INFLUENCE OF INFORMATION TECHNOLOGY IN STRATEGY IMPLEMENTATION OF THE NGOS WITHIN THE HEALTH SECTOR IN NAIROBI COUNTY

BY

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DECLARATION

This project is my original work and has not been presented for an award in any other university.

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This project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research is dedicated to my family, which has been a source of inspiration and especially, to my parents who never got tired of talking to me on the value of education even long after I became financially independent.
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ABBREVIATIONS AND ACRONYMS

ALIN: Lands Information Network

CBIS: Computer Based Information Systems

CBO: Community Based Organization

CRM: Customer Relationship Management

ERP: Enterprise Resource planning

JIT: Just In Time

IT: Information Technology

IS: Information System

NGOs: Non-Governmental Organizations

SANGONeT: Southern African NGO Network

SCM: Supply Chain Management

SPSS: Statistical Package for Social Science

TQM: Total Quality Management
ABSTRACT

Information technology (IT) is a vital strategic tool for all modern organizations including non-profit ones. Some strategists and practitioners refer to IT as an organizations competitive weapon. IT influences the organizational design, the management control systems, and organizational culture. This study attempted to fill the research gap by examining the influence of IT in strategy implementation of NGOs in health sector. It adopted a cross-sectional survey research design targeting all the NGOs in the health sector operating within Nairobi County. The study utilized 10 percent of 908 which was 91. Thus, the sample size was 91 NGOs. The study used questionnaires as the primary instrument of data collection. Before processing the responses, the completed questionnaires were sorted, checked and edited for completeness and consistency. The data was then coded which enabled the responses to be grouped into various categories. Descriptive statistics techniques were used to analyze the quantitative data. Coding was done in SPSS, analyzed and the output interpreted in frequencies, percentages, mean scores, and standard deviation. The study found that majority of the NGOs within the health sector in Nairobi County set aside more than 10% of their budget for IT infrastructure, had between 41% to 60% level of computerization of activities and had functional website or social networking page. Furthermore, the study found out that staff had workstations with access to the intranet and internet for communications; the organization had a dedicated IT department; the organization has integrated software to manage their funding and budget; all staff able to access essential services and perform work outside the office and the finance department utilized all accounting software in their operations. The study also concludes that IT enhanced strategy implementation within the health sector NGOs in Nairobi County to a very great extent, top management team typically leads to greater commitment to the firm’s goals and strategies and manager’s were committed to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes. The study recommends that the management of the NGOs should utilize IT in the strategy implementation in human resources planning, staff training and retention, business level and objectives designing, documentation, and understanding. The study also recommends that the management of the NGOs should utilize IT in enhancing overall firm success and performance.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Information technology (IT) is a vital strategic tool for all modern organizations including non-profit ones. Some strategists and practitioners refer to IT as an organizations competitive weapon. IT influences the organizational design, the management control systems, and organizational culture (Pearlson & Saunders. 2010). Information is an essential strategic asset. Information enables organizations to make decisions. Strategy implementation is the action phase of strategic management and also the most difficult (David. 2011). It involves operationalization and institutionalization of strategies (Pearce & Robinson. 2007). Organizational design, control systems, and culture have to be aligned to strategy. IT is an important constituent of an organization control systems. As information systems (IS) have become computer based. IT has also become an essential tool for strategy implementation (Hitt, Ireland, & Hoskisson. 2011).

The evolutionary theory views the organization as being subject to the selection pressures of the market which determine its survival. Organisations survive by adapting to the market environment. The processual theory to strategy views success as being a result of opportunism and foresight as well as luck. Based on this theory, strategy is seen as a pattern in a stream of actions and decisions. It emerges and may only be clearly articulated after the event. There is an absence of well-defined, prior intents, although there may be consistency (Araujo and Easton. 1996).

Numerous NGOs within the health sector have been registered to date. NGOs provide services for the good of society and not for profit or commercial purposes. NGOs with the health sector in Kenya have come under heavy criticism due to management and
accountability of resources by their beneficiaries. These NGOs interpret accountability and transparency to mean periodically furnishing donors with narrative and financial statements on how issues of accountability touch on the overall performance of these NGOs. IT can solve such problems of accountability including irregularities and improve strategy implementation of these NGOs (Onyando, 1999).

1.1.1 Strategy Implementation

Pierce and Robinson (2007) define strategic management as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company’s objective. These plans are systematic and elaborate and are referred to as strategies. Strategy therefore, is the means through which an organization attains its objectives and vision.

The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of time and planning has gone into how strategies are best formulated. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes. Strategic implementation refers to as the phase in which intended strategies are translated into workable strategies from top down through the organization (Johnson, Scholes, & Whittington, 2005).

While strategy formulation deals with crafting strategy, strategy implementation deals with executing strategy (Thompson, Strickland, & Gamble, 2007). Strategy implementation is principally two phase: institutionalization and operationalization. Questions asked in this phase are who, what, and how? (Hunger & Wheelen, 2005) Executing strategy often involves aligning organizations institutions of structure.
control systems and culture to strategy. Required additional actions in this phase are preparing annual objectives and budgets, allocating resources, developing and utilizing information systems and establishing targeted marketing efforts (David, 2011). Management and employee morale and commitment become crucial and hence, appropriate compensations must be sort and linked to performance.

In strategy implementation, overall strategy leadership is decisive to ensure that the right policies are in place to guide the organization as well as motivate and stimulate management and employees. Effective leadership enables an organization to focus all its energy and efforts in accomplishing its vision. Therefore, a good leader has the following qualities: vision, eloquence, and consistency; commitment; being well informed; a willingness to delegate and empower; political astuteness; and emotional intelligence (Hill & Jones, 2010).

One major challenge with strategy implementation is the success rate of intended strategies which studies have discovered to be as low as 10 percent (Hunger & Wheelen, 2005). Despite this discouraging record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. Alexander (1991) suggests several reasons for this; strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends.

1.1.2 Information Technology

Over the past three decades, computer based information systems (CBIS) have revolutionized worldwide businesses by coordinating and transforming data into a
tremendously valuable strategic asset: information. IT has made gathering, storing, distributing and controlling information economical and immediate, especially given the recent use of global standards and Internet technologies. IT enables raw data generated from both the internal and external environment to be integrated and synthesized more efficiently and effectively for a particular problem, individual or time (David, 2011).

Pearson and Saunders (2010) define Information technology (IT) as all forms of technology used to create, store, exchange and use information. They further add that IT is a constituent of an Information System (IS). In any organization an Information System (IS) is important because it is the system used to produce and manage information. According to Pearson and Saunders (2010), an information system (IS) not only includes IT, but also the people and processes that an organization uses to manage information flow. Therefore, IT infrastructure in an organization is important in ensuring that relevant information is available where and when required in strategic management.

The influence of IT in strategy implementation at all organizational levels is undeniably apparent. Hill and Jones (2010), note that IT promotes the development of functional competencies and capabilities and also enables a company to transfer its knowledge and expertise across functional groups. Subsequently, an organization is able to improve its productivity and performance through better quality products and services, and efficiency. IT facilitates innovative ideas in developing sustainable competitive advantage in the future.
1.1.3 NGOs in Kenya

The NGO Coordination Act (1990) defines an NGO as “a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry and the supply of amenities and services” (NGOs coordination board, 2009).

The activities and operations of NGOs in Kenya are governed and regulated under the NGOs coordination act 1990 (Kameri-Mbote, 2000). The act also establishes a government agency called the NGOs coordination Board and a self-regulatory body called The Kenya National Council of NGOs. Both agencies are mandated to cooperate to provide a conducive atmosphere for the operation and sustainability of the NGO sector. The role of NGOs coordination Board is that of coordination, enablement and regulation of NGOs in Kenya while, that of The Kenya National Council of NGOs, is the enforcement of Code of Conduct and self regulation. Their key values include; integrity, transparency, accountability, justice and good governance.

A number of different NGOs typologies exist. For example, NGOs have been classified according to whether they are more relief or development oriented whether they are religious or secular; whether they are stress services delivery or participation and whether they are more public or private oriented. NGO activities are determined not only by responding to the needs of the poor but by doing so in a way that is consistent with the aims and goals of the major donors.
NGOs activities are now spread in every corner of Kenya and cover almost every aspect of the economy. There are currently over 4000 registered NGOs (this includes about 400 international NGOs), employing 50,000 people. Currently in Kenya, NGOs work across forty eight sectors including health accounting for 15% of all stated sectors; education 13%, environment 8.8%, relief/welfare 13% and water 5.9%. Human Rights and minority groups including women’s rights, children and disabled people account for 6.85% of all activity (Mukanga, 2011).

The contributions of NGOs to Kenya’s socio-economic growth and development cannot be underestimated. Approximately KSh 68 Billion has been injected into various projects in the country (NGO Coordination Board, 2009). Their contribution has complemented Kenya’s efforts of achieving its Vision 2030 goal of high quality of life for all (Kenya Vision 2030, 2007). Nevertheless, the NGO sector in the country faces institutional, financial and programme sustainability challenges. One major difference between profit making organizations and NGOs is that NGOs rely heavily on external funding (Kanyinga, Mitullah & Njagi, 2007). Strategic management can be used effectively by NGOs to justify their request for funding (David, 2011).

1.1.4 NGOs in the Health sector in Nairobi County

According to NGOs coordination board, there are currently 908 registered health based NGOs in Nairobi County. The organizational scope of NGOs working in the healthcare is not widely documented and only a few studies have been done (Wamai, 2007; Wang’ombe et al., 1998). Reports of the National Health Management Information System (HMIS) and the National health Accounts are infrequent and incomprehensive. Nevertheless, the available data indicate that NGOs play a major role in providing health services to Kenyans (Wamai 2007).
The NGOs are characterized by tension between the community-based organizations (CBOs), national NGOs, and international NGOs over the right to implement projects at grassroots level and accountability and efficiency of local NGOs (Abdel-Kader & Wadongo, 2011). Small local NGOs are perceived to lack capacity, resources and effective governance systems to implement projects while international NGOs are perceived to have the capacity, knowledge, resources and organizational structures to effectively adopt and implement comprehensive performance management frameworks (Shivji, 2007).

Information technology for development is taking root in Kenya where some IT experts are introducing avenues that are connecting different NGOs under one platform at a lower cost. Southern African NGO Network (SANGONeT), in conjunction with the Arid Lands Information Network (ALIN) in Kenya, launched an online technology donation portal aimed at the Kenya NGO sector known as TechSoup Kenya (Techsoup Kenya, 2013). Their major objective is to assist NGOs strengthen their IT infrastructure and also enable them access lower cost software and hardware.

1.2 Research Problem

The importance of IT in supporting strategy cannot be underestimated. Those organizations that have been able to successfully integrate IT and strategy implementation have created significant business returns (Bartel, Ichniowski, Shaw, & Correa, 2009; Brynjolfsson & Hitt, 1996). IT strategy is imperative for tomorrow’s market place. Aosa (1992) has also adds that the IT resources of an organization affect how the organization relates to implementation of its strategic plans.
The available data indicate that NGOs play a major role in providing health services to Kenyans (Wamai 2007). Wamai (2007) gives the most extensive available account of the role of health NGOs in Kenya. Estimates of the number of NGOs providing health and medical services, both curative and preventive, vary from 14 percent to 50 percent (Wamai, 2007). Strategy implementation practices in Kenyan NGOs are reported by Abdel-Kader & Wadongo (2011) to be diverse due to the nature of the sector in Kenya, ranging from community based organization (CBO) to large voluntary and charitable networks. NGOs with the health sector in Kenya have come under heavy criticism due to management and accountability of resources by their beneficiaries. These NGOs interpret accountability and transparency to mean periodically furnishing donors with narrative and financial statements on how issues of accountability touch on the overall performance of these NGOs. IT can solve such problems of accountability including irregularities and improve strategy implementation of these NGOs (Onyando, 1999).

Al-Ammary and Hamad (2012) did a study on IT for enhancing NGOs’ performance in the kingdom of Bahrain. The research findings revealed that NGOs in the Kingdom of Bahrain possess a limited understanding and awareness about the potential of IT, and they are still ignorant of effective and strategic roles for IT in the NGOs. Some NGOs are isolated from the world of technology and thus, face a challenge in deciding which technologies are more suitable for their organization.

Local studies have been carried out on strategy implementation. For instance, Kiptugen (2003) did a study to determine the strategic response of Kenya Commercial Bank to a changing competitive environment. Since the study focused mainly on strategies that can be adopted in a competitive environment; the study did not cover
the aspect of IT in strategy implementation. Abwao (2002) conducted a research on IT applications in business management within Kenyan companies which was a survey of insurance firms in Nairobi. He found that the use of IT at the strategic level was encouraging but relatively low.

Mwithiga (2002) did a survey of corporate user satisfaction IT whose focus was Kenya Shell. This paper recommended a company specific Balanced Score Card implementation and the need for prudent measurement practice as a prerequisite to IT strategic management within Kenya Shell. Kamanda (2006) also did a study on Kenya Commercial Bank (KCB) with the objective of determining the factors that influence its regional growth strategy. His study, however, did not cover the issues of strategy implementation as well as the IT aspect. Muema (2012) did a study on factors influencing strategy implementation among local NGOs in Nairobi, Kenya. From the findings, the study concluded that the major factors influencing strategy implementation in NGOs in Nairobi are poor communication; lack of commitment of top management to strategy implementation, poor leadership style of managers, inadequate funds, limited human resource skills, economic forces and pressure from donors.

Based on this review, it is clear that IT aspect in strategy implementation has not been examined. As such, this study attempted to fill the research gap by examining the influence of IT in strategy implementation of NGOs in health sector. Based on the above review, the following research question was addressed. What is the level of influence of IT in strategy implementation and what is the success of strategy implementation through the use of IT of the NGOs within the health sector in Nairobi?
1.3 Research Objectives

The objectives of this study were:

i. To determine the level of influence of IT in strategy implementation of the NGOs within health sector in Nairobi.

ii. To determine the success of strategy implementation through the use of IT of the NGOs within health sector in Nairobi.

1.4 Value of the Study

This study is important to the management of NGOs within health sector in Kenya by acting as a management reference point for adoption of information technologies needed to be put in place both in the present and future.

The findings offer insight into the influence of IT and its effectiveness in NGOs within health sector in Kenya thus, allowing them to learn how to advance their capacities in service delivery, efficient resource allocation and competence building.

It provides NGOs within health sector with advanced ideas and instructive resource to enhance their insights concerning IT as a strategic tool for effective strategy implementation.

To researchers, scholars and academicians this study acts as a useful reference point.

This study provides foundation for future studies to be done on the influence of IT in strategy implementation. Thus, the research fills the academic gap by carrying out a research on the influence of IT in strategy implementation.

The study shows the significance of evolutionary theory for NGOs within the health sector on how to adapt to the market environment. It also creates emphasis on processual theory which views IT strategy to integrate patterns and stream of actions and decisions in strategy implementation.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature review chapter summarizes the background and context for the research problem. Works and results from other researchers who have carried out their research in the same field of study are presented here. The specific areas covered in this chapter are; the theoretical framework, concept of strategy, strategy implementation, level of IT application, IT in strategy implementation and effective strategy implementation.

2.2 Theoretical framework

Several theories explain the significance of IT in strategy implementation among NGOs within the health sector. This section discusses two perspectives of strategic management adapted from Whittington’s generic schools of deterministic emergent strategy (Whittington, 2001).

2.2.1 Evolutionary Theory

Evolutionary theorists believe that only the fittest and adaptable will survive. They consider it important to allow for variation and selection. It is drawn from the theory of organic evolution – Darwinism.

The environment is considered turbulent and thus, an organisation survives by adapting to its changing business environment. It is the market, not managers, which makes the important choices. Rational future-oriented planning is often irrelevant and successful strategies only emerge as the process of natural selection delivers its verdict – unlike the classical approach. An organization must develop efficient and effective practices that optimize its resources, capabilities, and competences to enable
it to adapt to its environment. Organizations are perceived as complex, dynamic and adaptive systems. Organization-environment fit is achieved through prudent and continuous environmental analysis and organizational learning. The evolution of such organizations systems therefore, is inconstant and also difficult to predict. Small disturbances multiply, long-term planning is impossible, stable equilibrium are not reached and dramatic change can occur unexpectedly (Levy, 1994; Stacey, 1996)

Evolutionists believe that organizations should allow for variation and selection. A large enough population with sufficient variety should be encouraged, as there is a greater chance of succeeding in increasing an organizations suitableness and adaptation to the environment.

In Evolutionary Theory, an IT strategy requires a delicate balance, in which sufficient variety is sought to match the technological and business variety in the prevailing business environment. It should be neither too much nor too little. An optimal match ensures best IT solution to business problems. Over-reliance on single technologies, applications and methods may lead to an inability to cope with adaptive forces inside and outside the organization. On the other hand, excessive variety can lead to a non-optimum organization. Information systems flourish in an amenable organisational environment (Ward & Griffiths, 1996). However, chaos theory would suggest that the variety will never be sufficient since changes in the internal and external environment will be continuous unpredictable.

2.2.2 Processual Theory

Processualists view strategy as a pattern in a stream of actions and decisions which emerge as a result of pragmatic processes of forecasting, learning and compromise (Mintzberg, 1987). Proponents of this theory believe that strategy emerges, and may
only be clearly defined after the event has occurred. Strategy is conceived out of action in response to current and anticipated events. The Approach was laid by American Carnegie School (Cyert & March, 1963). It focused on the complexity within an organization. They argue that rational long-term planning is ineffectual due to unpredictable behaviour of people and unpredictable business environment – unlike classicists. They believed that human nature is flawed and organizations and markets are wrought with confusion and mess. Under this perspective, the micro-political view implies that firms not only made up of its single goals, but also pluralist individualist’s interests – unlike the classicists and evolutionists.

According to Cyert and March (1963), people are too different in their interests, limited in their understanding, wandering in their attention, and careless in their actions to unite around and then carry through a perfectly calculated plan. When more than one viewpoint involved in strategic process, members of the organization bargain between themselves to arrive at a set of goals that is acceptable to them all.

Proponents of processual theory focus on the interactions amongst context, culture and process within the organization. IT strategy influenced by a processual view should take into account issues of context, culture and process. The processual view recognises that, although in each organisation IT strategy may differ, general patterns can emerge. Adjustments may be incremental and are made in a manner which is sensitive to the organization business environment. Alignment results from internal shared culture, rather from specific applications or uses of IT. Both the internal and external context as well as historical context is important. Organizational process must be geared towards providing competitive advantage.
2.3 Concept of Strategy

Over the last half a century, numerous authors and practitioners have attempted to define strategy in a business context. A good deal of literature has accumulated on the definition and meaning of strategy. Strategy, which is a fundamental management tool in any organization, is a multi dimensional concept that various authors have defined in different ways. Various attempts in definitions have been made in trying to capture the term “Strategy”. Perhaps the most notable contribution was when Chandler (1962) defined strategy as “the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals” (p.13). Chandler (1962) introduced a term that was primarily used in the military to the business world to illustrate the direction the corporate world was evolving towards.

Johnson, Scholes, and Whittington (2005) define strategy as “the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations” (p. 9). Strategy can be defined as the strategic fit of actions and choices between internal capabilities, competences, and resources, and external environment of an organization. Mintzberg, Lampel, Quinn, and Ghoshal (2009) have shown that part of the problem in defining the concept of strategy is that the word is used in a number of different ways. Accordingly, they view strategy as a plan, play, pattern, position and perspective (Mintzberg et al., 2009). These different views of the concept are not necessarily conflicting but rather complementary, emphasizing different aspects of strategy that each needs to be considered.
Johnson, Scholes, and Whittington (2005) have identified three different levels of strategy: Corporate, Business and Operational. Each level of strategy is important and is interrelated to the other two. Corporate level strategy is concerned with the overall scope of an organization and how value will be added to the different parts (business units) of the organization. The second level is the business level strategy, which is about how to compete successfully in particular markets or how to provide best value services in the public services. The third level of strategy is at the operating end of the organization. These strategies are called operational strategies, which are concerned with how the component parts of an organization deliver effectively the corporate and business level strategies in terms of resources, processes and people.

2.4 Level of Information Technology Application

IT adoption affects a firm’s performance and it can help NGOs improve performance and through effective strategy implementation. Various studies have tried to unearth why different nations and organizations are at different levels of IT usage despite the evidence given of the benefits accruing on IT investments. Even after two decades of the development of the World Wide Web there exists the digital divide (Corrales & Westhoff, 2006; Mutula, 2008).

The digital divide is described as the difference between the rates of IT usage across nations (Corrales & Westhoff, 2006; Mutula 2008). The rate of IT usage across nations is attributed to the characteristics of the technology itself and the characteristics of the adopting bodies which include the social and institutional context in which adopters operate (Corrales & Westhoff, 2006; Ondari-Okemwa, 2004).
The developed economies have adopted IT at a faster rate than the developing economies and that is why they are experiencing high growth rate from the other regions (Corrales & Westhoff, 2006). There is evidence from several studies that shows those nations that adopt information technologies experience higher levels of trade, income, literacy, technological infrastructure, and market-oriented policies whether developed or developing (Bartel et al., 2009). Technology diffusion theory also contributes to the literature of IT adoption by stating that skilled machine-users adopt a new technology first, while unskilled users wait until machines become more reliable and accessible (Mukoyama, 2003).

Rogers (1995) in his diffusions of innovation theory categorized five stages of adopters namely; innovators, early adopters, early majority, late majority and laggards. Organizations as well as individual can fall in any category depending on adopter’s willingness and ability to adopt an innovation, awareness, interest, evaluation, trial, exposure, and capacity to adopt. Hence IT adoption can be said to depend on both the characteristic of the technology in question and the adopting unit (Corrales & Westhoff, 2006).

2.5 Information Technology in Strategy Implementation

Various attempts have been made to link IT and strategy (Andresen et al., 2000; Bakos & Tracy, 1986; Powell & Dent-Micallef, 1997). There is also substantial literature linking IT and productivity (Bartel et al., 2009; Brynjolfsson & Hitt, 1996). IT is argued as an essential strategic tool in facilitating strategy implementation and enhancing organizational productivity.

Bakos and Tracy (1986) distinguish three levels in which IT affects strategy: internal, competitive and business portfolios. These levels provide opportunities that can
improve strategic performance. Internal strategy concerns developing efficient and
effective organizational structures and processes for achieving organizational
objectives. In addition, IT has optimized organizational structures and processes to
enable them to respond to environmental dynamics (Bakos & Tracy, 1986; Pearlson
& Saunders, 2010). Competitive strategy focuses on competitive moves within the
industry in which the organization operates (Bakos & Tracy, 1986). An organization
is bombarded with many elements in the competitive landscape that influence its
operations.

Organizations therefore, must develop multiple approaches to its strategic landscape.
Generally, two approaches can be identified that IT can be applied to create
competitive advantage: the Five Competitive Forces model, and the Value Chain
analysis model. In all the cases, an organization IS strategy must be aligned to its
business strategy (Pearlson & Saunders, 2010). The IS strategy is the plan the
organization uses to provide information services while IT provides the infrastructure.
Michael Porter’s Five Competitive Forces model provides a strategist with five major
forces that shape an organizations competitive landscape. Information resources can
be applied to influence each force.

Using Michael Porter’s Five Competitive Forces model, Bakos & Tracy (1986) have
identified six generic categories of opportunities for competitive advantage. Firstly, an
organization can increase customer’s switching costs through value adding IT based
service. Secondly, an organization can decrease its own switching costs against
suppliers. Thirdly, IT can be utilized in product/service innovation to create products
able to withstand substitutes. Fourthly, organization within industry can cooperate
through IT shared resources. Fifthly, IT can be utilized to replace labour. Lastly, IT can be utilized for better intelligence gathering on market dynamics.

The Value Chain model addresses the activities that create, deliver, and support a company's product or service (Pearlson & Saunders, 2010). IT can be utilized to improve each value adding function, connect suppliers and customers, and also create new business. Value chain activities analyses are geared towards operational efficiency and functional effectiveness. IT-based systems to note that support an organizations value chain are the Enterprise Resource Planning (ERP). Customers Relationship Management (CRM) and Supply Chain Management (SCM).

Customers Relationship Management (CRM) includes management activities performed to obtain, enhance relationships with, and retain customers (Pearlson and Saunders, 2010). CRM is a coordinated set of activities designed to learn more about customers' needs and behaviours to develop stronger relationships with them and to enhance their value chains. CRM can provide a competitive edge through better customer service and stakeholder satisfaction.

Supply chain management (SCM) is an approach that consists of interrelated chain of activities that improve the way a company finds raw components it needs to make a product or service, manufactures that product or service, and delivers it to customers (Pearlson and Saunders, 2010). Business quality improvement programs such as the Just in time (JIT) and TQM rely on lean SCM to ensure high quality products and zero wastage through operational efficiency and functional effectiveness.

Business portfolio strategy focus on which industries an organization can compete in and how its positions itself (Bakos & Tracy, 1986). IT can alter market dynamics by
controlling infiltration of information. An organization can take advantage of opportunities arising from new technology. New technology can present an organization with a competitive edge or vice versa (Powell & Dent-Micallef, 1997).

The roles, requirements and responsibilities of IT can thus be vastly different, depending on how we use it. The two roles of IT imply vastly different processes in both strategy formulation and implementation. IT, in relation to business strategy, would look at generic strategies of product differentiation. IT, in relation to corporate strategy on the other hand, would look at strategies of cost leadership and product development.

Organizations that have been able to successfully integrate IT and strategy implementation have created significant business returns (Bartel et al., 2009; Brynjolfsson & Hitt, 1996). Business collaboration and technology integration are the priorities, but the specifics differ from company to company. The key to success depends on the extent to which companies understand the collaborative business models they need to support integrated technology.

Companies looking for a compass to guide their IT investment strategies must consider the collaborate/integrate destination (Andriole, 2005). IT alone cannot elicit sustainable competitive advantages or performance but can leverage intangible resources such as culture and integrate well with strategic planning and supplier relationships (Powell & Dent-Micallef, 1997). Awino (2011) argues that synergy produced from joint effects of an organization's core competence, core capabilities, strategies and strategy implementation, is greater than their individual effects.
A study of the competitive advantage in successful new technology based firms found that their technology strategy played a key role for making these companies improve their competitive advantage (Campos, 2008). To facilitate sustainable competitive advantages, organizations should coordinate their IT strategy with the corporate strategy (Clarke, Ford, Saren, & Thomas, 1995). While IT literature suggests that for IT strategy to succeed within the organization and achieve its objectives, such strategy must include six key elements such as the type of technology, the desired level of competence, the decision to make or buy the technology, R&D investment and organization and the proper timing for technology introduction.

2.6 Effective Strategy Implementation

Strategy implementation is a more complex and difficult task owing to the challenges of converting strategic statements into specific objectives and initiatives and also the number different of approaches strategists can utilize. Effectiveness endeavours to overcome these challenges.

According to Alexander (1991) and Beer and Eisenstat (2000), there are several occurring strategy implementation challenges including; unfeasibility of strategy and unaligned organization systems and resources to strategy, weak management and leadership roles, underestimating the time needed for implementation, poor coordination and communication, and unanticipated obstacles. With regard to people, the capabilities and commitment of employees involved are often not sufficient, training and instruction given to lower level employees are not adequate. In addition uncontrollable factors in the external environment have an adverse impact. Although the least frequent in this study in many cases the information systems used to monitor implementation are not adequate.
The McKinsey 7-S Framework provides a powerful tool that captures the key elements that need to be effectively aligned and coordinated for minimizing challenges and enhancing effectiveness in strategy implementation. They are as the 7Cs namely: Shared values (culture), structure, strategy, skills, staff, style and systems. They're all interdependent hence; modification or ignorance of either of the elements may affect all others as well. The advantage or applying McKinsey 7-S Framework is that it is a powerful diagnostic tool for understanding organizations that are ineffective, guide organizational change, and combines rational and hard elements with emotional and soft elements.

Implementation is successful if the company achieves its strategic objectives and targeted levels of financial performance (Thompson, Strickland & Gamble, 2007). Kaplan and Norton (1996) developed the balanced scorecard, which combines a number of financial and non-financial measures of the selected strategy. While recognizing that every strategy is unique, they then identify four strategy perspectives: the financial perspective; customer perspective; internal perspective and Innovation and learning perspective.

2.7 Summary

IT is increasingly integrated into the cores of businesses and may satisfy the organization's desire of having a competitive edge, but that require IT capital investments to compete for scarce resources of the organization which adds pressure on decision makers to have better justification for the investments. Clearly, globalization has reshaped patterns of poverty, inequality and security and NGOs are facing increasing demands to solve additional and more complex problems. To respond to the new demands, NGOs need to develop and improve their competences.
capacities and strategies. Edwards, Hulme, and Wallace (2000) argue that NGOs must adapt or die. NGOs have new challenges of forging mutual relationships, innovation, knowledge sharing, developing new capacities and stronger accountability and governance systems.

Although IT is being adopted in many organizations, assessment of its appropriateness in strategy implementation has not been fully understood. Based on this, the study seeks to assess IT as a tool for strategy implementation among NGOs within health sector in Nairobi County.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods and modalities that were be used to collect data on the influence of IT in strategy implementation among NGOS within the health sector in Nairobi County. This chapter is structured into research design, target population and sampling techniques, data collection instruments and procedures and data analysis techniques.

3.2 Research Design

This study adopted a cross-sectional survey research design. The study was a cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. The study was a survey of NGOs in Nairobi County within the health sector which is 908 in number hence, the descriptive survey research design.

3.3 Population of the Study

The study targeted all the NGOs in the health sector operating within Nairobi County. According to NGOs Co-ordination Board, by end of 2012 there were 908 NGOs within the health sector in Nairobi.

3.4 Sampling Design

The sampling design describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample will be selected (Kothari, 2008). Kothari (2008) argues that if well chosen, samples of about 10 percent of a population can often give good reliability findings. Mugenda and Mugenda (2003), also suggest that
a sample of 10 percent of the population is adequate for a larger population. Other literatures have shown that sample size selection to a great extent is judgmentally decided. Based on these arguments the study utilized 10 percent of 908 which was 91. Thus, the sample size was 91 NGOs.

3.5 Data Collection

The study used questionnaires as the primary instrument of data collection. The questionnaire was semi-structured; consisting of both open and close-ended questions. The structured questions helped the researcher in acquiring specific information while the non-structured questions helped the respondent express his or her opinion. The respondents were mainly the chief executive officer, the director, or an executive manager or person with similar responsibility and authority.

The questionnaire contained three sections. Section A focused on the demographic traits of respondents and the Organization information; Section B focused on level of influence of IT in strategy implementation and Section C contained information on the success of strategy implementation through the use of IT.

3.6 Data Analysis

Before processing the responses, the completed questionnaires were sorted, checked and edited for completeness and consistency. The data was then coded which enabled the responses to be grouped into various categories. Descriptive statistics techniques were used to analyze the quantitative data. Coding was done in SPSS, analyzed and the output interpreted in frequencies, percentages, mean scores, standard deviation and rankings. The findings were presented using tables, graphs and pie charts. This was enhanced by an explanation and interpretation of the data.
4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are presented the influence of IT in strategy implementation of the NGOS within the health sector in Nairobi County. The data was gathered exclusively from the questionnaire the primary research instrument. The questionnaire was designed to meet the objectives of the study.

The study targeted 91 respondents from NGOs within the health sector in Nairobi County in collecting data with regard to the influence of IT in strategy implementation of the NGOs within the health sector in Nairobi County. From the study, 78 out of the 91 sample respondents filled-in and returned the questionnaires making a response rate of 85.7%. This reasonable response rate was made a reality after the researcher made personal phone calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2 Demographic Data

The study sought to examine some basic information on the respondents and their organizations with regards to designation, academic qualification, duration of working, number of branches, number of employees among others. The data helped in assessing the respondents' suitability in answering the questions as well as knowledge of the NGOs historical data.

4.2.1 Designation in the organization

The study sought to find out the designation of the respondents in their organizations. The findings are presented in figure 4.1 below.
From the findings, 50% of the respondents were supervisors, 30% were employees while 20% were at the managers. This shows that majority of the respondents in this study were in supervisors thus, had rich information and knowledge on the influence of IT in strategy implementation of the NGOs within the health sector in Nairobi County.

4.2.2 Highest level of education

The study sought to find out the highest level of education attained by the respondents. The findings are presented in figure 4.2 below.

From the findings above, most of respondents (37.4%), had bachelor's degree, 31.9% had college certificates or diplomas, while 16.5% had masters degree. This shows that
majority of the employess in NGOs within the health sector in Nairobi County have attained university education thus, had rich information and knowledge on the influence of IT in strategy implementation of the NGOs within the health sector in Nairobi County.

4.2.3 Number of years worked for the organization

The study sought to find out the number of years that the respondents had worked in the organization. The findings are presented in figure 4.3 below.

Figure 4.3: Number of years worked for the organization

From the findings of the study, majority of respondents (57%), had been working in the organization for a period of between 6 - 10 years while 19% had worked in the organization for a period of between 1 - 5 years. This shows that majority of the employess in NGOs within the health sector in Nairobi County had worked in the organization for a long time thus, had rich information and knowledge on the influence of IT in strategy implementation of the NGOs within the health sector in Nairobi County.
4.2.4 Number of years that the organization have been operating in Kenya

The study sought to find out number of years that the organization has been operating in Kenya. The findings are presented in figure 4.4 below.

**Figure 4.4: Number of years that the organization have been operating in Kenya**

From the figure above, majority of respondents (67%) indicated that the NGOs had been in operations for a duration of 6 - 10 years, 10% of the NGOs had been in operations for a period of 1 - 5 years while 9% had been in operations for a period of 11 - 15 years. Therefore, this implies that majority of the NGOs within the health sector in Nairobi County had been operating in Kenya for more a duration of 6 - 10 years.

4.2.5 Number of branches in Kenya

The study sought to find out number of branches that the organization have in Kenya. The findings are presented in figure 4.5 below.
From the findings of the study, majority of respondents (87%) indicated that their organizations had less than 10 branches in Kenya with 13% of the organizations with more than 10 branches.

4.2.6 Number of employees in the organization

The study sought to find out the number of employees in the organization. The findings are presented in figure 4.6 below.

From the figure above, most of respondents (42%) indicated that the NGOs had between 10 - 20 employees, 25% had less than 10 employees while 16%, 12% and 5% had between 21 - 50 employees, 51 - 100 and more than 100 employees.
respectively. This implies that majority of the NGOs within the health sector in Nairobi County had between 10 - 20 employees.

4.2.7 Category of the organization

The study further sought to find out under which of the two categories stated the organizations fall. The findings are presented in figure 4.7 below.

**Figure 4.7: Category of the organization**

![Pie chart showing 64% international and 36% local NGOs](image)

From the figure above, majority of respondents (64%) indicated that their NGOs were international while 36% indicated that their NGOs were local. This implies that majority of the NGOs sampled within the health sector in Nairobi County were international NGOs.

4.2.8 Other category of the organization

The study sought to further categorise that the organizations. The findings are presented in figure 4.8 below.
Further, the study found out that majority of NGOs within the health sector in Nairobi County (71%) fell under secular with 29% being religious. Therefore, this implies that majority of NGOs sampled within the health sector in Nairobi County were not affiliated to any religious institution.

4.2.9 Health services provided by the organizations

The study further sought to find health services provided by the organizations. The findings are presented in figure 4.9 below.
From the figure above, majority of respondents (51%) indicated that the NGOs provided both curative and preventive health services, 35% provided preventive health services only while 14% provided curative health services only. This implies that majority of the NGOs within the health sector in Nairobi County provided both curative and preventive health services.

4.3 The level of influence of IT in Strategy Implementation

Strategy execution involves the realization of efficient and effective organizational structures and processes for achieving organizational objectives. IT has optimized organizational structures and processes to enable them to respond to environmental dynamics. The study sought to examine the level of influence of IT in strategy implementation among the NGOs within the health sector.

4.3.1 Percentage of budget is set aside for IT infrastructure

The study in this section sought to find out the percentage of budget which is set aside for IT infrastructure by the organizations. The findings are presented in table 4.1 below.

Table 4.1: Percentage of budget set aside for IT infrastructure

<table>
<thead>
<tr>
<th>Percentage of budget for IT infrastructure</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Sure</td>
<td>4</td>
<td>4.4</td>
</tr>
<tr>
<td>Less than 2%</td>
<td>8</td>
<td>8.8</td>
</tr>
<tr>
<td>3% to 5%</td>
<td>12</td>
<td>13.2</td>
</tr>
<tr>
<td>6% to 10%</td>
<td>19</td>
<td>20.9</td>
</tr>
<tr>
<td>More than 10%</td>
<td>48</td>
<td>52.7</td>
</tr>
<tr>
<td>Total</td>
<td>91</td>
<td>100.0</td>
</tr>
</tbody>
</table>
From the table above, majority of respondents (52%) indicated that their NGOs set aside more than 10% of their budget for IT infrastructure. 20.9% indicated 6 - 10% while 13.2% indicated that their NGOs set aside between 3 - 5% of their budget for IT infrastructure. This implies that majority of NGOs within the health sector in Nairobi County set aside more than 10% of their budget for IT infrastructure.

4.3.2 Level of computerization of activities in your organization

The study also sought to find out the level of computerization of activities in the organizations. The findings are presented in figure 4.10 below.

Figure 4.10: Level of computerization of activities in the organization

From the study findings, majority of respondents (62%) indicated that their NGOs had between 41 - 60% levels of computerization of activities while 21% indicated that their NGOs had more than 60% level of computerization of activities. This implies that majority of NGOs within the health sector in Nairobi County NGOs had between 41 - 60% levels of computerization of activities.
4.3.3 Existence of a functional website or social networking page in the organization

The study further sought to find out whether the organizations had functional website or social networking page. The findings are presented in figure 4.11 below.

**Figure 4.11: Percentage of organizations with a functional website or social networking page**

![Pie chart showing 89% Yes and 11% No]

From the findings of the study, majority of respondents (89%) indicated that their NGOs had functional website or social networking page. This implies that majority of NGOs within the health sector in Nairobi County had functional website or social networking page.

**4.3.4 Extent to which indicators of IT investment apply in the organizations**

The study further asked the respondents to indicate the extent to which the following indicators of IT investment applied in their organization. The responses were rated on a five point Likert scale where: 1 – To no extent 2 – To a little extent 3 – To a moderate extent 4 – To a great extent and 5 – To a very great extent. Findings are presented in table 4.2.
Table 4.2: Extent to which indicators of IT investment apply in the organizations

<table>
<thead>
<tr>
<th>Indicators of IT investment in the organization</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff have workstations with access to the intranet and internet for communications.</td>
<td>4.70</td>
<td>0.915</td>
</tr>
<tr>
<td>All staff able to access essential services and perform work outside the Office</td>
<td>4.10</td>
<td>0.959</td>
</tr>
<tr>
<td>All staff have been sufficiently trained on effective and efficient use of the IT facilities</td>
<td>3.62</td>
<td>1.302</td>
</tr>
<tr>
<td>The organization has a dedicated IT department</td>
<td>4.40</td>
<td>1.037</td>
</tr>
<tr>
<td>Each department uses customized software</td>
<td>2.60</td>
<td>1.588</td>
</tr>
<tr>
<td>The organization has integrated software to manage their funding and budget</td>
<td>4.40</td>
<td>0.932</td>
</tr>
<tr>
<td>The finance department utilizes all accounting software in their operations</td>
<td>4.00</td>
<td>0.909</td>
</tr>
<tr>
<td>There are official phones both land and mobile</td>
<td>3.60</td>
<td>1.302</td>
</tr>
<tr>
<td>All circulars and other internal documents available and fully searchable electronically</td>
<td>2.60</td>
<td>1.588</td>
</tr>
</tbody>
</table>

From the findings, majority of the respondents agreed to a great extent that all staff had workstations with access to the intranet and internet for communications; the organization had a dedicated IT department; the organization has integrated software to manage their funding and budget; all staff able to access essential services and perform work outside the office and the finance department utilized all accounting
software in their operations as indicated by the mean scores of 4.70, 4.40, 4.10 and 4.00 respectively.

On the other hand, most of the respondents agreed to a moderate extent that all staff had been sufficiently trained on effective and efficient use of the IT facilities and that there were official phones both land and mobile as indicated by the mean scores of 3.62 and 3.60 respectively.

From these findings, it is clear that all staff had workstations with access to the intranet and internet for communications; the organization had a dedicated IT department; the organization has integrated software to manage their funding and budget; all staff able to access essential services and perform work outside the office and the finance department utilized all accounting software in their operations.

4.3.5 Extent to which organizations utilized IT in the strategy implementation at the different levels

The study also asked the respondents to indicate the extent to which organizations utilized IT in the strategy implementation at the different levels. The responses were rated on a five point Likert scale where: 1 – To no extent 2 – To a little extent 3 – To a moderate extent 4 – To a great extent and 5 – To a very great extent. Findings are presented in table 4.3.
### Table 4.3: Extent to which organizations utilized IT in the strategy implementation at the different levels

<table>
<thead>
<tr>
<th>IT utilization in strategy implementation at different levels</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and Corporate level clear hierarchy of authority, management by objectives and consultative leadership</td>
<td>4.50</td>
<td>0.820</td>
</tr>
<tr>
<td>Vision and Mission designing, documentation, and understanding</td>
<td>4.00</td>
<td>0.909</td>
</tr>
<tr>
<td>Business level</td>
<td>2.50</td>
<td>1.525</td>
</tr>
<tr>
<td>Functional level</td>
<td>3.40</td>
<td>1.220</td>
</tr>
<tr>
<td>Human Resources planning, staff training and retention</td>
<td>1.70</td>
<td>1.022</td>
</tr>
<tr>
<td>Objectives designing, documentation, and understanding</td>
<td>2.10</td>
<td>1.398</td>
</tr>
<tr>
<td>Operational level resources distribution and utilization</td>
<td>4.02</td>
<td>0.909</td>
</tr>
<tr>
<td>Preparing annual objectives and budgets</td>
<td>3.90</td>
<td>0.711</td>
</tr>
<tr>
<td>Establishing targeted marketing efforts</td>
<td>4.10</td>
<td>1.322</td>
</tr>
</tbody>
</table>

From the table above, majority of the respondents agreed to a great extent that organizations utilized IT in the strategy implementation in management and corporate level with clear hierarchy of authority and practice management by objectives and consultative leadership; in establishing targeted marketing efforts; operational level resources distribution and utilization and in vision and Mission designing, documentation, and understanding as indicated by the mean score of 4.50, 4.10, 4.02 and 4.00 respectively.

On the other hand, most of the respondents agreed to a moderate extent that organizations utilized IT in preparing annual objectives and budgets and in functional level as indicated by the mean score of 3.90 and 3.40 respectively. From these findings, it is clear that organizations utilized IT in the strategy implementation in
management and corporate level with clear hierarchy of authority and practice management by objectives and consultative leadership; in establishing targeted marketing efforts; operational level resources distribution and utilization and in vision and mission designing, documentation, and understanding.

4.4 The success of Strategy Implementation through the use of IT

Organizations that have been able to successfully integrate IT and strategy implementation have created significant business returns. The advantage of applying IT enhances understanding organizations that are ineffective, guide organizational change, and combines rational and hard elements with emotional and soft elements. In addition, implementation is successful if the company achieves its strategic objectives and targeted levels of financial performance. The study in this section sought to examine the success of strategy Implementation through the use of IT among the NGOs within the health sector.

4.4.1 Extent to which IT enhanced strategy implementation in the organization

The study sought to find out extent to which IT enhanced strategy implementation in the organizations. The findings are presented in figure 4.12 below.
From the study findings, majority of respondents (64%) agreed to a very great extent that IT enhanced strategy implementation in the organizations while 18% and 12% agreed to a great extent and to a moderate extent respectively, that IT enhanced strategy implementation in the organizations. Therefore, this implies that IT enhanced strategy implementation within the health sector NGOs in Nairobi County to a very great extent.

**4.4.2 Extent to which organizations had performed regarding top management**

The study also asked the respondents to indicate the extent to which organizations had performed regarding top management. The responses were rated on a five point Likert scale where: 1 – To no extent 2 – To a little extent 3 –To a moderate extent 4- To a great extent and 5- To a very great extent. Findings are presented in table 4.4.
Table 4.4: Extent to which organizations had performed regarding top management

<table>
<thead>
<tr>
<th>Top management performance</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through use of IT, the top management’s commitment to the strategic direction has been enhanced.</td>
<td>3.20</td>
<td>1.095</td>
</tr>
<tr>
<td>There is manager’s commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes.</td>
<td>4.00</td>
<td>1.286</td>
</tr>
<tr>
<td>Total organizational involvement enhances success, firm profits and overall firm success.</td>
<td>2.50</td>
<td>1.525</td>
</tr>
<tr>
<td>Top management team typically leads to greater commitment to the firm’s goals and strategies</td>
<td>4.12</td>
<td>0.512</td>
</tr>
</tbody>
</table>

From the table above, majority of the respondents agreed to a great extent that top management team typically leads to greater commitment to the firm’s goals and strategies and there was manager's commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes as shown by the mean scores of 4.12 and 4.00 respectively. On the other hand, most of the respondents agreed to a moderate extent that through use of IT, the top management’s commitment to the strategic direction has been enhanced as shown by the mean score of 3.20.

From these findings, it is clear that top management team typically leads to greater commitment to the firm’s goals and strategies and there was manager’s commitment to performance thus, encouraging staffs support and guidance through encouragement of entrepreneurial attributes.
4.4.3 Extent to which organizations had performed regarding organization communication

The study also asked the respondents to indicate the extent to which organizations had performed regarding Organization communication. The responses were rated on a five point Likert scale where: 1 – To no extent 2 – To a little extent 3 –To a moderate extent 4- To a great extent and 5- To a very great extent. Findings are presented in table 4.5.

Table 4.5: Extent to which organizations had performed regarding organization communication

<table>
<thead>
<tr>
<th>Organization Communication</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion</td>
<td>4.50</td>
<td>1.456</td>
</tr>
<tr>
<td>Through IT communications clearly explains what new responsibilities, tasks, and duties need to be performed by the affected employees.</td>
<td>3.40</td>
<td>0.522</td>
</tr>
<tr>
<td>Through IT there is open and supportive communication climates which outperform those with more restrictive communication environments</td>
<td>4.20</td>
<td>0.761</td>
</tr>
<tr>
<td>Through IT communication plays an important role in training, knowledge dissemination and learning</td>
<td>3.00</td>
<td>1.017</td>
</tr>
<tr>
<td>When vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization’s performance improves.</td>
<td>2.60</td>
<td>1.037</td>
</tr>
</tbody>
</table>
From the table above, majority of the respondents agreed to a great extent that organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion and through IT there is open and supportive communication climate which outperform those with more restrictive communication environments as shown by the mean scores of 4.50 and 4.20 respectively.

On the other hand, most of the respondents agreed to a moderate extent that through IT communications clearly explains what new responsibilities, tasks, and duties need to be performed by the affected employees and through IT communication plays an important role in training, knowledge dissemination and learning as shown by the mean scores of 3.40 and 3.00 respectively. From these findings, it is clear that that organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion and through IT there is open and supportive communication climates which outperform those with more restrictive communication environments.

4.4.4 Extent to which organizations had performed regarding Transparency

The study also asked the respondents to indicate the extent to which organizations had performed regarding transparency. The responses were rated on a five point Likert scale where: 1 - To no extent 2 - To a little extent 3 -To a moderate extent 4- To a great extent and 5- To a very great extent. Findings are presented in table 4.6.
Table 4.6: Extent to which organizations had performed regarding transparency

<table>
<thead>
<tr>
<th>Transparency in the organization</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization is able to obtain audit report</td>
<td>3.40</td>
<td>0.132</td>
</tr>
<tr>
<td>The organization’s departments are accountable and follow budget estimates</td>
<td>4.30</td>
<td>0.118</td>
</tr>
<tr>
<td>The organization provide precise and on time financial reports</td>
<td>4.43</td>
<td>0.022</td>
</tr>
</tbody>
</table>

From the findings above, majority of the respondents agreed to a great extent that the organization provided precise and on time financial reports and the organization’s departments were accountable and follow budget estimates as indicated by the mean scores of 4.43 and 4.30 respectively.

On the other hand, most of the respondents agreed to a moderate extent that the organizations were able to obtain audit report as indicated by the mean score of 3.40. This therefore implies that the organization provided precise and on time financial reports and the organization’s departments were accountable and follow budget estimates.

4.4.5 Extent to which organizations had performed regarding Overall quality of service in the organization

The study also asked the respondents to indicate the extent to which organizations had performed regarding overall quality of service in the organization. The responses were rated on a five point Likert scale where: 1 – To no extent 2 – To a little extent 3 – To a
moderate extent 4- To a great extent and 5- To a very great extent. Findings are presented in table 4.7.

Table 4.7: Extent to which organizations had performed regarding Overall quality of service in the organization

<table>
<thead>
<tr>
<th>Quality of service in the organization</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is improved client satisfaction</td>
<td>3.10</td>
<td>0.539</td>
</tr>
<tr>
<td>There is improved output and flexibility of staff</td>
<td>3.00</td>
<td>0.508</td>
</tr>
<tr>
<td>There are improved standard measures.</td>
<td>4.27</td>
<td>1.095</td>
</tr>
<tr>
<td>There is reduced cost and improved efficiency</td>
<td>4.70</td>
<td>0.915</td>
</tr>
<tr>
<td>There is improved satisfaction from external stakeholders</td>
<td>2.90</td>
<td>1.398</td>
</tr>
</tbody>
</table>

From the findings above, majority of the respondents agreed to a great extent that there was reduced cost and improved efficiency and there was improved standard measures as shown by the mean scores of 4.70 and 4.27 respectively. On the other hand, most of the respondents agreed to a moderate extent that there was improved client satisfaction and there was improved output and flexibility of staff as shown by the mean scores of 3.10 and 3.00 respectively. Therefore, this implies that there was reduced cost and improved efficiency and there were improved standard measures.
5.1 Introduction

This chapter presents the summary of the study findings, conclusions and recommendations which are provided below based on the objectives of the study.

5.2 Summary

The study found out that majority of the employees in the NGOs within the health sector in Nairobi County were supervisors, had bachelor's degree and had been working in the organization for a period of between 6 to 10 years. Furthermore, majority of the NGOs within the health sector in Nairobi County had been operating in Kenya for a duration of 6 to 10 years, had less than 10 branches in the country, had between 10 to 20 employees and were international NGOs.

Moreover, the study found out that majority of NGOs within the health sector in Nairobi County were secular and provided both curative and preventive health services. This is consistent with Corrales & Westhoff (2006) and Mutula (2008) who observed that the rate of IT usage across nations is attributed to the characteristics of the technology itself and the characteristics of the adopting bodies which include the social and institutional context in which adopters operate. The developed economies have adopted IT at a faster rate than the developing economies and that is why they are experiencing high growth rate than other regions.

The study found out that majority of the NGOs within the health sector in Nairobi County set aside more than 10% of their budget for IT infrastructure, had between 41% to 60% level of computerization of activities and had a functional website or
social networking page. In addition, the study found out that staff had workstations with access to the intranet and internet for communications; the organization had a dedicated IT department; the organization has integrated software to manage their funding and budget; all staff able to access essential services and perform work outside the office: and that the finance department utilized all accounting software in their operations. Bakos & Tracy (1986) also found out that an organization is bombarded with many elements in the competitive landscape that influence its operations.

Organizations therefore, must develop multiple approaches to its strategic landscape. Generally, two approaches can be identified that IT can be applied to create competitive advantage: the Five Competitive Forces model, and the Value Chain analysis model. In all the cases, an organization IS strategy must be aligned to its business strategy. The IS strategy is the plan the organization uses to provide information services while IT provides the infrastructure.

In addition, the study found out that organizations utilized IT in the strategy implementation in management and corporate level with clear hierarchy of authority and practice management by objectives and consultative leadership; in establishing targeted marketing efforts; operational level resources distribution and utilization; and in vision and mission designing, documentation, and understanding. This is consistent with Bakos & Tracy (1986) who identified six generic categories of opportunities for competitive advantage. Firstly, an organization can increase customer's switching costs through value adding IT based service. Secondly, an organization can decrease its own switching costs against suppliers. Thirdly, IT can be utilized in product/service innovation to create products able to withstand substitutes. Fourthly,
organization within industry can cooperate through IT shared resources. Fifthly, IT can be utilized to replace labour. Lastly, IT can be utilized for better intelligence gathering on market dynamics. Moreover, the study found out that IT enhanced strategy implementation within the health sector NGOs in Nairobi County to a very great extent, top management team typically leads to greater commitment to the firm’s goals and strategies and manager’s were committed to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes.

The study also found out that organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion and through IT there is open and supportive communication climates. According to Alexander (1991) and Beer & Eisenstat (2000), there are several occurring strategy implementation challenges including; unfeasibility of strategy and unaligned organization systems and resources to strategy, weak management and leadership roles, underestimating the time needed for implementation, poor coordination and communication, and unanticipated obstacles. With regard to people, the capabilities and commitment of employees involved are often not sufficient, training and instruction given to lower level employees are not adequate. In addition uncontrollable factors in the external environment have an adverse impact. Although the least frequent in this study in many cases the information systems used to monitor implementation are not adequate.

The McKinsey 7-S Framework provides a powerful tool that captures the key elements that need to be effectively aligned and coordinated for minimizing challenges and enhancing effectiveness in strategy implementation. They are as the
7Cs namely: Shared values (culture), structure, strategy, skills, staff, style and systems. They're all interdependent hence; modification or ignorance of either of the elements may affect all others as well. The advantage or applying McKinsey 7-S Framework is that it is a powerful diagnostic tool for understanding organizations that are ineffective, guide organizational change, and combines rational and hard elements with emotional and soft elements.

In addition, the study found out that organization provided precise and on time financial reports and the organization's departments were accountable and followed budget estimates and that there was reduced cost and improved efficiency and there were improved standard measures. This is consistent with Thompson, Strickland & Gamble (2007) who said that implementation is successful if the company achieves its strategic objectives and targeted levels of financial performance. Kaplan and Norton (1996) further developed the balanced scorecard, which combines a number of financial and non-financial measures of the selected strategy. While recognizing that every strategy is unique, they then identify four strategy perspectives: the financial perspective; customer perspective; internal perspective and innovation and learning perspective.

5.3 Conclusion

The study concludes that majority of the employees in the NGOs within the health sector in Nairobi County were supervisors, had bachelor's degree and had been working in the organization for a period of between 6 to 10 years. Furthermore, the study concludes that majority of the NGOs within the health sector in Nairobi County had been operating in Kenya for more a duration of 6 to 10 years, had less than 10 branches in the country, had between 10 to 20 employees and were international
NGOs. Moreover, the study concludes that that majority of NGOs within the health sector in Nairobi County are secular and provided both curative and preventive health services. The study also concludes that majority of the NGOs within the health sector in Nairobi County set aside more than 10% of their budget for IT infrastructure, had between 41% to 60% level of computerization of activities and had functional website or social networking page.

On the other hand, the study concludes that staff had workstations with access to the intranet and internet for communications; the organization had a dedicated IT department; the organization has integrated software to manage their funding and budget; all staff able to access essential services and perform work outside the Office and the finance department utilized all accounting software in their operations. The study further concludes that organizations significantly utilized IT in the strategy implementation in management and corporate level with clear hierarchy of authority and practice management by objectives and consultative leadership; in establishing targeted marketing efforts; operational level resources distribution and utilization and in vision and Mission designing, documentation, and understanding.

The study concludes that IT enhanced strategy implementation within the health sector NGOs in Nairobi County to a very great extent, top management team typically leads to greater commitment to the firm’s goals and strategies and manager’s were committed to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes. The study also concludes that organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion and through IT there is open and supportive communication climates which
outperform those with more restrictive communication environments. Lastly, the study concludes that organizations provided precise and on time financial reports and the organization’s departments were accountable and followed budget estimates and that there was reduced cost and improved efficiency and there were improved standard measures.

5.4 Limitations of the Study

Every study eventually encounters limitations due to a number of factors. According to Mugenda & Mugenda (2003) limitation of study has to do with process-related factors that may have an impact on the result of the study. The process related factors encountered included the willingness of the respondents to give the required information.

Most respondents feared it is some kind of audit and may have withheld facts or exaggerated in their responses. This study was subject to both time and resource constraints. The study was also limited to the independent variable (Influence of IT) and dependent variable (Strategy Implementation of the NGOs within the health sectors in Nairobi).

5.5 Areas for further research

Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other NGOs in the country. The descriptive analysis that was used is always not sufficient to draw conclusions on a phenomenon, and to provide adequate information that can be used for policy development.
Therefore, further research focusing on influence of IT in strategy implementation of the NGOs within the health sector in Kenya need to be carried out.

5.6 Implication on theory, policy and practice

From the foregoing findings and conclusions of the study, several recommendations for policy and practice are evident. Despite the fact that majority of NGOs within the health sector in Nairobi County set aside more than 10% of their budget for IT infrastructure, the study recommends that there was need for the NGOs to set aside more fund for IT infrastructure so as to be relevant in today’s technological world.

The study further recommends that the NGOs should automate all their operations for efficient and effective management of their operations and mostly for those NGOs with many branches. Although majority of the NGOs within the health sector in Nairobi County had functional website or social networking page, the study recommends that they make proper use of this sites to market themselves and to reach as many people as possible. They should mostly use the social network pages where majority of the youths are so as to tap their potential energy.

Despite the fact that the organizations had a dedicated IT department, the study recommends that the organization should have integrated software to manage their funding and budget and that all staff must be able to access essential services and perform work outside the office and the finance department by utilizing all accounting software in their operations. The study further recommends that there is need for circulars and other internal documents being available and fully searchable electronically within the organizations and their branches.
The study further recommends that the management of the NGOs should utilize IT in the strategy implementation in human resources planning, staff training and retention, business level and objectives designing, documentation, and understanding. The study also recommends that the management of the NGOs should utilize IT in enhancing overall firm success and to enhance organization’s performance.


TO WHOM IT MAY CONCERN

The bearer of this letter...ALEX PAUL MBUTHIA KAGIRU

Registration No...D61/61591/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS
APPENDIX II: QUESTIONNAIRE

Part A: General Information

1. Name of organization

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

2. Your designation

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

3. Indicate your highest level of educational qualification

   a) Secondary education [ ]
   b) Certificate or diploma [ ]
   c) Bachelor degree [ ]
   d) Masters degree [ ]
   e) Phd [ ]

4. How long have you worked for this organization?

   a) 1 to 5 Years [ ]
   b) 6 to 10 Years [ ]
   c) 11 to 15 Years [ ]
   d) 16 to 20 Years [ ]
   e) More than 20 Years [ ]

5. How long has your organization been operational in Kenya?

   a) 1 to 5 Years [ ]
   b) 6 to 10 Years [ ]
   c) 11 to 15 Years [ ]
   d) 16 to 20 Years [ ]
   e) More than 20 Years [ ]
6. How many branches do you have in Kenya?
   a) less than 10 [ ]  b) 10 and above [ ]

7. How many employees does your organization have?
   a) Less than 10 [ ]
   b) 10 to 20 [ ]
   c) 21 to 50 [ ]
   d) 51 to 100 [ ]
   e) More than 100 [ ]

8. Which category does your organization fall into?
   a) Local [ ]
   b) International [ ]

9. Which other category does your organization fall into?
   a) Secular [ ]
   b) Religious [ ]

10. What health services does your organization provide?
    a) Curative [ ]
    b) Preventive [ ]
    c) Both curative and preventive [ ]
    d) Other [ ]

**Part B**

The level of influence of IT in Strategy Implementation

11. What percentage of budget is set aside for IT infrastructure?
    a) Not Sure [ ]
    b) Less than 2% [ ]
    c) 3% to 5% [ ]
    d) 6% to 10% [ ]
12. What is the level of computerization of activities in your organization?

- a) Less than 20%
- b) 21% to 40%
- c) 41% to 60%
- d) More than 60%
- e) More than 10%

13. Does your organization have a functional website or social networking page?

- a) Yes
- b) No

14. To what extent do the following indicators of IT investment apply in your organization? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a great extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff have workstations with access to the intranet and internet for communications.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All staff able to access essential services and perform work outside the Office</td>
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</tr>
<tr>
<td>All staff have been sufficiently trained on effective and efficient use of the IT facilities</td>
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<tr>
<td>The organization has a dedicated IT department</td>
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<tr>
<td>Each department uses customized software</td>
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<td></td>
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<tr>
<td>The organization has integrated software to manage their funding and budget</td>
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<td></td>
</tr>
<tr>
<td>The finance department utilizes all accounting software in their operations</td>
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</tbody>
</table>
15. To what extent has your organization utilized IT in the strategy implementation at the following levels? *Use a scale of 1 to 5 where 1 is to no extent and 5 is to very great extent.*

<table>
<thead>
<tr>
<th>Management and Corporate level clear hierarchy of authority, management by objectives and consultative leadership</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and Mission designing, documentation, and understanding</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Business level</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Functional level</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Human Resources planning, staff training and retention</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Objectives designing, documentation, and understanding</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Operational level resources distribution and utilization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Preparing annual objectives and budgets</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Part C

The success of Strategy Implementation through the use of IT

16. To what extent has IT enhanced strategy implementation in your organization?

   a) Very great extent [ ]
   b) Great extent [ ]
   c) Moderate extent [ ]
   d) Less extent [ ]
   e) Not at all [ ]

17. To what extent has your organization performed in the following areas? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a great extent

<table>
<thead>
<tr>
<th>Top management</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through use of IT, the top management’s commitment to the strategic direction has been enhanced.</td>
<td></td>
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<tr>
<td>There is manager’s commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes.</td>
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<tr>
<td>Total organizational involvement enhances success, firm profits and overall firm success.</td>
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<td></td>
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</tr>
<tr>
<td>Top management team typically leads to greater commitment to the firm’s goals and strategies</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
**Organization communication**

Organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion.

Through IT communications clearly explains what new responsibilities, tasks, and duties need to be performed by the affected employees.

Through IT there is open and supportive communication climates which outperform those with more restrictive communication environments.

Through IT communication plays an important role in training, knowledge dissemination and learning.

When vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves.

**Transparency**

The organization is able to obtain audit report.

The organization's departments are accountable and follow budget estimates.

The organization provide precise and on time financial reports.

**Overall quality of service**

There is improved client satisfaction.
There is improved output and flexibility of staff

There are improved standard measures.

There is reduced cost and improved efficiency

There is improved satisfaction from external stakeholders

17. Give any other valuable comments on this subject that you think are relevant but not covered by the questionnaire.

THANK YOU FOR YOUR TIME
APPENDIX III: LIST OF NGOS IN HEALTH SECTOR IN NAIROBI COUNTY STUDIED

1. ACADEMY FOR EDUCATIONAL DEVELOPMENT - KENYA
2. ACTION IN FOCUS
3. ADVANCED INITIATIVES FOR POPULATION AND DEVELOPMENT
4. AFRIAFYA
5. AFRICA DIGNA
6. AFRICA RURAL LINK
7. AFRICAN FAMILY HEALTH
8. AGENCY FOR TECHNICAL CO-OPERATION AND DEVELOPMENT KENYA (ACTED-KENYA)
9. BASIC NEEDS UK IN KENYA
10. BORN TO AID
11. CALL AFRICA
12. CARE HIGHWAY HUMANITARIAN AID
13. CARGO HUMAN CARE
14. CARIS FOUNDATION INTERNATIONAL - KENYA
15. CATHOLIC ORGANIZATION FOR RELIEF AND DEVELOPMENT
16. CELTEL FOUNDATION
17. CHILDCARE WORLDWIDE KENYA
18. CHRISTIAN AID (UK/1)
19. CHRISTIAN SPORTS CONTACT KENYA
20. COMPASSION INTERNATIONAL INC.
21. DENTAL AND ORAL CARE INITIATIVE
22. DOCTORS FOR HOPE
23. DREAM OF A CHILD INTERNATIONAL ORGANIZATION
24. ECOLIFE DEVELOPMENT AGENCY
25. EDUCATION SUB - SAHARAN AFRICA
26. ENGENDER HEALTH
27. FADHILA COMMUNITY DEVELOPMENT PROGRAMME
28. FEED THE CHILDREN KENYA
29. FOCUS ON AFRICA DEVELOPMENT INC
30. GENERATIONAL FOR CHANGE AND DEVELOPMENT INTERNATIONAL
31. GLOBAL ALLIANCE FOR AFRICA
32. GOAL IRELAND
33. HANDS FOR CHILDREN INTERNATIONAL
34. HEALING THE HEALERS COUNSELING CENTRE AND TRAINING INSTITUTE
35. HEALTH FOR ALL AGES INTERNATIONAL
36. HEALTH NGO's NETWORK
37. HOPE IN ACTION ASSOCIATION - KENYA
38. HUMAN QUALITY ASSESSMENT SERVICES
39. IMA WORLD HEALTH
40. INCAS FOUNDATION
41. INTRAHEALTH INTERNATIONAL
42. JOYLAND FOUNDATION
43. KENYA AIDS VACCINE INITIATIVE
44. KENYA COMMUNITY BASED HEALTH FINANCING ASSOCIATION
45. KENYAMED AID FUNDS FOR PROMOTION OF NATURAL MEDICINE IN KENYA
46. KIFAFIA CARE AND SUPPORT CHILD PROJECT
47. LEADERS IN ENVIRONMENTAL HEALTH ACTION
48. LIFE BRIDGE NETWORK
49. LIFE IN ABUNDANCE- KENYA
50. MAPENDO INTERNATIONAL
51. MARIE STOPES KENYA
52. MATIBABU FOUNDATION
53. MERCY CORPS
54. MISSION CARE INTERNATIONAL
55. NAIROBI HOSPICE (NAIROBI TERMINAL CARE CENTRE)
56. NATIONAL AWARENESS AND FOCUS ORGANISATIONS
57. NETWORK OF AIDS RESEARCHERS EAST & SOUTHERN AFRICA
58. OASIS AFRICA PROGRAM
59. ONE HEALTH CONCEPT
60. PAMOJA HEALTH SOLUTIONS ORGANIZATION
61. PAN AFRICA HEART FOUNDATION
62. PAN AFRICAN MEDICAL CENTER FOR PUBLIC HEALTH RESEARCH AND INFORMATION
63. PHARMACESS FOUNDATION
64. PROVIDENCE WHOLE CARE INTERNATIONAL
65. RAFIKI ORTHOPAEDIC REHABILITATION CENTRE
66. REDEEMED INTEGRATED DEVELOPMENT AGENCY
67. RELIEF FOUNDATION
68. RESEARCH, CARE AND TRAINING PROGRAMME
69. RIDERS FOR HEALTH
70. SAFE HEALTH CARE AFRICA
71. SAMARITAN’S PURSE INTERNATIONAL RELIEF
72. SANGO DEVELOPMENT INITIATIVE
73. SCIENTIFIC ADVISORY AND INFORMATION NETWORK
74. SICKLE CELL ANAEMIA FOUNDATION
75. SMOKE - FREE AFRICA
76. SOCIETY FOR HOSPITAL AND RESOURCE EXCHANGE
77. SPECIAL MINISTRIES
78. SPURGEON CHILD CARE KENYA
79. SUSTAINABLE HEALTH CARE FOUNDATION
80. TAKE HEART ASSOCIATION PROJECT
81. THE HAND IN HAND FOUNDATION
82. THE REGIONAL AIDS TRAINING NETWORK (RATN)
83. THE TURNING POINT TRUST-KENYA
84. UNITED REHABILITATION CENTRES FOR ALCOHOL AND DRUG ABUSE
85. UWEZA FOUNDATION
86. VUMILIA COMMUNITY INTERNATIONAL
87. WESTERN COMMUNITY HEALTH AND DEVELOPMENT PROGRAMME
88. WORLD SERVICE OF MERCY
89. WORLD VISION KENYA
90. YES TO KIDS (Y2K) HEALTH SERVICES
91. YOUTH OPPORTUNITIES UPHELD (Y.O.U), INC. KENYA

Source: NGOs Coordination Board website (2013)
(http://www.ngobureau.or.ke/search_ngo_by_sector_by_district.aspx)