level is used in establishment of the relationships between resources, competition, and profitability including the analysis of competitive imitation, the appropriateness of returns to innovations, the role of imperfect information in creating profitability difference between competing firms, and the means by which the process of resource accumulation can sustain competitive advantage.

Pfeiffer and Salancik (1978) indicate that organizations can develop relationships with other elements from the outside environment to obtain the required services and resources of functions, this calls for specific innovative responses like developing of relationships as alliances networks. Resources give organizations power which enables them perform well finally and enhances organizational growth. Accessibility to resources enhances organizational functioning performance and survival.

Resource dependence theory effects how nonprofit sector has evolved in the recent times. Researchers have argued that Resource dependence theory is one of the one of the main reasons nonprofit organizations have ventured into the commercial sectors in recent

times. With shrinking donor grants and diversion of resources to other areas, NGOs have had to devise new strategies in order to guarantee operations and going concern of their organizations. Scholars have argued that this move may affect the delivery of service in the public sector as firms devise new techniques of staying afloat. Provision of health services by this NGOs is nowadays done on subsidy in order to boost the organization financially.

2.4 Innovation and competitive advantage

Innovation has shown to lower cost of operation, enhance efficiency, and create wealth which further promotes overall growth (world scientific 2006).Successful innovation can be built on a viable strategy, which selects innovation technologies according to potential and competitive advantage.

(Global social entrepreneurship network 2016)As development challenges become more complex, the need for innovation within international development is increasingly popular. Governments, development aid agencies, NGOs, and other relevant stakeholders are constantly looking for transformative solutions to end poverty. Impact investors are keen to invest in ground-breaking solutions and technologies with the potential to contribute to the achievement of the development goals.

An Organization has competitive advantage whenever it has the ability to attract customers from its competitors and withstand the competitive forces. (Thompson & Strickland, 1998).Sustainable competitive advantage is achieved by core competencies

that result in long-term benefit to the organization. Prahalad and Hamel, (1990), define a core competence as an area of specialized expertise that is the result of harmonizing complex streams of technology and work activity. Examples competitive strategies include high standards of products, excellent customer service and cost efficiency than its rivals. Competitive strategy is always founded on consistently monitoring and predicting changing market forces and customer preferences. The goal of much of business strategy is to achieve sustainable competitive advantage. A competitive advantage exists when exist when both cost and differentiation advantages are achieved by any organization. Ever changing market dynamic and modern technologies have cast doubt in the long term sustainability of competitive advantage.

Donors nowadays have stringent requirements in terms of how the funds should be spent and limitations on the kind of programmes they intend to fund. This has led these NGOs to device new ways of generating funds in order to support their programme and overhead expenses. The current donor shift in policies and priorities to project specific funding puts the focus on the program activities of NGOs rather sustainability. In practice, institutional or organizational development remains a secondary target.

Donor interest is shifting towards how organizations are effectively leveraging information communication technology. In exchange for funds, donors are now expecting more and more decisions to be data driven and looking for measurable outcomes. At the same time they're also pushing for innovative thinking similar to what we've seen in the

technology sector, asking NGOs to toss aside fear of pilots and embrace the popular Silicon Valley adage, “fail hard and fast.”

(Woodman 2014) Learning from other industries like publishing or photography that have already experienced this dynamic shift NGOs can learn how not to just survive the changing landscape but thrive. For many NGOs, now is the time to write the next chapter for their organization and identify, adapt, adjust, and integrate technology into the core parts of their business. Those who do will be poised to lead the sector and better serve end beneficiaries tomorrow. We also see paradigm shift in the operational business of non-government organizations (NGOs) and redesigning of how programs are delivered to beneficiaries. Only NGOs that align themselves to donor policies and those that develop innovative models will be in a better position and chance for survival in the future.

2.5 Challenges in innovation strategies

(Mukanga 2011) Most NGOs particularly the ones in Africa have a heavy reliance on donor funding especially western donors for instance; Path Finder international and Intra Health international rely heavily on funding from the Bill and Melinda Gates Foundation and the USAID. Action Aid on the other hand gets its funding from the United Kingdom. The funding provided by foreign donors equates to large percentage of NGO funding in the region. This has presented a two-tier challenge for local and regional NGOs. First, the extent of international funding is dwindling at a fast rate. Donor resources are longer reliable and donors shift in priority and needy areas has posed a big challenge to the NGOs. Secondly, current foreign donor funds in African region are often meant for

particular projects or for limited project cycles. Forces of the organizations structure, broad definition of work responsibilities, routine procedures, cultural aspects and government restrictions and procedures pose a challenge in the NGOs sector.

These megatrends are creating new challenges at the global and national level, and impacting all sectors of society. Globally, civil society space is shrinking and official development assistance is declining, while new funding mechanisms and alternatives to aid are appearing, including domestic resource mobilization, remittances and private investment. The nature of poverty is changing, and these challenges will be at the forefront of international development in the years ahead. Given the high rate of change impacting so many facets of our world, the need for innovation is becoming more critical and pertinent, and in this environment, the organizations that are best placed to thrive are those that are highly connected and agile, and those that seek to be disruptors rather than remaining trapped in business as usual mindsets.

Organizations that want to innovate require strategic intent, dedicated leadership and a reconfiguring of organizational resources to achieving this. The cultures of organizations that will succeed in the future will be different to those of their predecessors because the rate of change is increasing. They will be highly collaborative and open to considered risk-taking, very outward facing and able to co-create value with other organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter indicates various stages, aspects that will be followed in the conduct of this research. These includes; the Research Design, Sampling Techniques, Data Collection and Data Analysis.

3.2 Research Design

Serekan (2011) indicates that a Research Design constitutes decision making regarding where, when, what and how concerning on a research inquiry: Kothari (2004) explains that a research design is an arrangement of conditions for data collection and analysis of data in a manner that aims to combine relevance research with firm in research procedure.

This study will utilize a cross sectional descriptive research design. The design is deemed appropriate because the method will explore viable relationships and describe how each factor will support matters under investigation (Cooper & Schindler 2002). Descriptive design will provide quantitative data from a cross section of the chosen population: Hopkins (2000) indicates that quantitative research is about quantifying relationships between variables using statistics such as correlations, relative frequencies.

3.3 Population of Study

Mugenda and Mugenda (2003) indicate that population is the entire element that meets the criteria for inclusions in a study. A population is a selected set or group of

individuals, events, objects which have common characteristics. The study will comprise of all the NGO(s) in the health sector in Nairobi County which number 242 according to the NGO annual report of 2015 with 219 in the health sector.72 of these organizations involved in the health sector are registered with Health NGOs Network within Nairobi County.

3.4 Sample Size

A sample is a subset of population (Hyndman 2008). Mugenda and Mugenda (2007) contend that a 10% sample can be used to represent a population. However, they argued bigger the sample the representative of the population it is.A sample is a true representation of the entire population under study (Leary 2001). A good sample must contain a true representation of the population whose result can universally be acceptable with adequate or reasonable level of confidence. The target population will be 72.We shall randomly select 15 out of the 72 registered during our study. This will give us a sample coverage of 21%.

3.5 Data Collection.

The study will utilize primary data which will be collected by use of questionnaire(s). A questionnaire is a pre-formulated written set of questions to which the respondent indicates/records their responses. The questionnaire will designed to have both open ended and closed ended questions and will be pre-tested before it was given to the respondents. A five point Likert scale questionnaire will be utilized; the Likert scale will have a five anchor ratings of strongly agree, agree, and strongly disagree. The instrument

measures the level of agreement or disagreement and is relevant in measuring perception, behaviors, attitudes and values; scholarly support of Likert scale application and usage agree that the scales can be used to convert the qualitative responses into qualitative values (Mugenda & Mugenda 2003; Upgrade & Shade 2012). Respondents will be Senior Management Cadre Members. For Uniformity purposes we shall focus on head of programs and finance managers. Secondary data will be collected from books, articles and Journals on Non-Governmental Organizations in Kenya.

3.6 Data Analysis

Data analysis is the arrangement and processing of data to make meaningful information. (Sounders Lewis & Thornbill 2009). Hyndman (2008) indicates that data processing involves translation of the answers in the questionnaire into a format that can easily be formatted into statistics, which involves coding, editing, data entry and monitoring the whole data processing procedure. After data collection through questionnaire, it will be prepared in readiness for analysis through editing, categorizing and handling of non-conforming responses.

Pearson Correlation will be used find correlation between the variables in the study i.e. innovation strategies and competitive advantage. Statistical Package for Social Sciences (S.P.S.S.) will be used for analysis thus will generate descriptive frequencies and inferential statistics which will be used to derive conclusions and generalizations regarding the population under study. This will include the use of tables, Percentages and Frequencies to measure and compare outcomes.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

Chapter four details the data analysis and interpretations of the research findings. The main objective of the study was to identify the innovative strategies adopted by NGO's in Nairobi County and how the same has resulted to their competitive advantage. The study also sought to identify the challenges that NGO's in Nairobi County were facing in the implementation of innovative strategies.

4.2 Response Rate

Out of the total sample of forty international NGOs operating in Nairobi County, fifteen responded giving a response rate of 37.5%. As part of background information in responding to the questionnaire, respondents were requested to indicate their position within the organization. Table 4.1 highlights the various positions occupied by the respondents interviewed.

Table 4.1 Response Rate

Position	Frequency	Percent	Valid Percent	Cumulative %
Finance Manager	7	46.66%	46.66%	46.66%
Administration Manager	5	33.33%	33.33%	80%
Marketing Manager	2	13.33%	13.33%	93.33%
Other	1	6.66%	6.66%	100%

Source: Researcher (2017)

From the table 4.1, it is clear that a majority of the respondents occupy the position of finance manager in their organization. A significant minority occupy the administration manager role. The observation may be explained by the nature of operations and practice by NGOs. Management of funds and activities form the critical roles that define the success of a non-profit organization seeking to advance social welfare.

4.3 Organizational Demographics

The respondents were also required to identify their organization’s field of specialization. NGOs often select specific social problems to address so as to minimize on duplication as well as minimize possibilities of failure. The choice of specialization is dependent on the issues affecting the community NGOs target. For purposes of this study, NGOs were classified into the following categories; maternal health, disease mitigation, water and sanitation, and humanitarian assistance. Table 4.2 shows the number of respondents in each specialization and their resulting percentages.

Table 4.2: Sector specialization for NGOs in Nairobi County

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maternal health	5	33.3	33.3	33.3
	Disease mitigation	3	20.0	20.0	53.3
	Water and sanitation	1	6.7	6.7	60.0
	Humanitarian Assistance	4	26.7	26.7	86.7
	Any other	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Source: Researcher (2017)

From the table above, a majority of the NGOs in Nairobi County have specialized in maternal health accounting for 33.3% of all respondents. The focus on maternal health is a result of high levels of the birth rates in an environment of poor health services. High rates of infant mortality especially in the informal settlement in the county has also attracted a significant number of NGOs. It is also evident that NGOs specializing in humanitarian assistance form the second biggest sector among those interviewed accounting for 26.7% of all respondents. Humanitarian assistance NGOs specialize in offering help to individuals and communities in times of human and natural disasters. Nairobi County experiences more disasters than any other county in Kenya owing to its high population density. The small county is home to over three million Kenyans and hosts over six million visitors daily. Disasters such as floods, fire outbreak, and disease outbreak are, therefore, common necessitating support from the non-government organizations.

NGOs specializing in disease mitigation account for 20% of all respondents while those in water and sanitation account for 6.7%. Analyzing the sector demographics in Nairobi County offers an interesting perspective in evaluating the strategies adopted by NGOs to gain competitive advantage. Organizations focusing on provision of utilities such as water will have significantly different strategic choices in comparison to those offering health services. Understanding how operations influence strategic choices among NGOs in Nairobi County is one of the objectives of this study.

4.4 Innovative Strategies

The respondents were asked to list the innovative strategies that they relied on to gain competitive advantage. A variety of innovative strategies were highlighted ranging from financing to community relationship. A number of respondents identified diversified funding as their key innovative strategy that enabled to outperform their competition. Most NGOs rely on donor funding to support their operations and undertake their projects. However, donor funding was irregular and based on the goodwill of the supporting entity or individual. The irregular funding lead to poor planning in operations as funds were not readily available to support an NGOs operations when needed. By diversifying funding, NGOs have created reliable revenue streams. Planning is more predictable and operating cash flow to support daily operations is always available.

The respondents also revealed that adoption of technology and automation was a key innovative strategy that led to competitive advantage. Automation and technology was heavily adopted in the finance function and maintenance of health records. The use of mobile payment, Mpesa, significantly improved the convenience of disbursing and accounting for money in several NGOs. One of the respondents revealed how the use of mobile based payments ensured timely disbursement of money to their target community and individuals. The adoption of management systems such as electronic records medical systems (ERMS) was also revealed as one the key innovative strategies. Use of EMRS ensured that medical records were correctly documented and archived.

Training of personnel was also identified as a key innovative strategy for health NGOs in Nairobi County. The NGOs pointed out the unique health requirements of communities that they help in Nairobi County. A well-trained personnel was key in gaining public trust by ensuring duties and responsibilities are executed in line with community expectations. The respondents also revealed that engagement of faith based institutions such as churches was a successful innovation strategy. Nairobi County, and Kenya at large is largely religious with a significant majority visiting a place of worship at least once a week. The NGOs have taken advantage of the huge following in churches and mosques to inform, engage, and assist communities with maximum efficiency and effectiveness. The respondent also identified the role of customer survey in advancing their innovative strategy practice.

Other innovative strategies mentioned included: advocacy, caring out funding campaign to boost organization finances, public systems strengthening and partnerships, cost reduction buy engaging in cost control measures such as sticking to budgets and engaging in consultancy work.

4.5 Extent of application of Generic Innovation Strategies

The respondents were asked to state the extent to which they applied three generic innovative strategies. The three strategies include; cost, differentiation and focus.

Table 4.3 Extent to which the respondents apply the cost strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	moderate extent	2	13.3	13.3	13.3
	large extent	6	40.0	40.0	53.3
	extreme extent	7	46.7	46.7	100.0
	Total	15	100.0	100.0	

Source: Researcher (2017)

Table 4.3 reveals that 46.7% of respondents apply the cost strategy to an extreme extent. The observation is largely consistent with a trend in most organizations seeking higher levels of efficiency and effectiveness. Resources, especially cash, are limited requiring organizations to budget properly so as to guarantee achievement of strategic objectives. Only 13.3% of the respondents revealed that they use the cost strategy in their operations with the remaining 40% using the strategy to a large extent.

Table 4.4 Extent to which the respondents apply the differentiation strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	11	73.3	73.3	73.3
	extreme extent	4	26.7	26.7	100.0
	Total	15	100.0	100.0	

Source: Researcher (2017)

Table 4.4 reveals that health NGOs in Nairobi depend heavily on the differentiation strategy to ensure achievement of their strategic objectives. Of the fifteen respondents interviewed 73.3% revealed use of the differentiation strategy to a large extent while 26.7% were extremely reliant on the same.

Table 4.5 Extent to which the respondents apply the focus strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	large extent	4	26.7	26.7	26.7
	extreme extent	11	73.3	73.3	100.0
	Total	15	100.0	100.0	

Source: Researcher (2017)

From table 4.5 above, 73.3% of all respondents indicated that they apply the focus strategy to an extreme extent while the remaining 26.7% apply the same to a large extent. The reliance on the focus strategy by health NGOs in Nairobi County underlines the critical role it plays in meeting the target market expectations. NGO performance is determined by the effectiveness of their programs in fulfilling the social needs. Achieving desired performance, therefore, requires NGOs to fully adopt the focus strategy to understand the communal challenges and how best to address them.

4.6 Factors Influencing Adoption of Innovation Strategies

The respondents were also queried on the drivers of change necessitating the adoption of innovation strategies in their organizations. The drivers of change included; efficient and

quality service delivery, technological advancement, competition for donor finding, and regulations.

Table 4.6 Respondents perception towards innovative strategies and their role in enhancing efficient and quality in service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	13.3	13.3	13.3
	Agree	7	46.7	46.7	60.0
	strongly agree	6	40.0	40.0	100.0
	Total	15	100.0	100.0	

Source: Researcher (2017)

Table 4.6 shows management attitudes towards adoption of innovation strategies with a view of enhancing efficiency and quality in service delivery. 13.3% of the respondents hold a neutral view on the role of innovation strategies in enhancing efficiency and quality of service delivery. 46.6% of the respondents agree while 40% strongly agree that innovation strategies are necessitated by desire for efficient and quality services. Clearly, close to 90% of NGOs in Nairobi County appreciate that innovative strategies are critical in enhancing the quality and efficiency of service delivery.

Respondents were also asked to comment on the relationship between innovation strategies and the need for technological advancement. 20% of the respondents held a neutral with regards to the need for technological advancement and innovation strategies.

26.7% of the respondents agreed that the need for technological advancement led to adoption of innovation. The remaining 53.3%, who are the majority, strongly agree that innovation strategies adopted in their organizations were necessitated by the need for technological advancement.

Table 4.7 Respondents perception towards innovative strategies and their role in influencing donor funding

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	13.3	13.3	13.3
neutral	2	13.3	13.3	26.7
agree	4	26.7	26.7	53.3
strongly agree	7	46.7	46.7	100.0
Total	15	100.0	100.0	

Source: Researcher (2017)

Table 4.7 above, shows that 13.3% of the respondents were both neutral and strongly in disagreement with the view that innovation strategies in their organizations were necessitated by the competition for donor funding. Slightly over a quarter of the respondents (26.7%) agreed that innovation strategies were influenced by competition for donor funding while 46.7% strongly agreed with the same. The observation could be explained by the fact that most NGOs in Nairobi County rely on donor funding to finance their operations.

The respondents were also queried on the influence of government and donor regulation in implementing innovative strategies in their organizations. 26.7% of the respondents were neutral while 73.3% agreed that government and donor regulations necessitated the need for innovative strategies. All NGOs in Nairobi County and Kenya at large are subject to regulations by the government. Donors, as the main financier of NGO activity, often craft a raft of regulations which they require NGOs to follow so as to qualify for funding.

4.7 Evident innovative strategies adopted by NGOs in the health sector

The research also sought to understand the managerial areas and functions where use of innovative strategies is evident among NGOs in Nairobi County. The research focused on five core management areas that affect all health NGOs. The areas include; healthcare technology, finance, operational efficiency, project management, and the human resource function.

Healthcare technology refers to the use of recent machinery, devices, and knowledge to support the health function. Use of technology is associated with superior performance owing to efficiencies created. Respondents were asked to identify the extent to which their organizations adopted innovative strategies in healthcare technology. 33.3% of the respondent indicated that they had adopted innovative strategies to moderate extent, 53.3% to a large extent, and 13.3% to an extreme extent. The study, therefore, proves that innovative strategies are critical in supporting healthcare technology among NGOs in Nairobi County.

The respondents were also requested to explain the extent to which they had adopted innovative strategies in the finance function. 60% of the respondents indicated that they had adopted to a large extent while 40% indicated that they had adopted to an extreme extent. One can, therefore, conclude that innovative strategies enhanced the use of financial resources of NGOs in Nairobi County. The research also required respondents to offer their opinion on the role of innovative strategies in enhancing operation efficiency. A significant majority (60% and 26.7%) were of the view that innovative strategies, to a large extent, enhanced operational efficiency. Only 13.3% believed that innovative strategies played a moderate role in enhancing operational efficiency. It is evident that NGOs in Nairobi County rely on innovative strategies to enhance their operational efficiency.

NGOs in Kenya, and in particular Nairobi County, execute several projects to improve the welfare of individuals and communities that they target. Project management is widely used to ensure timely completion of projects within the stipulated budgets. The respondents were asked to offer their view on the role of innovative strategies in supporting project management.

Table 4.8: Extent to which respondents adopted innovative strategies for project management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid little extent	2	13.3	13.3	13.3
Moderate extent	4	26.7	26.7	40.0
Large extent	7	46.7	46.7	86.7
Extreme extent	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Researcher (2017)

From Table 4.8 above, 13.3% of the respondents had adopted innovative strategies to a little extent in their project management function. 26.7% of the respondents had adopted to a moderate extent while 46.7% had adopted to a large extent. Only 13.3% of the total respondents adopted the innovative strategies to a large extent. The results indicate that NGOs in Nairobi County are yet to fully appreciate the significance of innovative strategies with regards to project management.

The study also sought to determine the extent to which NGOs in Nairobi County had adopted innovative strategies in their human resource function. 26.7% of the respondents revealed that they had adopted the strategies in the functions to a moderate extent. 46.7% revealed that they had adopted the strategies to a large extent while 26.7% indicated that they had adopted to an extreme extent.

4.8 Competitive Advantage

The study also to determine the respondents' perceptions on the role of innovative innovation in creating competitive advantage for their organizations. The study examined five managerial functions for which an organization would derive competitive advantage. The five functions include; healthcare technology, finance, operational efficiency, project management, and the human resource function. Understanding the respondents' perceptions would offer insight on the reliance of innovative strategies by NGOs in Nairobi County to gain competitive advantage.

The respondents felt that innovative strategies were critical in improving healthcare technology in their organizations. 33.3% of the respondents felt that innovative strategies were, to a moderate extent, impacting their healthcare technology and overall competitive advantage. The remaining 66.6% felt, to a large extent, that innovative strategies improved their healthcare technology and competitive advantage. With regards to the impact of the strategies on the finance function, the respondents' opinions were varied. 13.3% felt the impact of innovative strategies on the finance function was to a moderate extent, 46.7% felt it was to a large extent, and the remaining 40% felt it was to an extreme extent.

On operational efficiency, the respondents were requested to comment on the extent to which they felt that innovative strategies enhanced the former. 13.3% of the respondents felt that innovative strategies improved operational efficiency to a moderate extent while

73.3% felt the impact of innovative strategy was to a large extent. The remaining 13.3% felt that the impact of innovative strategies was to an extreme extent.

The respondents' opinions towards the impact of innovative strategies on the human resource function was varied. As shown in Table 4.9, 13.3% of the respondents felt that the impact was slightly moderate and moderate. The majority, 46.7% and 26.7% felt that the impact strategies was large and extreme. The findings reveal that NGOs in Nairobi County rely on innovative strategies to enhance their human resource function with a view of creating a competitive advantage.

Table 4.9 Respondent's perception on the impact of innovative strategies on the human resource function

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid slightly moderate	2	13.3	13.3	13.3
moderate extent	2	13.3	13.3	26.7
large extent	7	46.7	46.7	73.3
extreme extent	4	26.7	26.7	100.0
Total	15	100.0	100.0	

Source: Researcher (2017)

The study also sought to determine the respondent's perception on the impact of innovative strategy on project management. From the responses, all the interviewees emphasized on the need for innovative strategies for effective and efficient project management. 26.7% of the respondents felt that the impact of innovative strategies in improving project management within their organization was moderate. 60% felt that the impact of the strategies was to a large extent while 13.3% felt the impact was to an extreme extent.

4.9 Challenges in Implementation of Innovative Strategies

Adopting and implementing innovative strategies entails detailed planning that is often difficult to execute. The major challenges arise from core environmental factors that management, intentionally or unintentionally, fails to comprehend. Based on the environmental factors affecting NGOs in Nairobi, the study identified core factors that would hinder the effective implementation of innovative strategies. The factors identified include; financial challenges, management challenges, government restrictions, donor restrictions, culture and environment.

An organization experiencing financial challenges lacks the capability to carry out operations as envisaged in its strategic plan. A majority of the respondents agreed that financial challenges were a hindrance to the adoption of innovative strategies in their organizations. Only 13.3% of the respondents held a contrary view to the majority. The study also sought to ascertain whether management challenges threatened the adoption of innovative strategies among health NGOs in Nairobi County. Majority of the respondents

felt that management challenges inhibited the adoption of innovative strategies in their organization. The minority were mostly neutral (33.33%) with a slight minority strongly disagreeing that management issues posed a challenge in the adoption of innovative strategies within their organization.

Table 4.10 shows the response from interviewees on their perception towards government regulations and its impact on adoption of innovative strategies within their organizations. Close to half (40%) of all the respondents disagreed with the view that government regulations posed a challenge towards the adoption of innovative strategies. 20% were neutral, 13.3% agreed while 26.7% strongly agreed. One may conclude that NGOs in Nairobi County perceive the government regulations as of little or no impact in their adoption of innovative strategies

Table 4.10 Impact of government regulation on innovation strategies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	40.0	40.0	40.0
neutral	3	20.0	20.0	60.0
agree	2	13.3	13.3	73.3
strongly agree	4	26.7	26.7	100.0
Total	15	100.0	100.0	

Source: Researcher (2017)

As earlier stated, donors play a significant role in operations of NGOs in Nairobi County. Most of the NGOs in the city rely on donor funding for their entire operations. In order to enhance accountability and promote social welfare, donors demand NGOs to comply with their strict regulations. Opinion was split on the impact of donor restrictions on the adoption of innovative strategies. 40% of the respondents disagreed with the view that donor restrictions inhibited the adoption of innovative strategies, 20% were neutral while 40% agreed with the same. The respondents also held the view that environmental and cultural issues were not a significant hindrance to the adoption of innovative strategies in their organization. 53.3% of the respondents were neutral with the remaining minority indicating that environmental and cultural issues were a hindrance.

The respondents suggested a number of solutions to address the said challenges in adopting innovative strategies. Engaging the target communities was highlighted by the majority of the respondents. Research and training programs were also mentioned as effective measures to counter the said challenges. Resource diversification and mobilization techniques was also noted.

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter outlines a summary of findings on adoption of innovative strategies by health NGOs in Nairobi County. It also provides the conclusions made based on the findings; the recommendations arrived at after considering the research findings and the suggestions on areas where further research may be necessary.

5.2 Summary

The study identified that health NGOs in Nairobi County relied on myriad of innovative strategies to gain an edge of their competitors. Automation of functions and incorporation of mobile money payments were some of the innovative strategies identified by respondents. The NGOs also underlined the role of diversified funding in giving them an edge of their competitors. The study also identified that health NGOs in Nairobi County were reliant on generic innovative strategies to improve their operations.

The study also sought to identify the factors influencing adoption of innovative strategies among health NGOs in Nairobi County. The findings reveal that efficient and quality service delivery, technological advancement, competition for donor funding, and regulations were all important considerations in adoption of innovative strategies. A significant minority of the respondents, however, strongly disagreed with the view that donor funding influenced the adoption of innovative strategies in their organizations.

The findings of the study indicate that health NGOs in Nairobi County had, to a large extent, adopted innovative strategies in healthcare technology, finance function, operational efficiency, project management, and human resource. From the findings, most health NGOs in Nairobi County had adopted innovative strategies for the finance function. The trend underlines the importance of funding and its management among health NGOs in the county.

The study also found out that innovative strategies had, to a significant extent, improved the five identified management areas consequently enhancing the competitiveness of health NGOs in Nairobi County. The findings reveal that most health NGOs in Nairobi County felt that innovative strategies had the greatest impact on their operational efficiency. The study findings also reveal that health NGOs in Nairobi encountered a number of challenges in the adoption of innovative strategies. The study found out that financial challenges, management challenges, donor restrictions and an unsupportive cultures were the main factors inhibiting the adoption of innovative strategies.

5.3 Conclusion

The study found that adoption of innovative strategies by NGOs leads to improved performance it is therefore recommended that all organizations adopt innovative strategies in order to guarantee long term competitive advantage.

The findings of this study have further shed adequate light to draw pertinent conclusions on the adoption of innovative strategies by health NGOs in Nairobi County. It is evident

that the innovative strategies adopted were unique to the environment that the NGOs operate. Use of mobile money to enhance outreach and accountability underlines the adaptation of the NGOs to their environment. Nairobi, and Kenya at large, is global leader in mobile money transacting billions of shillings on a daily basis. Majority of Kenyans, irrespective of their social class, rely on mobile money to move money. By embracing mobile money transfers, NGOs have the ability to reach their target communities and individuals with considerable ease.

The NGOs have also adopted generic innovative strategies in their operations with a view of exploiting their proven advantages. Competition among health NGOs stems from the limited services that they can offer to their target communities. The population numbers notwithstanding, health NGOs in Nairobi can only offer very minimal services. Adoption of innovative strategies ensures effective and efficient services which allow an NGO to attract financing and consequently expand its operations.

5.4 Recommendations

The success of health NGOs in Nairobi County relies on the sustainability of innovative strategies that they opt to implement. Results from the study identifies that health NGOs face both internal and external challenges in the implementation of innovative strategies. There is need for management teams in these organizations to re-examine their internal operations and improve on the same. Challenges such as management gaps should be addressed comprehensively. The NGOs must also ensure that they develop a good relationship with donors to guarantee their support and ensure they funding is reliable.

Organizations should also build in stronger relationship between public and private partnerships this has an impact to increasing technical capacities and funding base. Organization should also engage in capacity building of local implementing partners and staff to increase expertise knowledge and skills.

5.5 Suggestions for Future Research

The study found out that health NGOs in Nairobi County had, to a large extent, adopted innovative strategies in their key areas and processes. The study also identified the external and internal challenges that the organizations face in the implementation of innovative strategies. It was evident that innovative strategies were critical in enhancing the overall competitiveness of the health NGOs. One of the issues that stood out in the course of the research was the role of the donor in influencing operations and innovative strategies of NGOs in Nairobi County. It is recommended that a study, solely focused on the impact of donors, be conducted using the same population and sample.

5.6 Limitations of the Study

Research limitations are inherent for all scientific studies owing to scarcity of resources. The study faced with a challenge of getting responses to the questionnaire. During this study, it was challenging to get organizations to complete the questionnaire as some felt the topic was sensitive and that the information collected could be used by similar organization especially their competitors.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Abdullahi Mohamed

Abbey

D61/76119/2012

P.O BOX 30197-
00100,

Nairobi.

TO WHOM IT MAY CONCERN

RE: MBA RESEARCH PROJECT

I am a student at the University of Nairobi, pursuing a Master of Business Administration (MBA) degree. In partial fulfillment for the award of the degree, I am required to submit a research report on a management problem. The topic of my research is '**Innovative strategies adopted by non-government organizations (NGO's) in the health sector in Nairobi County to gain competitive advantage**'.

I am requesting you to fill the questionnaires with some of your senior staff. Find attached questionnaire to enable me collect information for the research project report. The results of the project will be purely used for academic purposes and a copy of the same will be availed to the organization on request.

Yours Faithfully,

.....

Abdullah Mohamed Abbey

APPENDIX II: QUESTIONNAIRE

PART A: BACKGROUND INFORMATION

(1) Name of the respondent department

.....

(2) Position/Title of the respondent

(3) Number of years in the organization.....

(4) Number of employees in the organization

.....

PART B: ORGANIZATIONAL DEMOGRAPHICS

(5) Name of the organization

.....

(6) What is the specialization of your organization in health sector? (Tick where appropriate)

- a) Maternal health ()
- b) Fighting Disease ()
- c) Water and sanitation()
- d) Child health()
- e) Capacity building()
- f) Clinic and diagnostic services()
- g) Any other (Please specify ()

PART C: INNOVATIVE STRATEGIES

(1) What are the innovative strategies adopted by NGOs in the health sector in Nairobi to gain competitive advantage?

.....

.....

.....

(2) To what extent does your organization apply the following generic innovative strategies?(Tick where appropriate)

Innovative generic strategies	1	2	3	4	5
Desire for efficient and quality service delivery to beneficiaries					
Cost strategy Your organization strives to achieve health service delivery objectives by using cost effective techniques.					
Differentiation strategy Your organization applies superior ways than that of competitors when delivering health service to beneficiary.					
Focus strategy Your organization has concentrated its resources in in a particular health segment in order to build a competitive advantage over its competitors.					

(3) To what extent do you agree that innovation strategies are necessitated by the following drivers of change in your organization? (Tick where appropriate)

5=strongly agree; 4=Agree; 3=Neutral; 2= disagree; 1=strongly disagree

Drivers of change	1	2	3	4	5
Desire for efficient and quality service delivery to beneficiaries					
Technological advancement					
Competition for donor funds					
Donor and government regulations					

(4) To what extent has your organization adopted innovative strategies in the following areas? (Tick where appropriate)

5=Extreme extent; 4=Large extent; 3=Moderate extent; 2= little extent; 1=Not at all

Areas	1	2	3	4	5
Technology in health service delivery					
Funding/Finance					
Operational efficiency					
Project management					
Human resource					

PART D: COMPETITIVE ADVANTAGE

(11) How would you rate the impact of innovative strategies in the following areas towards the achievement of competitive advantage in your organizations?

5=Extreme extent; 4=Large extent; 3=Moderate extent; 2=slightly moderate; 1=Not at all

Areas	1	2	3	4	5
Technology in health service delivery					
Funding/finance					
Operational efficiency					
Project management					
Human resource					

PART E: CHALLENGES

(11) To what extent do you agree the following factors pose challenges towards the adoption of innovative strategies your Organization? (Tick where appropriate)

5=strongly agree; 4=Agree; 3=Neutral; 2= disagree; 1=strongly disagree

Statement	1	2	3	4	5
Finance Restrictions					
Management Issues					
Government Restrictions					
Donor Restrictions					
Environment and culture					

(Q) What are some of the solutions encountered while implementing innovative strategies?

.....

THANK YOU FOR YOUR PARTICIPATION

APPENDIX III: LIST OF NGOS IN HEALTH WITHIN NAIROBI COUNTY

Non-Governmental Organizations
Africa 2000 Network in Kenya
Blue Cross Nyatike development program
Community Asset Building and Development Action
Christian Health Association of Kenya
Diakonia Compassionate Ministry
The kenya AIDs NGO consortium
Kenya NGOs Alliance Against Malaria
Kibera Self Help community Group
Kenya Redcross Society of Kenya
Aga Khan Foundation
Ace Africa
Action Africa Help Intl (AAHI)
Afri Afya
Action Aid International
Africa institute for health and development- AIHD
AMREF Health Africa
APDK- Association for the Physically Disabled of Kenya
APHRC- Africa population and health research centre
Aids Healthcare Foundation Kenya
Basic Needs UK in Kenya
COECSA
Christoffel Blinden Mission (CBM)
Consortium for National Health and Research (CNHR)
Catholic Relief Services

Non-Governmental Organizations
CARE
CHAK
Centre For the Study of Adolescence (CSA)
CLUSA- Cooperative league of USA
CPDA- Christian Partners Development
Deaf Aid
Elizabeth Glaser Pediatric Aids Foundation
Engender Health
FHI - Family Health International
FHOK- Family Health Options Kenya
Fred Hollows Foundation Kenya
Food for the Hungry
Global Communities(formerly CHF)
Goal Kenya
Helpage Kenya
HAIA Health Action International Africa
Healthrights International Kenya
Health Rights Advocacy Forum(HERAF)
Hope Worldwide Kenya
ICL- I Choose Life
Makerere University
International Medical Corps
Intrahealth International
International Committee For Development of people (CISP)
JHPiego international

Non-Governmental Organizations
KANCO- Kenya AIDS NGOs Consortium
Kenya Association of Professional Counsellors
kenya Community Development Foundation
Norwegian Refugee council
Islamic relief of Kenya
Path Finder International
Kenya NGOs Alliance against Malaria
KICOSHEP
KRCS- kenya Red Cross Society
Kenya Consortium to Fight AIDS TB and Malaria
Kenya Episcopal Conference
Kenya Society for the blind
Kenya Women Living with AIDS- KENWA
Life Care and Supprt Centre - LICASU
Liverpool voluntary Counselling and testing
Marie Stopes International Kenya
MAP INTERNATIONAL
Mildmay Kenya
Mothers to Mothers
Malteser
NEPHAK- National Empoerment Network of People Living with HIV/AIDS in Kenya.
NOPE - National Organisation of peer Educators
PATH
Pathfinder International
International Plan Parenthood Africa

Non-Governmental Organizations
Provide International
Population Service International Kenya
Ripples International
Samaritans Purse
Save The Children in Kenya
SOWED Kenya
Sight Savers International
SOS Children's Villages
SWAP- Safe Water and AIDS project
WEMIHS- Wem Intergrated Health Services
White Ribbon Alliance Kenya
World Neighbours
World Relief
World Friends
Women fighting Aids in Kenya
World Vision
Operation Eyesight
Helen Keller International
Handicap International
Micronutrient Initiative
Morris Moses Foundation
Community capacity Building Initiative

SOURCE: HEALTH NGOs REGISTERED WITH HENNET (2016)