

**STRATEGIC RESPONSES ADOPTED BY NON-GOVERNMENTAL
ORGANIZATIONS DEALING WITH HIV/AIDS TO ENVIRONMENTAL
INFLUENCES IN KENYA**

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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

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DEDICATION

To my late father Joel Onyango for striving to give me an education.

To my beloved mother Rose Agolla for all the sacrifices you have made for me this far

To Joe Alois, for all the support you have given me.

ABSTRACT

The GOK developed the first Kenya National HIV/AIDS Strategic Plan (KNASP) for 2000-2005, establishing a response to the epidemic in partnership with all stakeholders, including civil society, private sector and development partners. As a multidimensional concept, strategy has been defined differently by different scholars. In the macro-environment, an understanding of political, economic, social, technological, environmental and legal (PESTEL) influences can provide an overall picture of the variety of forces at work around an organization. In NP organizations, stakeholders generally have a greater importance than is the case with commercial businesses since they often have complex inter-organizational relationships with NP's and many are intimately involved in the achievement of organizational goals. This study sought to determine key environmental influences on Non-Governmental Organizations dealing with HIV/AIDS in Kenya, determine strategic responses to key environmental influences by Non-Governmental Organizations dealing with HIV/AIDS in Kenya and determine operational responses to key environmental influences by NGOs dealing with HIV/AIDS in Kenya. The research design adopted was a cross-sectional sample survey. Semi structured questionnaires were used to collect data. Descriptive statistics was used to summarize raw data after coding. A Pearson's chi square test was applied at 95% Confidence Interval with a p value of 0.05. In the study, 92% of the respondents were of the opinion that Economic factors generate strategic responses in their organizations, while 8% reported that Economic factors do not generate strategic responses in the organizations that they represented.

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Clinic
CBO	Community Based Organization
FBO	Faith Based Organization
GOK	Government of Kenya
HIV	Human Immunodeficiency-virus
ICC	Inter-Agency Coordinating Committee
KAIS	Kenya Aids Indicator Survey
KNASP	Kenya National HIV/AIDS Strategic Plan
MH	Ministry of Health
NACC	National Aids Control Council
NASCOP	National AIDS and STI Control Programme
NGO	Non-Governmental, Non-Profit Organization
NPO	Non Profit/Not for Profit Organization
PESTEL	Political,Economic,Social,Technological,Environmental/natural/ecological and Legal factors
PLWHIV	People Living with HIV
SBU	Strategic Business Unit
SPSS	Statistical Package for Social Sciences
NP's	Not for Profits

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Since the first case of HIV in Kenya was diagnosed in 1984, the epidemic and the government's response to it have expanded. Initially, the highest rates of infection were concentrated in marginalized and special risk groups. For more than a decade however, the country has faced a mixed HIV/AIDS epidemic with new infections occurring both in the general population and in vulnerable high risk groups. Certain priority areas have since been identified in the management of HIV/AIDS. These include Male circumcision, HIV Surveillance, Prevention of Mother to Child Transmission, blood transfusion, care for HIV infected patients and general HIV prevention.

The GOK developed the first Kenya National HIV/AIDS Strategic Plan (KNASP) for 2000-2005, establishing a response to the epidemic in partnership with all stakeholders, including civil society, private sector and development partners (NASCOP, 2007). The third KNASP III (for 2009/10-2012/2013) provides the framework for the country's current response to HIV/AIDS. It has a vision of 'An HIV-free Society in Kenya', and four pillars, the first one being Health Sector HIV Service Delivery, the second one is Sectoral Mainstreaming of HIV, the third pillar is Community-based HIV Programmes and the fourth pillar is Governance and Strategic Information. It also aims to achieve these outcomes; Reduced risky behaviour among the general, infected, most-at-risk and vulnerable populations, Proportion of eligible PLWHIV on care and treatment increased and sustained, Health systems deliver comprehensive HIV services, HIV mainstreamed in sector-specific policies and sector strategies, Communities and PLHIV networks respond to HIV within their local context and KNASP III stakeholders aligned and held accountable for results (NACC, 2009).

In Kenya, the NGO Co-ordination Board streamlines the registration and co-ordination of NGOs. It was established by an Act of Parliament in 1990 and commenced its business on June, 15, 1992. The board was formed as a result of the recognition of the important role NGOs play in the overall development of the country. The board's main task has been to provide 'one stop office' for registration and co-ordination of NGOs to harmonize their activities with the overall Government policies and programmes. NGOs in the country are registered under the new Public

Benefit Organizations Act, 2013. Formerly registrations were done under Non-Governmental Organizations Co-ordination Act No. 19 of 1990 (www.ngobureau.or.ke). According to the Board, by July 2013, there were 8752 registered NGOs, out of which 230 working in HIV sector were located in Nairobi County.

1.1.1 The Concept of Strategy

As a multidimensional concept, strategy has been defined differently by different scholars. Drucker (1954) viewed strategy as an answer to dual questions in terms of the type of business firms engage in and the intended business activities. Chandler (1962) advanced Drucker's definition by incorporating the how of achieving a firm's intentions. He considered strategy as a process of determining the basic long term goals and objectives of a firm, adopting courses of action and finally allocating resources necessary for carrying out these goals.

In explaining strategy, Andrews (1971) considered both Drucker's and Chandler's views. He postulated that strategy is the pattern of objectives, purposes, goals, major policies and plans for achieving these goals. Strategy has also been seen as a unifying tool. Those who share this perspective define strategy in terms of unity of purpose and the direction it gives to the firm (Ansoff, 1962; Quinn 1980). Mintzberg (1973) define strategy as a patterned stream of decisions which focus on a set of resource allocations that are employed in an attempt to reach a position consistent with a firm's environment.

Hofer and Schendel (1978) considered strategy as systems that enable firms to increase market share, achieve sustainable growth and turn round the fortunes of a business. Wenerfelt (1984) introduced the resource perspective and defined strategy in terms of the resource position of the firm. Mintzberg (1987) argued that a single definition of strategy cannot suffice. He proposed five different definitions of strategy, viz; a plan, a ploy, a pattern, a position and a perspective. As a plan, strategy specifies a consciously intended course of action of an organization. The strategy is planned and develops purposefully. As a ploy, strategy is seen as a manoeuvre intended to outwit a competitor. As a pattern strategy is seen as a pattern emerging from a stream of actions. The strategy develops in the absence of intentions. As a position, strategy consists of a position of an ingrained way of perceiving the world giving an organization the identity.

Porter (1980)'s views on strategy have been supported by precision research and have remained consistent and developmental over decades. Using the value chain he described the primary and secondary activities of a business. Primary activities are concerned with transforming inputs into outputs while secondary support primary functions. To be able to survive competition, a firm has to ensure that all these value chain activities link together and fit into the environment. A weakness in any activity will impact on the chain as a whole and affect competitiveness and the overall strategy. In order to examine its competitive capability in the market place, an organization must choose between three generic strategies of cost leadership, differentiation and focus. These generic strategies are driven by five competitive forces related to the power of customers, the power of suppliers, threat of substitute products, threat of new entrants and rivalry within the industry. Strategy rests on unique activities based on customer needs, accessibility and variety of company products (Mulaa 2011). According to Porter (1996), strategy is therefore the act of positioning a business in a given industry through an analytical process.

Whittington (1993) introduced four generic approaches to strategy. These are the classical approach, evolutionary approach, processual approach and the systemic approach. Classical approach considers strategies as outcomes of rational analysis. Evolutionary approach holds that strategy making is a competitive process where only the best ones survive, processual approach view strategy as an emergent process of learning while the systemic approach believe in the ability of an organization to plan forward and act effectively within their environment. Strategy forms a link between the firm and its environment.

1.1.2 Environmental Influences

Organizations exist in the context of a complex commercial, social, technological, environmental and legal world. This environment changes and is more complex for some organizations than others. The effects of this on organizations could include an understanding of historical and environmental effects, as well as expected or potential changes in environmental variables. Some of these variables give rise to opportunities while others exert threats on the organization or both. The range of variables is likely to be so great that it may not be realistic to identify and understand each one, and therefore it may be useful to distil out of this complexity in view of the

key environmental influences on the organization (Johnson and Scholes, 2002.). The immediate external environment includes competitors, suppliers, resources, government agencies and their regulations and customer taste and preferences. The remote external environment on the other hand comprises economic, social, political factors and technological developments (Pearce and Robinson 1987).

Environment as a concept refers to the factors, elements and variables that influence business operations both internally and externally (Mulaa 2011).PIMS (Profit Impact Marketing Strategies) defined environment in terms of controllable, partially controllable and uncontrollable variables (Schoeffler et al 1974). Lenz (1982) in his response field model defined environment as sources of events and changing trends which create opportunities and threats for individual firms. Environment is considered a source of opportunities and threat, strength and weaknesses which when evaluated give an indication of gross movements, trends and future possibilities.

Organizational theory literature conceptualizes organizations as open systems that continuously engage in an exchange relationship with the environment. They receive inputs from the environment, process them into finished products and release them into the environment in form of products and services. The environment therefore has a significant role in the survival of all organizations. Different studies have focused on different environmental elements. Weick (1969) treated the construct as perceptually determined and enacted by organizations. Khadwalla (1977) on his part identified eight environmental elements as being competitors, customers, suppliers, technological, regulatory, economic, social cultural and international elements while Aldrich (1979) treated environment as an objective fact independent of firms. Bourgeois (1980) concluded that both the objective and the perceptual environments are real and relevant from a strategic stand point.

In his analysis of environments, Bourgeois (1980) classified organizational environment into three categories of objective attributes and perceptions. Tan and Lischert (1994) added the fourth category which they called institutional environment. They defined contents of institutional environment as societal, demographic, economic, political and international elements. According

to Bourgeois (1980) the objective category consists of the general and the task environment. Although the general environment is not specifically rationalized the task environment consists of customers, suppliers, competitors and regulatory agencies. All the objects are external to the firm. The attributes category focuses on two aspects within the task environment namely complexity and turbulence. Complexity refers to the number and diversity in external factors while turbulence refers to the volatility, dynamism and the degree of change exhibited in those factors. Perception category is seen in terms of managerial perception of uncertainty.

1.1.3 HIV/AIDS Epidemic in Kenya

The control of HIV/AIDS remains a major challenge in Kenya. High prevalence of HIV with regional variations, low levels of HIV testing, HIV discordance within couple relationships and concurrent epidemics of other sexually transmitted Infections make the management of the HIV epidemic difficult and complex (National Aids and STI Control programme (NAS COP, 2007).

To overcome these challenges, policy makers and programme planners need information that will build their capacity on organizational response to the epidemic. Organizations that have programmes on HIV/AIDS themselves do not operate in isolation. Rather, they are part of the pool of organizations that operate in the corporate world and government institutions. Thus strategic thinking is considered an important ingredient in the management these organizations if they are to be effective in delivering on their mandate. The prevalence of HIV in Kenya is estimated using national population-based surveys with HIV testing and Sentinel Surveillance at Antenatal Clinics (ANCs) (NAS COP, 2007)

1.1.4 HIV/AIDS Organizations in Kenya

The government of Kenya (GOK) established policy guidelines for HIV and AIDS in Sessional Paper No. 4 of 1997. In 1999, the GOK declared the HIV epidemic a national disaster and created the National Aids Control Council (NACC) under the office of the president to coordinate a multi-sectoral response to HIV/AIDS.

With the key objective of transforming the country into a globally competitive and prosperous nation with a high quality of life by 2030, Vision 2030 is the new long-term development plan

for Kenya. It is anchored in three pillars-economic, social and political. HIV is listed as one of the preventable diseases that continues to exert a heavy toll on the Kenyan population, under the Social pillar. A healthy population is critical for Kenya to achieve sustained economic growth as outlined in Vision 2030 (NACC, 2009.).

Passed by Parliament in 2006, gazetted in 2007 and made operational in early 2009, The HIV Prevention and Control Act, 2006, was an important step in strengthening the human rights framework necessary to support Universal Access to services. As with the Sessional Paper, this law did not reflect the structural shifts in the national response necessary to accommodate the changing situation and character of the epidemic. Nor was it able to address coordination and accountability challenges. Furthermore, certain clauses within the law remain controversial. The KNASP III National Management and Accountability structure for the current strategic plan, which should be read as a Public-Private Partnership model, strives for genuine governmental, non-governmental and Private sector participation at national and decentralized levels,(NACC, 2009).

Organizations dealing with HIV/AIDS in Kenya include International and National NGOs, Faith Based Organizations, Community Based Organizations, HealthCare service providers and HIV/AIDS Support groups.

1.2 Research Problem

Strategic priorities need to be understood in terms of the particular context of an organization. In 2007, an estimated 1.42 million people were living with HIV infection in Kenya, representing 7.1% of adults aged 15-64 years. Prevalence among adults aged 15-49 years was 7.4%.Prevalence among youth aged 15-24 was 3.8% and among adults aged 50-64, 5.0% were infected with HIV. Women were more likely to be infected at 8.4% than men at 5.4%.Particularly, young women aged 15-24 years were four times more likely to be infected (5.6%) than young men of the same age group (1.4%).The medium age at sexual debut was 17.5 years for both young women and young men aged 15-24 years Nationally, 11.1% of children under age 15 years had lost one or both parents (NAS COP, 2007).

Changes in the level of economic activity caused by the trend of business cycles are overshadowed by continually recurring variations in total economic activity. Several years of expansion in total economic activity are followed by a period of slower growth or of contraction in such activity (Valetine 1987). Such business cycles have effect on the operations of donor organizations who are the main funders of HIV/AIDS programme, therefore organizations have to come up with sustainable ways of ensuring continuity of operations even in the face of financial downturn like the one experienced in Kenya and the world recently. This study aims to establish strategic responses by Non-Governmental Organizations dealing with HIV/AIDS to environmental influences in Kenya.

1.3 Research Questions

The research questions for the study were:

- i. What are the key environmental influences on Non-Governmental Organizations dealing with HIV/AIDS in Kenya?
- ii. What are the main drivers of change in the NGO sector?
- iii. What are the main strategic and operational responses to the key environmental influences?

1.4 The Main Research Objectives

The research objectives of the study were to;

- i. To establish key environmental influences on Non-Governmental Organizations dealing with HIV/AIDS in Kenya.
- ii. To establish strategic responses to key environmental influences by Non-Governmental Organizations dealing with HIV/AIDS in Kenya.
- iii. To establish operational responses to key environmental influences by NGOs dealing with HIV/AIDS in Kenya.

1.5 Value of the Study

The control of HIV/AIDS remains a major challenge in Kenya. High prevalence of HIV with regional variations, low levels of HIV testing, HIV discordance within couple relationships and concurrent epidemics of other sexually transmitted Infections make the management of the HIV

epidemic difficult and complex (National Aids and STI Control programme (NASCOP,2007). To overcome these challenges, policy makers and programme planners need information that will build their capacity on organizational response to the epidemic. Organizations that have programmes on HIV/AIDS themselves do not operate in isolation. Rather, they are part of the pool of organizations that operate in the corporate world and government institutions. Thus strategic thinking is considered an important ingredient in the management these organizations if they are to be effective in delivering on their mandate.

Since NGOs exhibit greater diversity in their scope than most of the other forms of organizations in the Not for Profit Sector, it is expected that the results of this study be useful to other organizations in the Not for Profit sector. Managers of NGOs involved in HIV /AIDS programming will find valuable information on strategic responses to environmental influences as well as knowledge on key environmental influences on their organizations. This will result in better management of such organizations to ensure cost effectiveness in the delivery of HIV/AIDS programmes realized through optimum planning. This research will also add knowledge to the theory in strategic management that would be useful to academicians.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section aims to consider critical points of current knowledge, including substantive findings and theoretical contributions to the research topic. It describes theoretical foundations of this research, the concept of strategy, Environmental influences, Strategic responses, Operational responses and Not for Profit Organizations.

2.2 Theoretical Foundations

This section aims to describe the various theories in the field of strategic management. It includes a summary of the classical and contemporary approaches to management as described by different authors.

2.2.1 The Classical Approaches

The classical approaches to management emerged in the mid 19th century. Systematic management represented the beginning of formal management thought. It emphasised the internal operations of manufacturing firms, because most management problems were focused there.

Fredrick Taylor in his Scientific Management theory applied scientific methods to analyze work and determine the “one best way” to complete production tasks. This made important contributions, including higher productivity and efficiency. It was however criticized for being too simplistic and ignoring too many important aspects of management, such as the external environment and the higher levels of the organization.

The administrative management perspective tried to identify major principles that could achieve superior organizational performance. However, developing and applying universal prescriptions without qualification overshadowed the fact that different situations require different management approaches (Bateman and Zeithaml, 1993).

In the 1930's, the human relations approach evolved from the Hawthorne studies. This highlighted the importance of the human element of the organization. It however made some simplistic prescriptions and ignored economic factors and the formal structure of the organization.

By focusing on formal structure, Max Weber attempted to establish an overall management system based on bureaucracy. Bureaucracy allows efficient performance of many routine activities but it hinders flexibility and tends to ignore the importance of people and interpersonal relationships (Bateman and Zeithaml, 1993).

2.2.2 The Contemporary approaches

The contemporary approaches, developed since world war II, attempted to overcome the limitations of the classical approaches and to propose valid ideas for modern management. The quantitative management approach, with the aid of modern computers, allows managers to consider many variables as they search for optimal solutions to problems. The organizational behaviour approach focuses on human behaviour, and recently adopted a broader and more situational viewpoint (Bateman and Zeithaml, 1993).

Systems theory considers organizations as open rather than closed systems, stresses the importance of multiple goals including effectiveness and efficiency, recognizes the existence of subsystems within the organization, introduced the concept of equifinality and stresses the notion of synergy.

Recently, the contingency perspective has dominated the study of management. It contends that situational characteristics dictate the management strategies, structures and processes that will be most effective. This approach argues that no universal principles should always be applied. Rather, managers need to analyze the situation, and then, based on their analysis of key contingencies, make decisions regarding the most appropriate way to manage. Management thought and practice continue to evolve, as shown by current events and trends, including global interdependence, the search for excellence and the quality revolution (Bateman and Zeithaml, 1993).

2.3 The Concept of Strategy

Historical studies of organizations have shown the prevalence of processes leading to emergent strategy. There are usually long periods of relative continuity during which established strategy remains largely unchanged or changes incrementally, as well as periods of flux in which strategies change but in no clear direction. Transformational change in which there is fundamental change in strategic direction does take place but is infrequent. Thus, the punctuated equilibrium is the tendency of strategies to develop incrementally with periodic transformational change (Johnson and Scholes 2002)

Strategy has been defined differently by different scholars. Drucker (1954) viewed strategy as an answer to dual questions in terms of the type of business firms engage in and the intended business activities. Chandler (1962) advanced Drucker's definition by incorporating the how of achieving a firm's intentions. He considered strategy as a process of determining the basic long term goals and objectives of a firm, adopting courses of action and finally allocating resources necessary for carrying out these goals.

In explaining strategy, Andrews (1971) considered both Drucker's and Chandler's views. He postulated that strategy is the pattern of objectives, purposes, goals, major policies and plans for achieving these goals. Strategy has also been seen as a unifying tool. Those who share this perspective define strategy in terms of unity of purpose and the direction it gives to the firm (Ansoff,1962;Quinn 1980).Mintzberg (1973) define strategy as a patterned stream of decisions which focus on a set of resource allocations that are employed in an attempt to reach a position consistent with a firm's environment.

Hofer and Schendel (1978) considered strategy as systems that enable firms to increase market share, achieve sustainable growth and turn round the fortunes of a business. Wenerfelt (1984) introduced the resource perspective and defined strategy in terms of the resource position of the firm. Mintzberg (1987) argued that a single definition of strategy cannot suffice. He proposed five different definitions of strategy, viz; a plan, a ploy, a pattern, a position and a perspective. As a plan, strategy specifies a consciously intended course of action of an organization. The strategy is planned and develops purposefully. As a ploy, strategy is seen as a manoeuvre intended to outwit a competitor. As a pattern strategy is seen as a pattern emerging from a stream

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Whittington (1993) introduced four generic approaches to strategy. These are the classical approach, evolutionary approach, processual approach and the systemic approach. Classical approach considers strategies as outcomes of rational analysis. Evolutionary approach holds that strategy making is a competitive process where only the best ones survive, processual approach view strategy as an emergent process of learning while the systemic approach believe in the ability of an organization to plan forward and act effectively within their environment. Strategy forms a link between the firm and its environment.

Johnson and Scholes (2002) hold that strategy is the direction and scope of an organization over the long term. It achieves advantage for the organization through its configuration of resources within a changing environment. A well formulated strategy should meet the needs of the markets and fulfill expectations of stakeholders. Strategy thus consists of the means an organization chooses to move from its present state to its future. Furthermore, strategy development takes place at three different levels within an organization according to scope and function. These are

the corporate level, the business level and the functional level (Ansoff 1965; Pearce and Robinson 1987; Johnson and Scholes,2005). The three distinctive strategic levels are clearly discernible in large organizations involved in several businesses capturing different market segments. There are also three strategy lenses explaining how strategy develops in organizations, viz; the design lens, the experience lens and the ideas lens. The design lens views strategy development as the deliberate positioning of the organization through a rational analytic, structured and directive process. The experience lens views strategy development as the outcome of individual and collective experience and the taken for granted assumptions. The ideas lens sees strategy as the emergence of order and innovation from the variety and diversity which exist in and around organizations (Johnson and Scholes, 2002).

Hax and Majluf (1984) postulated that at corporate level, organizations engage in formulation of vision, mission, strategic posture and identification of strategic business units (SBU), resource allocation, budgeting and definition of performance measurements. At business level, focus moves to the strategic business groups in terms of identification of business scope, products and market segments. At functional level firms engage in formulation of functional strategies, definition of specific action programmes and budgeting.

In summary, strategy theorists agree on three main areas in the study of the concept of strategy. First, they agree that strategy includes both the actions taken by managers, content of strategy and the process upon which the actions are decided. Secondly, there is a general agreement that deliberate, emergent and realized strategies may differ in formation but seek to achieve the same objective. Thirdly, a business entity may have corporate, business and functional strategies at the same time. Finally, scholars concur that strategy making is a conceptual, intellectual as well as analytical exercise. Areas of disagreements relate to the formation and appropriateness of strategy in different environmental contexts.

2.4. Environmental Influences

Organizations exist in the context of a complex commercial, social, technological, environmental and legal world. This environment changes and is more complex for some organizations than others. The effects of this on organizations could include an understanding of historical and

environmental effects, as well as expected or potential changes in environmental variables. Some of these variables give rise to opportunities while others exert threats on the organization or both. The range of variables is likely to be so great that it may not be realistic to identify and understand each one, and therefore it may be useful to distil out of this complexity in view of the key environmental influences on the organization (Johnson and Scholes, 2002.).The immediate external environment includes competitors, suppliers, resources, government agencies and their regulations and customer taste and preferences. The remote external environment on the other hand comprises economic, social, political factors and technological developments (Pearce and Robinson, 1987)

Environmental influences and trends can be thought of as being in layers around an organization. In the macro-environment, an understanding of political, economic, social, technological, environmental and legal (PESTEL) influences can provide an overall picture of the variety of forces at work around an organization. This can also cast light on the key influences and structural drivers of change and provide the basis of examining the extent to which these will have differential impact on both industries and organizations within industries in the future(Johnson and Scholes, 2002).

Environment refers to the factors, elements and variables that influence business operations both internally and externally (Mulaa 2011).PIMS (Profit Impact Marketing Strategies) defined environment in terms of controllable, partially controllable and uncontrollable variables (Schoeffler et al 1974).Lenz (1982) in his response field model defined environment as sources of events and changing trends which create opportunities and threats for individual firms. Environment is considered a source of opportunities and threat, strength and weaknesses which when evaluated give an indication of gross movements, trends and future possibilities.

Organizational theory literature conceptualizes organizations as open systems that continuously engage in an exchange relationship with the environment. They receive inputs from the environment, process them into finished products and release them into the environment in form of products and services. The environment therefore has a significant role in the survival of all organizations. Different studies have focused on different environmental elements. Weick (1969)

treated the construct as perceptually determined and enacted by organizations. Khadwalla (1977) on his part identified eight environmental elements as being competitors, customers, suppliers, technological, regulatory, economic, social cultural and international elements while Aldrich (1979) treated environment as an objective fact independent of firms. Bourgeois (1980) concluded that both the objective and the perceptual environments are real and relevant from a strategic stand point.

In his analysis of environments, Bourgeois (1980) classified organizational environment into three categories of objective attributes and perceptions. Tan and Lischert (1994) added the fourth category which they called institutional environment. They defined contents of institutional environment as societal, demographic, economic, political and international elements. According to Bourgeois (1980) the objective category consists of the general and the task environment. Although the general environment is not specifically rationalized the task environment consists of customers, suppliers, competitors and regulatory agencies. All the objects are external to the firm. The attributes category focuses on two aspects within the task environment namely complexity and turbulence. Complexity refers to the number and diversity in external factors while turbulence refers to the volatility, dynamism and the degree of change exhibited in those factors. Perception category is seen in terms of managerial perception of uncertainty.

Kotha and Nair (1995) identified four basic environmental dimensions that capture uncertainty namely; munificence, competitive interdependence, technological change and industry concentration. Munificence describes the capacity of the environment to support organizations in the market place. Competitive interdependence highlights the interrelations between organizations and environment. Technological change creates environmental uncertainty by redefining competition as technologically superior firms displace firms with outdated technologies. Industry concentration describes the number and size of firms competing against each other in an industry. All the above environmental variables are important to strategic orientations and firm performance.

Bourgeois (1980) argued that it is not known whether a manager's perception of volatility or variability induces uncertainty, or whether subjective impressions override the objective

situations when critical decisions are made. This is because measuring uncertainty is entirely dependent on the subjective nature of data from managers which treat this data as objective reality. It is evident therefore that the management should be able to scan and interpret the environment and make decisions that are appropriate for internal arrangements and external orientation. A fit between environmental dimensions and strategic orientation will lead to a better organizational performance (Bourgeois, 1980; Mintzberg 1987; Venkantram and Prescott, 1990; Miller and Cardinal, 1994)

2.5 Strategic Responses

While processes of strategy development reliant on analysis of historical data may be helpful in stable environments, in dynamic environments more attention is to be given to ways of responding throughout the organization to change (Johnson and Scholes, 2002.). Strategic Management is the set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization's objectives and comprises nine critical tasks, viz; formulating organization's mission, developing organization's profile, assessing organization's external environment, analyzing the organization's options, identifying the most desirable options, selecting a set of long-term objectives and grand strategies, developing annual objectives and short-term strategies, implementing strategic choices and evaluating the success of the strategic process (Pearce and Robinson, 1987).

2.6 Operational Responses

Operational strategies 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. Strategic decisions are likely to affect operational decisions. The link between overall strategy and operational aspects of the organization is important for two other reasons. First, if the operational aspects of the organization are not in line with the strategy, then, no matter how well considered the strategy is, it will not succeed. Second, it is at the operational level that real strategic advantage can be achieved. Competence in particular operational activities might determine which strategic developments might make most sense (Johnson and Scholes, 2002).

2.7. Not for Profit Organizations

Non-Governmental Organizations are generally classified as Not for Profit organizations because such organizations, unlike private firms, do not engage in profit making ventures and the proceeds of their income generating activities are not distributed to shareholders.

Weinberg (1991) argue that in NP organizations, stakeholders generally have a greater importance than is the case with commercial businesses since they often have complex inter-organizational relationships with NP's and many are intimately involved in the achievement of organizational goals. Furthermore, in the voluntary sector, it is likely that the underlying values and ideologies will be of central strategic significance and play important part in the development of strategy (Johnson and Scholes, 2002).

Not for profit organizations are increasingly eager to control their own financial destiny in which self funding is the new mantra (Dee,1998).This is partly due to the fact that they face new competition from private sector challengers in areas like education and Health care and partly because there is intensifying competition from other NP organizations for a "share of purse" both among donors and government departments (Knox and Gruar 2007).The sources of funds may be diverse and such organizations are likely not to be direct beneficiaries of the services offered. Moreover, they may provide funds in advance of the services being offered, e.g., in the form of grants. Influence from funding bodies may thus be high in the formulation of organizational strategies. Competition may be high for funds from such bodies, but the principles of competitive strategy nonetheless hold. However, since such organizations are dependent on funds which emanate not from users but from sponsors, they may become concerned more with resource efficiency than with service effectiveness. The fact that multiple source of funding are likely to exist, linked to the different objectives and expectations of the funding bodies might also lead to a high incidence of political lobbying, difficulties in clear strategic planning, and a requirement to hold decision making and responsibility at the centre, where it is answerable to external influences, rather than delegate it within the organization (Johnson and Scholes 2002).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section provides a description of the research design and how the researcher carried out the technical aspects of this research process. It encompasses the methodology and procedures that were employed to scientifically conduct the research, including the target population, sample and sampling technique, data collection method and data analysis and presentation.

3.2 Research Design

The research design adopted was a cross-sectional sample survey. Murungi (2011), in her research project chose a cross-sectional survey design and hence collected data at defined time from the target population. According to Hakin (1987), the application of sampling allows for the production of descriptive statistics that are representative of the whole study population but at a much lower cost than a census of every member of the population in question. Sample surveys also allow associations between factors to be mapped and be measured and can also be used to study causal processes to develop and test explanations for particular associations or social patterns. A sample survey was therefore appropriate since the aim of the study was to establish strategic responses adopted by non-governmental organizations dealing with HIV/AIDS to environmental influences in Kenya.

3.3 Population

The target population of study was all NGOs dealing with HIV/AIDS in Kenya. Due to financial and time constraints, the sample was drawn from an accessible population. Mugenda and Mugenda (2003) stipulated that the accessible population is comparable to the target population. In this case, the accessible population was NGOs dealing with HIV/AIDS in Nairobi County. Most NGOs that exhibit greater diversity either exclusively operate from, or have their head office and majority of their programmes located in Nairobi, thus allowing for generalizability.

3.4 Sample and sampling technique

The sampling frame was a list of all NGOs dealing with HIV/AIDS, located in Nairobi County, Kenya. Both stratified random and purposive sampling was used in the study. The organizations

were categorized depending on their scope, that is, International NGO and National NGO. The proportion of each stratum forming the sample reflected the relative variability of the characteristics under study. A simple random sampling was then applied to each stratum by giving a number to every subject and placing the numbers in a container then picking any number at random. In random sampling, every sample of a given size in the accessible population has an equal chance of being selected and allows for generalizability to a larger population with a margin of error that is statistically determinable. This also allows for the use of inferential statistics, (Mugenda and Mugenda, 2003.).The unit of observation was directors and managers of the organizations that formed part of the sample. Thus, purposive sampling was used to pick units of observation from each organization that is randomly selected.

3.5 Data Collection

Semi structured questionnaires were used to collect data. The questionnaire had the advantages of simplicity, versatility and low cost. A pre-test of the questionnaires was done to a selected sample similar to the actual sample. The questionnaires were self-administered. The questionnaires were coded accurately.

3.6 Data Analysis

Descriptive statistics was used to summarize raw data after coding. This was in the form of frequency tables, percentages and proportions. A Pearson's chi square test was applied at 95% Confidence Interval with a p value of 0.05. A chi-square test (χ^2), can be applied either as a test of goodness of fit or as a test to judge significance of associations between attributes. In both cases, the observed as well as theoretical or expected frequencies are grouped in the same way and the theoretical distribution adjusted to give the same total frequency as found in case of observed distribution. χ^2 was calculated as follows:

$$\chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where;

O_{ij} – Observed frequency of the all in i th row and j th column

E_{ij} - Expected frequency of the cell in i th row and j th column, (Kothari,2004).

The study used Pearson Chi square coefficients to establish the effect of the independent variables to the dependent variable.

Data was analyzed using SPSS software, version 20.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

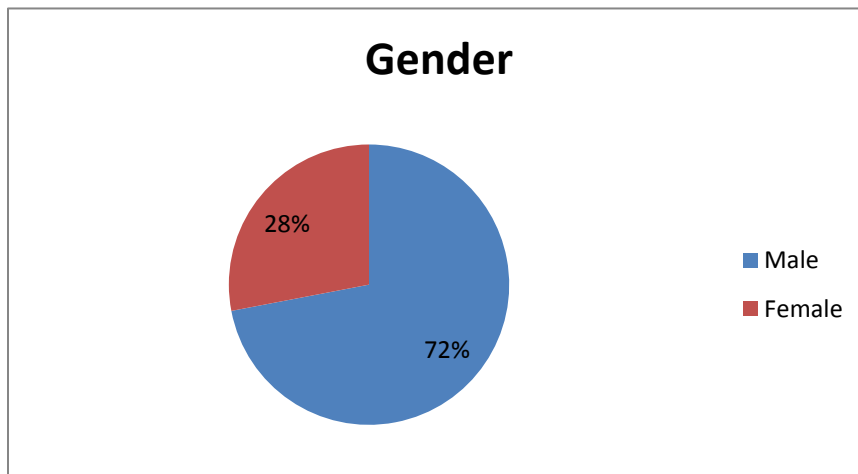
This section presents the findings of the study as set out in the research methodology. The research instrument that was used to collect data was purely questionnaire. The questionnaire was designed in a manner that reflected the objectives of the study. The questionnaire was semi structured with a mixture of close ended, open ended and Likert type questions. The response rate was 89%. The research findings are presented using frequency tables, pie charts and bar graphs. A chi square test was applied at 95% Confidence Interval giving rise to Pearson chi square coefficients that established the effect of independent variables on dependent variables.

4.2 General Information

4.2.1 Gender of the respondents

The researcher was inquisitive to determine the proportion of male to female employees in the organizations that were sampled. Figure 4.2.1 summarizes the findings of the result. Majority (72%) of the respondents were male, while the remaining 28% were female as shown in figure 4.2.1.

Figure 4.2.1: Distribution of Respondents by Gender



4.2.2 Education Level

The researcher requested the respondents to indicate their highest education level. The results are shown in Table 4.2.2. Most (44%) of the respondents had acquired post graduate qualification, 36% had a first degree qualification while the remaining 20% had diploma. None of the respondents had secondary certificate as their highest level of academic qualification. This shows that most of the strategic leaders of the organizations have the skills that could be important in management and running of an organization.

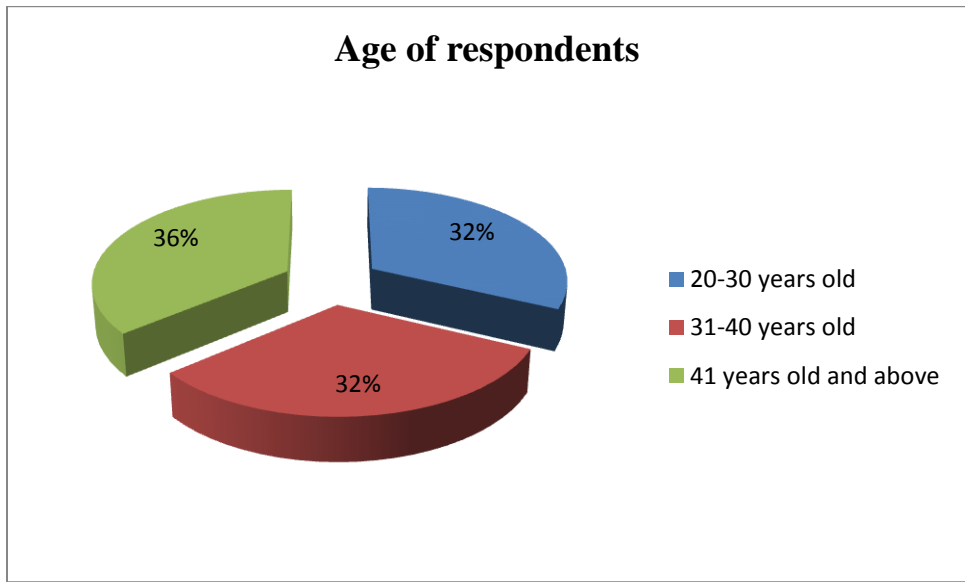
Table 4.2.2: Distribution of respondents by their Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Dip	15	20.0	20.0	20.0
Deg	27	36.0	36.0	56.0
Post-grd	33	44.0	44.0	100.0
Total	75	100.0	100.0	

4.2.3 Age

The proportions of the age of the respondents are summarized in Figure 4.2.3. There was a general even distribution of age of the respondents among the age brackets that were provided. 24 out of 75 respondents were of the age between 20-30 years representing 32%. Another 32% of the respondents were of the age of between 31-40 years. The remaining 27 out of 75 respondents representing 36% were of the age 41 years and above. This shows adequate inclusiveness of young people who are considered vulnerable in the management of NGOs dealing with HIV/AIDS in Kenya.

Figure 4.2.3: Distribution the respondents by their age



4.2.4 Designation

The researcher determined the designations of the respondents in the study. The results are summarized in Table 4.2.4. Majority of the respondents (56%) were directors of the organizations that they represented. Of the remaining, 16% were administrators, 8% were monitoring and evaluation officers, another 8% were program managers, 4% were program officers and another 4% were regional program coordinators with the remaining 4% being accountants in those organizations. This depicts that data was collected from the right segment since the majority were directors at the apex of the organization where strategic management is practiced.

Table 4.2.4: Distribution of the respondents by their Designation

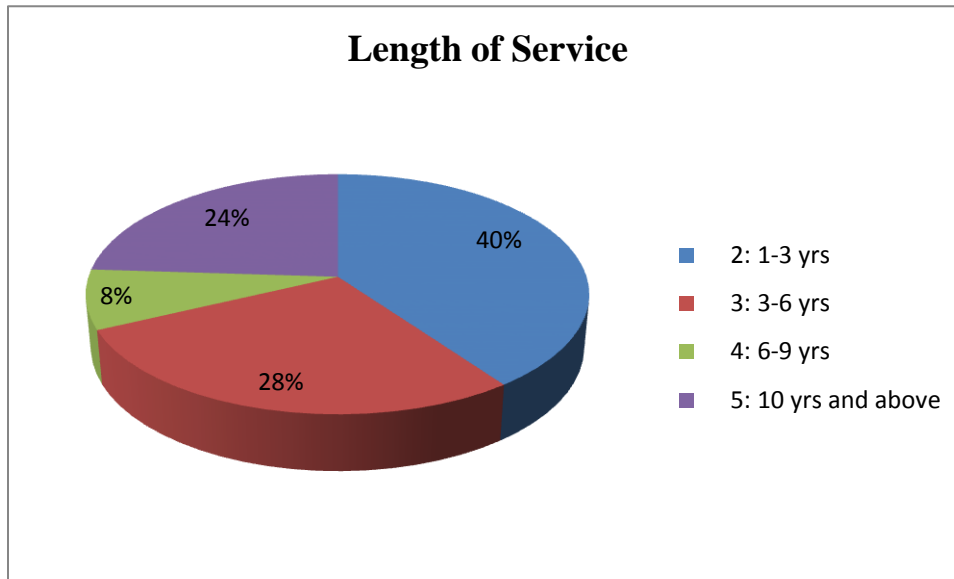
	Frequenc y	Percent	Valid Percent	Cumulative Percent
Accountant	3	4.0	4.0	4.0
Administrator	12	16.0	16.0	20.0
Director	42	56.0	56.0	76.0
Monitoring and Evaluation Officer	6	8.0	8.0	84.0
Program Manager	6	8.0	8.0	92.0
Program Officer	3	4.0	4.0	96.0
Regional Program Coordinator	3	4.0	4.0	100.0
Total	75	100.0	100.0	

4.2.5 Length of service

The researcher requested the respondents to indicate the length of service in the organizations that they represented. The results are summarized in Figure 4.2.5.

In the study, Most (40%) of the respondents had worked for the same organization for a period of 1-3 years, 28% had worked for 3-6 years, 8% for 6-9 years and 24% for over 10 years. None of the respondents indicated that they had worked for their organization for a period of less than 1 year. This is an indication that there is an average level of turnover in the organizations. It is also a good indication that the respondents were drawn from a mixture of individuals who have long time experience and those with less time of experience in the organizations that they represented thereby leading to enriching ideas in the subject matter of inquiry.

Figure 4.2.5: Length of Service

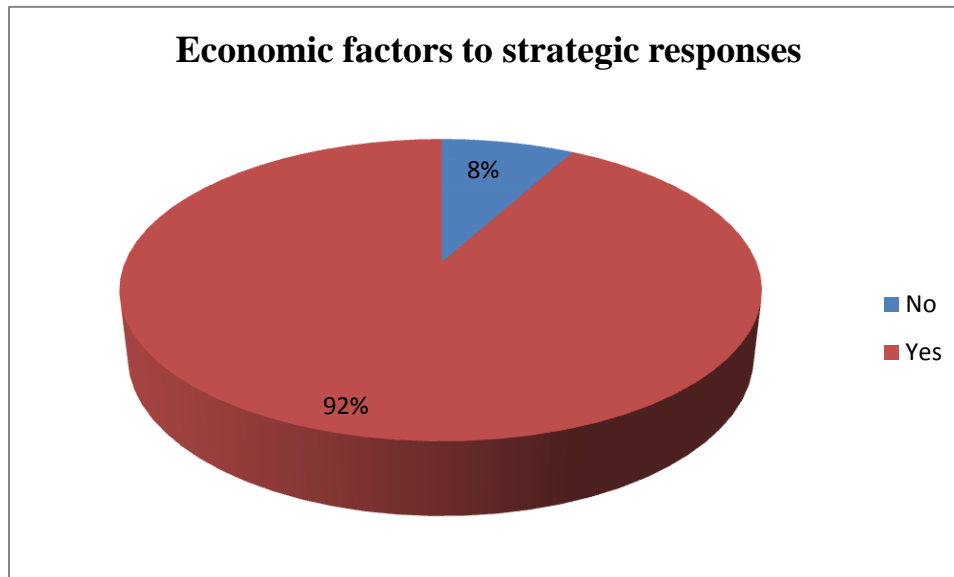


4.3 Key Environmental Influences on NGOs dealing with HIV/AIDS in Kenya

4.3.1 Economic factors to Strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether economic factors generate strategic responses in the organizations that they represented. The results were summarized in Figure 4.3.1. The majority (92%) were of the opinion that economic factors generate strategic responses while only the remaining 8% thought economic factors do not generate strategic responses in the organizations that they represented. This implies that economic factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

Figure 4.3.1: Economic factors to Strategic responses



4.3.2 Economic factors operational responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether economic factors generate operational responses in the organizations that they represented. The results are summarized in Table 4.3.2. The majority (92%) were of the opinion that economic factors generate operational responses while only the remaining 8% thought economic factors do not generate operational responses in the organizations that they represented. This implies that economic factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya.

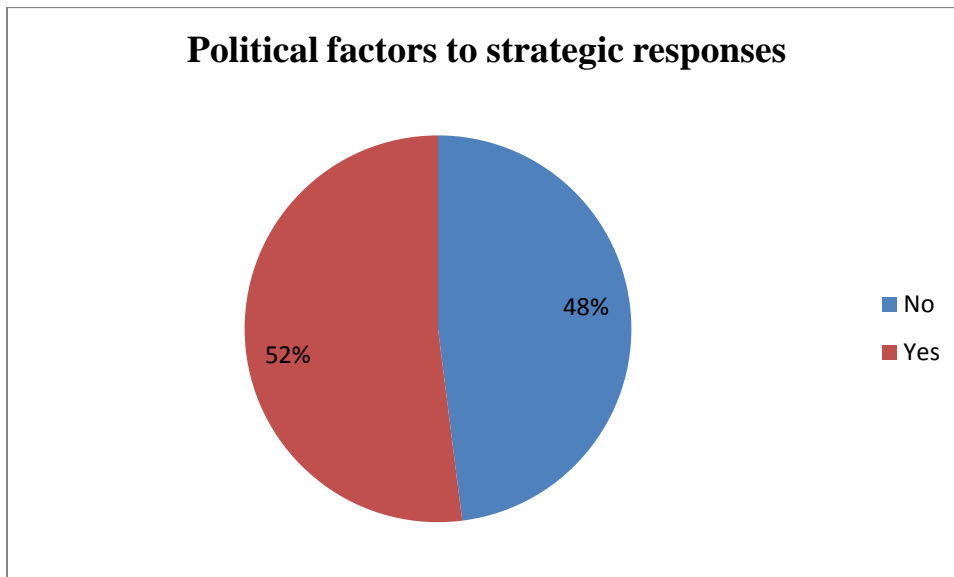
Table 4.3.2: Economic factors to operational responses

	Frequency	Percent	Valid Percent	Cumulative Percent
No	6	8.0	8.0	8.0
Yes	69	92.0	92.0	100.0
Total	75	100.0	100.0	

4.3.3 Political factors to strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether political factors generate strategic responses in the organizations that they represented. The results are summarized in Figure 4.3.3. 52% of the respondents were of the opinion that political factors generate strategic responses while 48% thought political factors do not generate strategic responses in the organizations that they represented. Here there was no consensus on whether political factors generate strategic response. Political factors can therefore be thought of as a non key environmental influence on NGOs that deal with HIV/AIDS in Kenya.

Figure 4.3.3: Political factors to strategic responses



4.3.4: Political factors operational responses

Table 4.3.4: Political factors operational responses

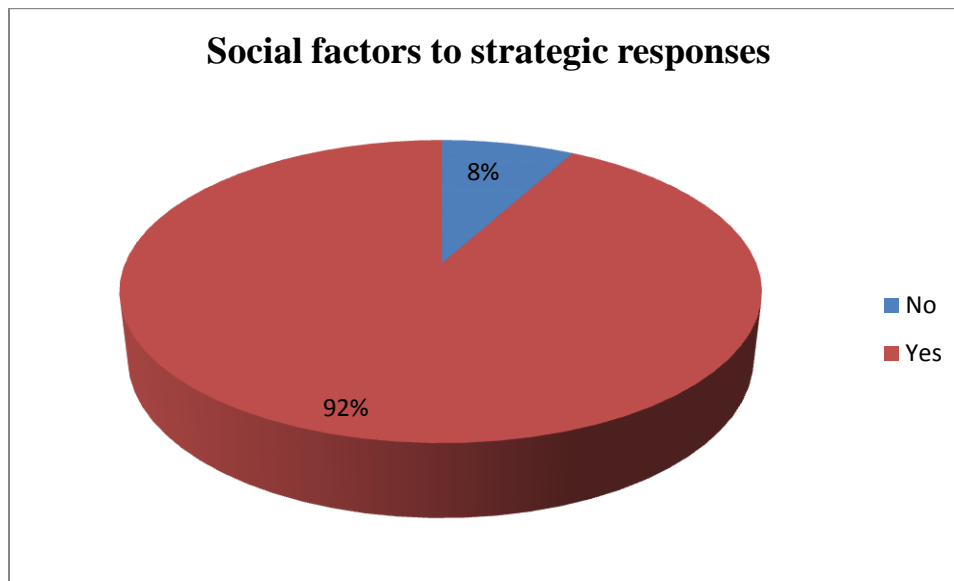
	Frequenc y	Percent	Valid Percent	Cumulative Percent
No	18	24.0	24.0	24.0
Yes	57	76.0	76.0	100.0
Total	75	100.0	100.0	

In the study, 76% of the respondents indicated that political factors generate operational responses, while 24% reported that political factors do not generate operational responses in the organizations that they work for, as summarized in the Table 4.3.4. This was conflicting with the response obtained from the question on whether political factors generate strategic responses in Figure 4.3.3. The impression that was created is that political factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

4.3.5 Social factors strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether social factors generate strategic responses in the organizations that they represented. The results are summarized in Figure 4.3.5. The majority (92%) were of the opinion that social factors generate strategic responses in their organizations while only the remaining 8% indicated that social factors do not generate operational responses in the organizations that they represented. This depicts social factors as a key environmental influence on NGOs that deal with HIV/AIDS in Kenya.

Figure 4.3.5: Social factors to strategic responses



4.3.6 Social factors to operational responses

Table 4.3.6: Social factors operational responses

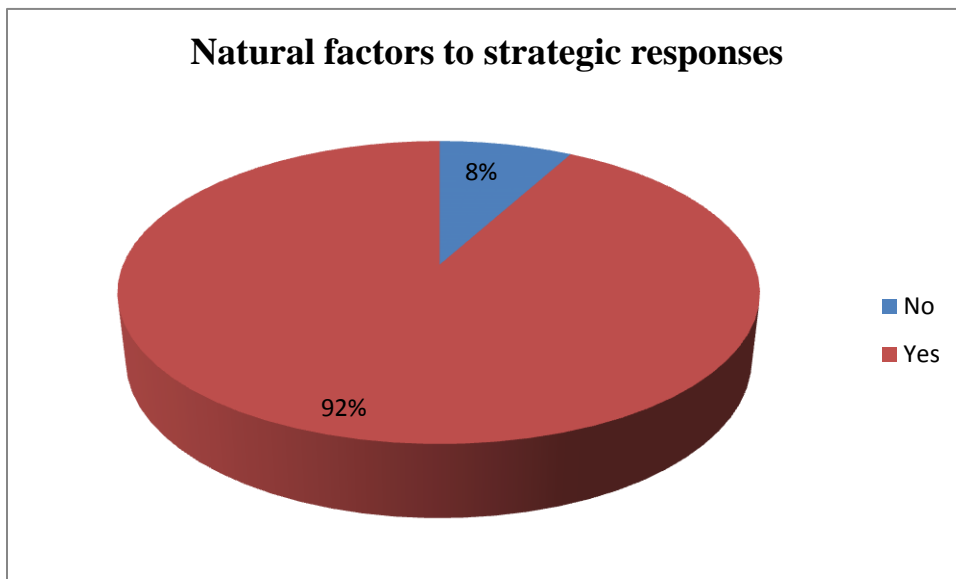
	Frequency	Percent	Valid Percent	Cumulative Percent
No	12	16.0	16.0	16.0
Yes	63	84.0	84.0	100.0
Total	75	100.0	100.0	

The respondents were requested to indicate by giving a yes or a no for an answer on whether social factors generate operational responses in the organizations that they represented. The results were summarized in Table 4.3.6. The majority (84%) were of the opinion that social factors generate operational responses while the remaining 16% thought social factors do not generate operational responses in the organizations that they represented. This reinforced the finding on 4.3.5 above that depicts social factors as a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

4.3.7 Natural factors to strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether natural factors generate strategic responses in the organizations that they represented. The results were summarized in Figure 4.3.7. The majority (92%) were of the opinion that natural factors generate strategic responses while only the remaining 8% thought natural factors do not generate operational responses in the organizations that they represented. This implies that natural factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

Figure 4.3.7: Natural factors to strategic responses



4.3.8 Natural factors to operational responses

Table 4.3.8: Natural factors to operational responses

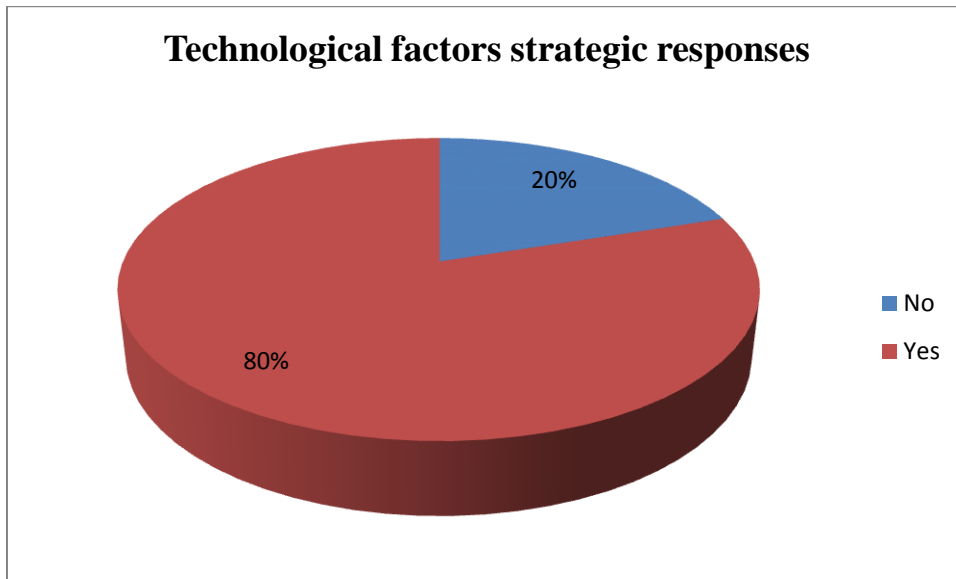
	Frequency	Percent	Valid Percent	Cumulative Percent
No	15	20.0	20.0	20.0
Yes	60	80.0	80.0	100.0
Total	75	100.0	100.0	

The respondents were requested to indicate by giving a yes or a no for an answer on whether natural factors generate operational responses in the organizations that they represented. The results were summarized in table 4.3.8 above. The majority (80%) were of the opinion that natural factors generate operational responses while the remaining 20% indicated that natural factors do not generate operational responses in the organizations that they represented. This was in agreement with the response obtained in Figure 4.3.7 above and implies that natural factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

4.3.9 Technological factors to strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether technological factors generate strategic responses in the organizations that they represented. The results were summarized in Figure 4.3.9. Most (80%) of the respondents were of the opinion that technological factors generate strategic responses while the remaining 20% thought that technological factors do not generate strategic responses in the organizations that they represented. This shows that technological factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

Figure 4.3.9: Technological factors to strategic responses



4.3.10 Technological factors to operational responses

Table 4.3.10: Technological factors to operational responses

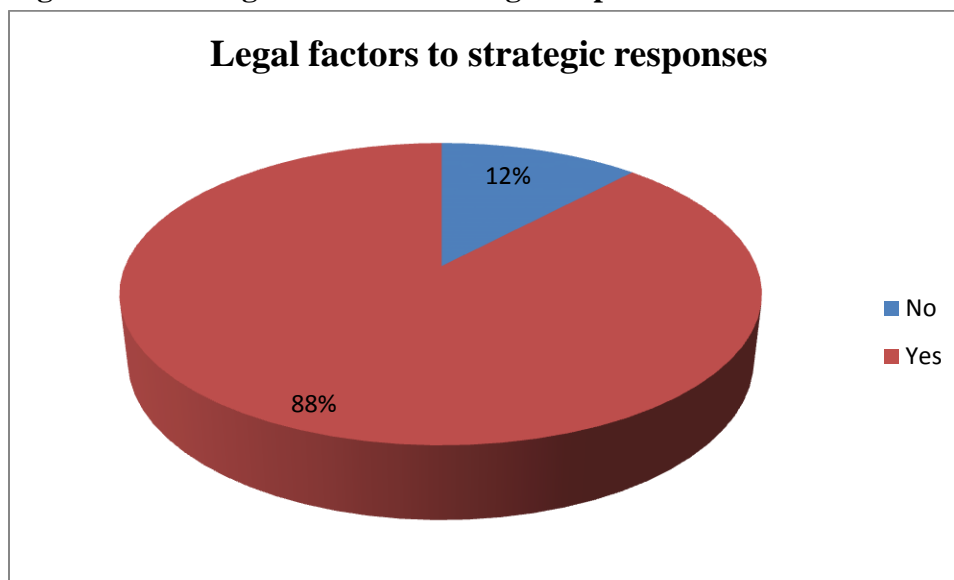
	Frequency	Percent	Valid Percent	Cumulative Percent
No	15	20.0	20.0	20.0
Yes	60	80.0	80.0	100.0
Total	75	100.0	100.0	

The respondents were requested to indicate by giving a yes or a no for an answer on whether technological factors generate operational responses in the organizations that they represented. The results were summarized in Table 4.3.10. The majority (80%) were of the opinion that technological factors generate operational responses while only the remaining 20% thought technological factors do not generate operational responses in the organizations that they represented. This was in support of the response on Figure 4.3.9 and implies that technological factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

4.3.11 Legal factors to strategic responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether legal factors generate strategic responses in the organizations that they represented. The results were summarized in Figure 4.3.11. The majority (88%) were of the opinion that legal factors generate strategic responses while only the remaining 12% thought that legal factors do not generate strategic responses in the organizations that they represented. This implies that legal factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

Figure 4.3.11: Legal factors to strategic responses



4.3.12 Legal factors to operational responses

The respondents were requested to indicate by giving a yes or a no for an answer on whether legal factors generate operational responses in the organizations that they represented. The results were summarized in Table 4.4.12. The majority (88%) were of the opinion that legal factors generate operational responses while only the remaining 12% thought that legal factors do not generate operational responses in the organizations that they represented. This was in support of the response on Figure 4.3.11 and implies that legal factors are a key environmental influence on NGOs that deal with HIV/AIDS in Kenya

Table 4.3.12: Legal factors to operational responses

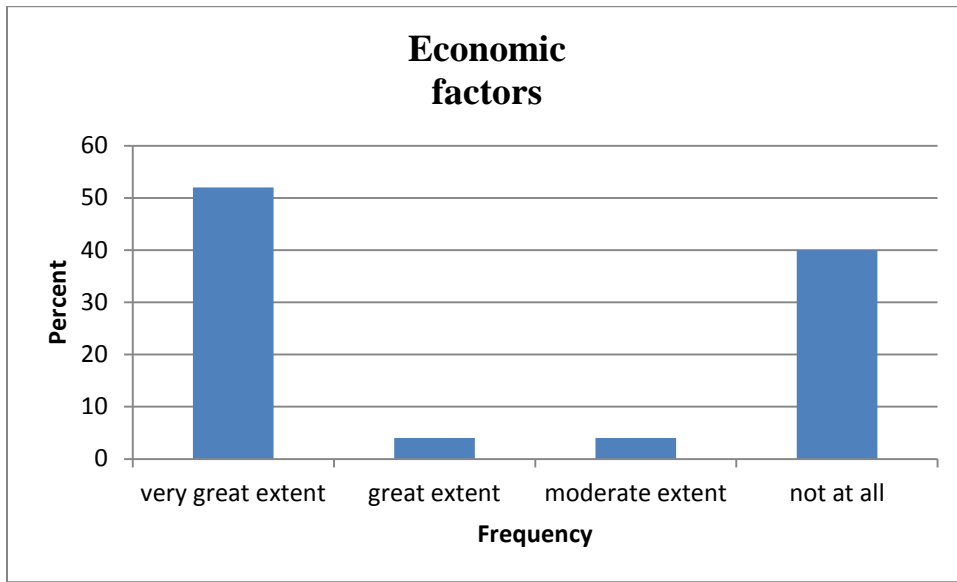
	Frequency	Percent	Valid Percent	Cumulative Percent
No	9	12.0	12.0	12.0
Yes	66	88.0	88.0	100.0
Total	75	100.0	100.0	

4.4 The main drivers of change in the NGO sector

4.4.1 Economic factors

The respondents were requested to indicate on a Likert scale to what extent do economic factors influence their organizational strategies. The results were summarized in Figure 4.4.1. Most (52%) of the respondents indicated that economic factors influence their organizational strategies to a very great extent, 40% indicated that economic factors influence their organizational strategies to a great extent, 4% reported that economic factors influence their organizational strategies to a moderate extent while another 4% were of the opinion that economic factors do not influence their organizational strategies. None of the respondents stated that economic factors influence their organizational strategies to a little extent. This depicts that economic factors are a key driver of change in the NGO sector since the majority agreed that such factors do have an influence on their organizational strategies.

Figure 4.4.1: Economic factors



4.4.2 Political factors

Table 4.4.2: Political factors

	Frequency	Percent	Valid Percent	Cumulative Percent
1	18	24.0	24.0	24.0
2	36	48.0	48.0	72.0
3	15	20.0	20.0	92.0
4	6	8.0	8.0	100.0
Total	75	100.0	100.0	

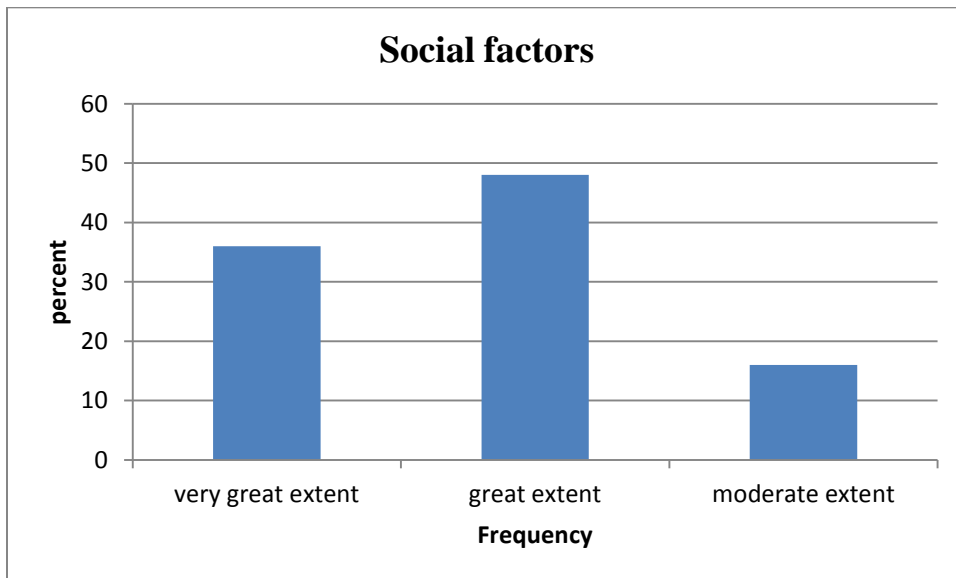
The respondents were requested to indicate on a Likert scale to what extent do political factors influence their organizational strategies. The results were summarized in Table 4.4.2. Most (48%) of the respondents indicated that political factors influence their organizational strategies to a great extent, 24% indicated that political factors influence their organizational strategies to a very great extent, 20% reported that political factors influence their organizational strategies to a moderate extent while 8% were of the opinion that political factors influence their organizational strategies to a little extent. None of the respondents stated that political factors do not influence

their organizational strategies. This depicts that political factors are a key driver of change in the NGO sector since the majority agreed that such factors do have an influence on their organizational strategies.

4.4.3 Social factors

The respondents were requested to indicate on a Likert scale to what extent do social factors influence their organizational strategies. The results were summarized in Figure 4.4.3. Most (48%) of the respondents indicated that social factors influence their organizational strategies to a great extent, 36% indicated that social factors influence their organizational strategies to a very great extent, 16% reported that social factors influence their organizational strategies to a moderate extent. None of the respondents indicated that social factors influence their organizational strategies to a little extent or that social factors do not influence their organizational strategies. This shows that social factors are a key driver of change in the NGO sector since the majority agreed that such factors do have an influence on their organizational strategies.

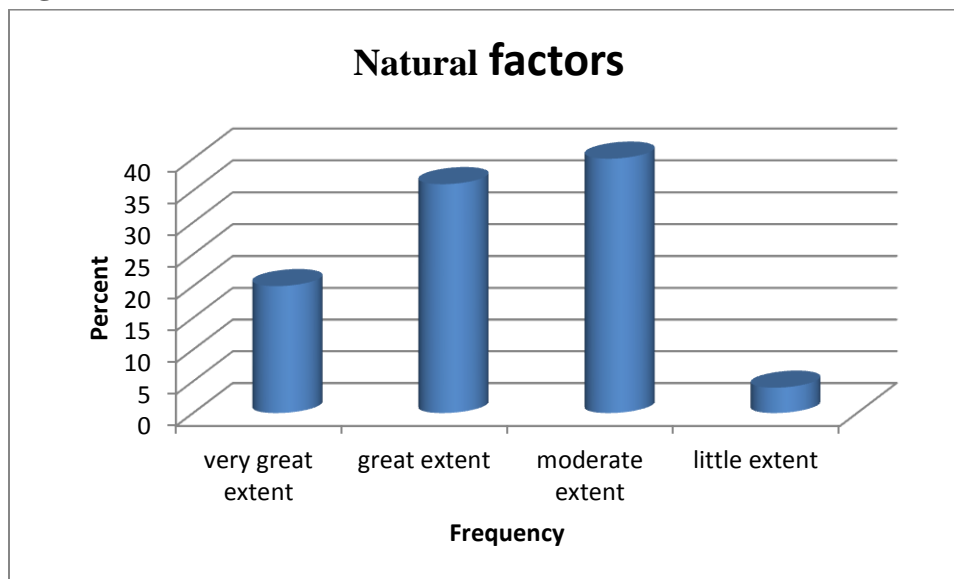
Figure 4.4.3: Social factors



4.4.4 Natural factors

The respondents were requested to indicate on a Likert scale to what extent do natural factors influence their organizational strategies. The results were summarized in Figure 4.4.4. Most (40%) of the respondents indicated that natural factors influence their organizational strategies to a moderate extent, 36% indicated that natural factors influence their organizational strategies to a great extent, 20% reported that natural factors influence their organizational strategies to a very great extent while the remaining 4% were of the opinion that natural factors influence their organizational strategies to a little extent. None of the respondents stated that natural factors do not influence their organizational strategies. This is an indication that natural factors are a key driver of change in the NGO sector since the majority agreed that such factors do influence their organizational strategies.

Figure 4.4.4: Natural factors



4.4.4 Technological factors

Table 4.4.4: Technological factors

	Frequenc y	Percent	Valid Percent	Cumulative Percent
1	9	12.0	12.0	12.0
2	42	56.0	56.0	68.0
3	15	20.0	20.0	88.0
4	9	12.0	12.0	100.0
Total	75	100.0	100.0	

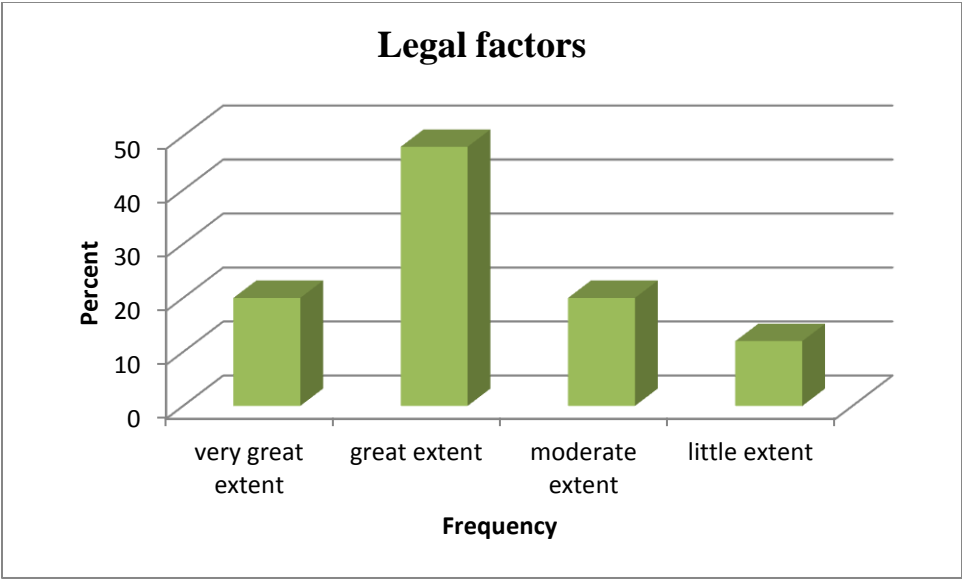
The respondents were requested to indicate on a Likert scale to what extent do technological factors influence their organizational strategies. The results were summarized in Table 4.4.4. Majority (56%) of the respondents indicated that technological factors influence their organizational strategies to a great extent, 12% indicated that technological factors influence their organizational strategies to a very great extent, 20% reported that technological factors influence their organizational strategies to a moderate extent while 12% were of the opinion that technological factors influence their organizational strategies only to a little extent. None of the respondents stated that technological factors do not influence their organizational strategies. This depicts that technological factors are a key driver of change in the NGO sector since the majority agreed that such factors do have an influence on their organizational strategies.

4.4.5 Legal factors

The respondents were requested to indicate on a Likert scale to what extent do legal factors influence their organizational strategies. The results were summarized in Figure 4.4.5. Majority (48%) of the respondents indicated that legal factors influence their organizational strategies to a great extent, 20% indicated that legal factors influence their organizational strategies to a very great extent, another 20% reported that legal factors influence their organizational strategies to a moderate extent while the remaining 12% were of the opinion that legal factors influence their organizational strategies only to a little extent. None of the respondents stated that legal factors do not influence their organizational strategies. This depicts that legal factors are a key driver of

change in the NGO sector since the majority agreed that such factors do have an influence on their organizational strategies.

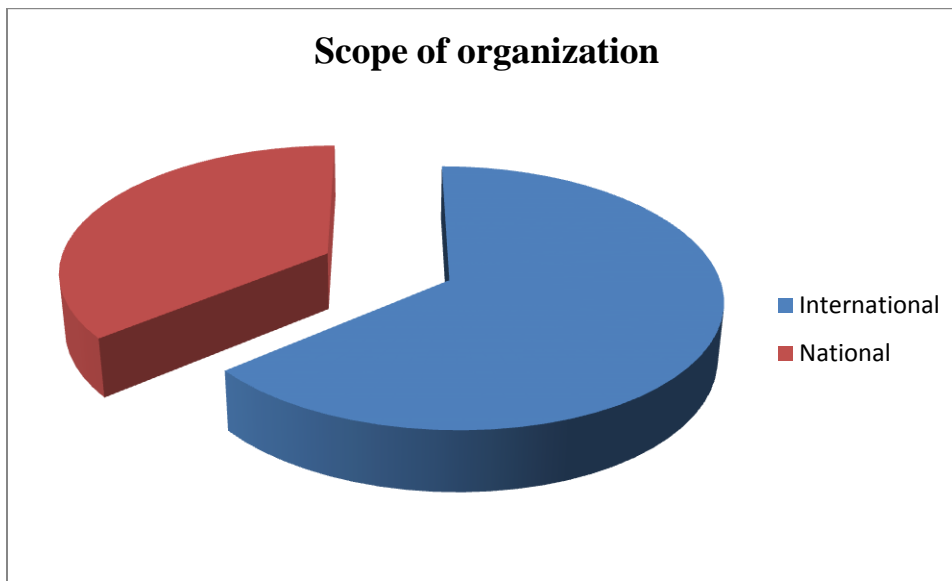
Figure 4.4.5: Legal factors



4.4.6 Scope of organization

In the study, Most (64%) of the organizations sampled were International NGOs while the remaining 36% were national NGOs as shown in Figure 4.4.6. This supported the idea in the sampling technique that the proportion of each stratum forming the sample was to reflect the relative variability of the characteristics under study

Figure 4.4.6: Distribution of the organizations by their Scope



4.5 Chi square tests

Research question: What are the key environmental influences on Non-Governmental Organizations dealing with HIV/AIDS in Kenya.

4.5.1 Gender to Economic factors and strategic responses

Table 4.5.1 Gender to Economic factors and strategic responses Chi-square Tests

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.566a	1	.211		
Continuity Correction ^b	.604	1	.437		
Likelihood Ratio	1.418	1	.234		
Fisher's Exact Test				.340	.212
N of Valid Cases	75				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.68.

b. Computed only for a 2x2 table

Since the calculated p which is .211 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather Economic factors generate strategic responses. Gender of the respondents was an independent variable.

4.5.2 Gender to Economic factors and operational responses

Table 4.5.2 Gender to Economic factors and operational responses Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.566a	1	.211		
Continuity Correction ^b	.604	1	.437		
Likelihood Ratio	1.418	1	.234		
Fisher's Exact Test				.340	.212
N of Valid Cases	75				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.68.

b. Computed only for a 2x2 table

Since the calculated p which is .211 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather Economic factors generate operational responses.

4.5.3 Gender to Political factors to strategic responses

Table 4.5.3 Gender to Political factors and strategic responses Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.977a	1	.323		
Continuity Correction ^b	.534	1	.465		
Likelihood Ratio	.978	1	.323		
Fisher's Exact Test				.441	.232
N of Valid Cases	75				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.08.

b. Computed only for a 2x2 table

Since the calculated p which is .323 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather Political factors generate strategic responses.

4.5.4 Gender to Political factors and operational responses

Table 4.5.4 Gender to Political factors and operational responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.509a	1	.219		
Continuity Correction ^b	.860	1	.354		
Likelihood Ratio	1.626	1	.202		
Fisher's Exact Test				.366	.178
N of Valid Cases	75				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.04.

4.5.5 Gender to Social factors and strategic responses

Table 4.5.5 Gender to Social factors and strategic responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.536a	1	.111		
Continuity Correctionb	1.251	1	.263		
Likelihood Ratio	4.142	1	.042		
Fisher's Exact Test				.177	.128
N of Valid Cases	75				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.68.

b. Computed only for a 2x2 table

Since the calculated p which is .111 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather social factors generate strategic responses.

4.5.6 Gender to Social factors and operational responses

Table 4.5.6 Gender to Social factors and operational responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.064a	1	.801		
Continuity Correctionb	.000	1	1.000		
Likelihood Ratio	.065	1	.799		
Fisher's Exact Test				1.000	.553
N of Valid Cases	75				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.36.

b. Computed only for a 2x2 table

Since the calculated p which is .801 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather social factors generate operational responses.

4.5.7 Gender to Natural factors and strategic response

Table 4.5.7 Gender to Natural factors and strategic responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.566a	1	.211		
Continuity Correction ^b	.604	1	.437		
Likelihood Ratio	1.418	1	.234		
Fisher's Exact Test				.340	.212
N of Valid Cases	75				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.68.

b. Computed only for a 2x2 table

Since the calculated p which is .211 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather natural factors generate strategic responses.

4.5.8 Gender to Natural factors and operational responses

Table 4.5.8 Gender to Natural factors and operational responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.595a	1	.440		
Continuity Correction ^b	.203	1	.653		
Likelihood Ratio	.627	1	.428		
Fisher's Exact Test				.535	.336
N of Valid Cases	75				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.20.

b. Computed only for a 2x2 table

Since the calculated p which is .440 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather natural factors generate operational responses.

4.5.9 Gender to Technological factors and strategic responses

Table 4.5.9 Gender to Technological factors and strategic responses Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.339a	1	.247		
Continuity Correction ^b	.699	1	.403		
Likelihood Ratio	1.272	1	.259		
Fisher's Exact Test				.335	.199
N of Valid Cases	75				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.20.

b. Computed only for a 2x2 table

Since the calculated p which is .247 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather technological factors generate strategic responses.

4.5.10 Gender to Technological factors and operational responses

Table 4.5.10 Gender to Technological factors and operational responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.064a	1	.801		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.065	1	.799		
Fisher's Exact Test				1.000	.553
N of Valid Cases	75				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.36.

b. Computed only for a 2x2 table

Since the calculated p which is .801 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather technological factors generate operational responses.

4.5.11 Gender to Legal factors and strategic responses

Table 4.5.11 Gender to Legal factors and strategic responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.144a	1	.704		
Continuity Correctionb	.000	1	1.000		
Likelihood Ratio	.140	1	.708		
Fisher's Exact Test				.704	.488
N of Valid Cases	75				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.52.

b. Computed only for a 2x2 table

Since the calculated p which is .704 is greater than p tab which is 0.05 we accept the alternative hypothesis .Gender of the respondents did not affect the outcome on weather legal factors generate strategic responses.

4.5.12 Gender to Legal factors and operational responses

Table 4.5.12 Gender to Legal factors and operational responses Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.977a	1	.046		
Continuity Correctionb	2.556	1	.110		
Likelihood Ratio	6.378	1	.012		
Fisher's Exact Test				.054	.042
N of Valid Cases	75				

4.5.13 Gender to Economic factors

Table 4.5.13 Gender to Economic factors Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.820a	3	.001
Likelihood Ratio	17.468	3	.001
N of Valid Cases	75		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .84.

Since the calculated p which is .001 is less than p tab which is 0.05 we accept the null hypothesis .Gender of the respondents affected the outcome on the extent to which Economic factors influence organizational strategies.

4.5.14 Gender to Political factors

Table 4.5.14 Gender to Political factors Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.500a	3	.006
Likelihood Ratio	13.398	3	.004
N of Valid Cases	75		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.68.

Since the calculated p which is .006 is less than p tab which is 0.05 we accept the null hypothesis .Gender of the respondents affected the outcome on the extent to which political factors influence organizational strategies.

4.5.15 Gender to Social factors

Table 4.5.15 Gender to Social factors Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.009a	2	.604
Likelihood Ratio	1.014	2	.602
N of Valid Cases	75		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 3.36.

Since the calculated p which is .604 is greater than p tab which is 0.05 we reject the null hypothesis .Gender of the respondents did not affect the outcome on the extent to which social factors influence organizational strategies.

4.5.16 Gender to Natural factors

Table 4.5.16 Gender to Natural factors Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.233a	3	.237
Likelihood Ratio	4.946	3	.176
N of Valid Cases	75		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .84.

Since the calculated p which is .237 is greater than p tab which is 0.05 we reject the null hypothesis .Gender of the respondents did not affect the outcome on the extent to which natural (ecological) factors influence organizational strategies.

4.5.17 Gender to Technological factors

Table 4.5.17 Gender to Technological factors Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.225a	3	.527
Likelihood Ratio	2.193	3	.533
N of Valid Cases	75		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 2.52.

Since the calculated p which is .527 is greater than p tab which is 0.05 we reject the null hypothesis .Gender of the respondents did not affect the outcome on the extent to which technological factors influence organizational strategies.

4.5.18 Gender to Legal factors

Table 4.5.18 Gender to Legal factors Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.516a	3	.015
Likelihood Ratio	9.843	3	.020
N of Valid Cases	75		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 2.52.

Since the calculated p which is .015 is less than p tab which is 0.05 we accept the null hypothesis .Gender of the respondents affected the outcome on the extent to which legal factors influence organizational strategies.

4.5.19 Gender to Scope of organization

4.5.19 Gender to Scope of organization Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.969a	1	.015		
Continuity Correction ^b	4.732	1	.030		
Likelihood Ratio	6.596	1	.010		
Fisher's Exact Test				.017	.012
N of Valid Cases	75				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.56.

b. Computed only for a 2x2 table

Since the calculated p which is .015 is less than p tab which is 0.05 we accept the null hypothesis. There was a significant relationship between gender of the respondents and scope of the organizations that they worked for.

4.6 Strategic Responses to PESTEL factors

The respondents were requested to indicate strategic responses to PESTEL factors by the organizations which they represented. The following were their responses:

staff reorganization, Review of organization structure, Reduction of programs and operations, Undertake joint programs, Strategic planning, Change of fundraising strategies, Increased attention to segment of community that is marginalized or vulnerable, Advocacy and Research, Development of new programs, Geofocus, Networking and linkages, Publicity.

4.7 Operational Responses to PESTEL factors

The respondents were requested to indicate operational responses to PESTEL factors by the organizations which they represented. The following were their responses:

Adoption of new technological system, Reduction of staff, cutting of budgets and Training.

4.7.1 Other factors influencing Organizational strategies

The respondents were requested to indicate other factors influencing their organizational strategies. The following were their responses:

Requirements from donors, competition for funds, religious factors

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusions that are drawn from the findings and recommendations made. The aim is to make conclusions that address the research questions or achieving the research objectives. It also outlines the limitations of the study and recommends areas of future research.

5.2 Summary

The objective of the study was centered on determining key environmental influences on Non-Governmental Organizations dealing with HIV/AIDS in Kenya and the main strategic and operational responses. The following factors were found to be the key environmental influences on NGOs dealing with HIV/AIDS in Kenya

Economic factors concern the nature and direction of the Economy in which an organization operates. The finding of the research was that economic factors are a key environmental Influence therefore it is expected that in the NGO sector economic factors be of strategic significance. For example prime interest rates, inflation rates, and trends in the gross national product are key indicators of poverty levels. It is likely that the poorer the population is the higher the chance that majority would be faced by social ills that would require the involvement of Nongovernmental organizations. NGOs will mostly work with the poorest hence increased focus on segment of community that is marginalized or vulnerable.

5.3 Conclusions

The social factors that affect an organization involve the beliefs, values, attitudes, opinions, and lifestyles of persons in the organization's external environment, as developed from cultural, ecological, demographic, religious, educational and ethnic conditioning. Non governmental Organizations would need to focus on social factors in order to bring about the desired change in a particular segment of the population. For example, to reverse the impact of HIV/AIDS and prevent new infections, NGOs would focus on certain social factors like people's attitude towards the use of condoms. This would then determine which segment of the population to focus on hence the strategy aligned to that.

The direction and stability of political factors are a major consideration for managers on formulating organizational strategy. Political factors define the legal and regulatory parameters within which organizations must operate. Political constraints are placed on firms through fair-trade decisions, antitrust laws, tax programs, minimum wage legislation, pollution and pricing policies, administrative jawboning and many other actions aimed at protecting employees, consumers, the general public and the environment. The direction and stability of political factors are a major consideration when evaluating the remote environment for NGOs dealing with HIV/AIDS.

Threats to our life-supporting ecology caused principally by human activities in an industrial society are commonly referred to as pollution. Specific concerns include global warming, loss of habitat and biodiversity, as well as air, water, and land pollution. There is a relationship between poverty and environmental degradation. Poverty is the main ingredient that fuels the spread of HIV/AIDS therefore NGOs dealing with HIV and AIDS may develop integrated programs to address environmental concerns.

To avoid obsolescence, Non Governmental Organizations dealing with HIV/AIDS ,need to be aware of technological changes that influence the performance of their organizations and the sector at large. Technological advancement may aid fundraising efforts which would result in greater service delivery for the organization.

5.4 Recommendations for policy and practice

This study recommends that Nongovernmental organizations dealing with HIV/AIDS in Kenya should align their strategies to environmental factors in their areas of operation. Strategic planning as a tool for refocusing an organization should not be over looked, rather the organizations should have some form of planning systems even though not as explicit as in profit making organizations. The organizations need to adopt sector best practices that individually align to their goals and objectives in operation policy and manual. This will help individual nongovernmental organization develop strategic and operational responses that are within its scope. The study also recommends that nongovernmental organizations dealing with HIV/AIDS

should work towards communication of vision and mission statements with clear objectives at operational level, involvement of entire staff and community, continuous reaffirmation of new directions, continuous review of the process of strategic response/change and giving feedback on short term gains which act as a means of response.

5.5 Limitations of the study

There were limitations that were encountered during this research process that tended to hinder access to information sought by the study. There were problems of time as the research was undertaken in a short period which limited time for doing a wider research. However the researcher encountered the limitation by collecting data across all management which enabled generalization of the study findings.

Some of the respondents approached were reluctant to give information fearing that the information sought would be used to paint a negative picture of their organization. It is likely that some of the responses given may not reflect the true position out of fear of intimidation. The researcher handled the problem by carrying with her an introduction letter from the university and assured them that the information they gave be treated with strict confidence and that it was to be used purely for academic purposes.

5.6 Suggestions for further research

This study established strategic responses to environmental influences by nongovernmental organizations dealing with HIV/AIDS in Kenya and identified operational responses. The NGO sector in Kenya remains competitive. There is therefore need to carry out a research on the competitive strategies of these organizations. A similar study should also be performed in other countries within the sub Sahara region where HIV prevalence is higher so as to determine the strategic and operational responses to environmental influences by the organizations that are involved.

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- www.ngobureau.or.ke

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear respondent,

Information given in this questionnaire will be kept in strict confidence.

Part A: General information

Please fill in the spaces provided with information that is as accurate as is practicable. Tick where appropriate

1. Gender

(1)Male []

(2)Female []

2. Education level

Secondary []

Diploma []

Degree []

Post graduate []

3. Age

20 – 30 []

31 – 40 []

41 and above []

4. What is the name of your organization?

.....

5. Designation

.....

6. How long have you been working in this organization?

.....

Part B: Key Environmental Influences on NGOs dealing with HIV/AIDS in Kenya

7. Please fill in the following table on change drivers in the NGO sector

	Yes	No
Changes in economic factors generate strategic responses in the organization that I work for		
Changes in economic factors generate operational responses in the organization that I work for		
Changes in political factors generate strategic responses in the organization that I work for.		
Changes in political factors generate operational responses in the organization that I work for.		
Changes in social factors generate strategic responses in the organization that I work for		
Changes in social factors generate operational responses in the organization that I work for		
Changes in environmental/natural factors generate strategic responses in the organization that I work for		
Changes in environmental/natural factors generate operational responses in the organization that I work for		
Changes in technological factors generate strategic responses in the organization that I work for.		
Changes in technological factors generate operational responses in the organization that I work for.		
Changes in legal factors generate strategic responses in the organization that I work for		
Changes in legal factors generate operational responses in the organization that I work for		

Part C: Key Drivers of change in the NGO sector

8. To what extent do the following factors influence your organisational strategies

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Economic factors					
Political factors					
Social factors					
Environmental/Natural factors					
Technological factors					
Legal factors					

Part D: Strategic Responses

9. Kindly indicate strategic responses by your organization to the following factors

a. Political factors

.....

b. Economic factors

.....

c. Social factors

.....

d. Technological factors

.....
.....

e. Environmental/natural factors

.....
.....

f. Legal factors

.....
.....

Part E: Operational Responses

10. Kindly indicate operational responses by your organization to the following factors

a. Political factors

.....
.....

b. Economic factors

.....
.....

c. Social factors

.....
.....

d. Technological factors

.....
.....

e. Environmental/natural factors

.....
.....

f. Legal factors.

.....
.....

11. What other factors not outlined above do you consider as having influence on your organizational strategies? Please outline

.....
.....

Appendix II: HIV NGOs in Nairobi County

OrgName	Postal Address	PhysicalAddress
CARE INTERNATIONAL	P.O.Box 43864 - 00100, Nairobi	MUCAI ROAD, OFF NGONG ROAD
FAMILY HEALTH INTERNATIONAL	P. O. Box 38835 - 00623 Nairobi	The Chancery Building, 2nd Floor, Valley Road, Nairobi
WORLD VISION KENYA	P. O. BOX 50816-00200 NAIROBI	KAREN ROAD OFF NGONG ROAD
INTRAHEALTH INTERNATIONAL	P. O. Box 66726 - 00800 Nairobi	7th Floor, Unga House, Muthithi Road, Westlands,
ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION	P. O. Box 76634 Nairobi	Ariel house westlands avenue off david Osifi Road
INTERNATIONAL MEDICAL CORPS	P. O. BOX 67513 NAIROBI	KIRICHWA ROAD
TROCAIRE	P. O. Box 66300, Nairobi	Donyo Sabuk Avenue, off Peponi Rd, Westlands, Nairobi
THE REGIONAL AIDS TRAINING NETWORK (RATN)	P. O. Box 16035-00100 Nairobi	Nairobi Business Park Unit C 1st floor Ngong Road
FH ASSOCIATION	P. O. Box 14978 Nairobi 00800	Jabavu Road Life Ministry Building 3rd Floor
WOMEN FIGHTING AIDS IN KENYA (WOFAK)	P. O. Box 35168 00200 Nairobi	Ngong Rd, Next to Nairobi Baptist Church
HOPE WORLDWIDE KENYA	P. O. Box 11775 00100 Nairobi	Westlands Kabete Gardens off Karuna Rd
NATIONAL ORGANIZATION OF PEER EDUCATORS	P. O. Box 10498-00100 Nairobi	Dik Dik Road Off Gatundu Road Kileleshwa
CHRISTIAN AID (UK/1)	P. O. Box 13864 - 00800 Nairobi	AACC Compound Waiyaki Way Nairobi
WOMEN FIGHTING AIDS IN KENYA (WOFAK)	P. O. Box 35168 00200 Nairobi	Ngong Rd, Next to Nairobi Baptist Church

FAMILY HEALTH OPTIONS KENYA	P. O. Box 30581 Nairobi 00100	Family Health Plaza, Mai Mahiu Rd, Nairobi West
KENYA AIDS NGO'S CONSORTIUM	P. O. Box 69866 Nairobi	Chaka road off Arwing Kodhek
MEDICAL EMERGENCY RELIEF INTERNATIONAL (MERLIN)	P. O. Box 3350 - 00200 Nairobi	Owashika road off James Gichuru Rd
POPULATION COUNCIL	P. O. Box 17643 - 00500 Nairobi	General accident house, Ralph bunche road, Nairobi
CONCERN WORLDWIDE	P. O. Box 13850 00800 Nairobi	5th Flr Kalson Towers Parklands
DORCAS AID INTERNATIONAL - KENYA	P. O. Box 76495 - 00508 Nairobi	Ngong Road, Santack Estate Nairobi
ACTION AID INTERNATIONAL KENYA	P. O. Box 42814 -00100 Nairobi	AACC Building Waiyaki Way 2nd Floor
GRASSROOTS ALLIANCE FOR COMMUNITY EDUCATION	P. O. Box 13993 - 00100 Nairobi	Ole Odume Road, 2 doors past Riara Rd Nairobi
MOTHERS 2 MOTHERS KENYA	P. O. Box 3099 - 00200 Nairobi	
COMPASSION INTERNATIONAL INC.	P. O. Box 55379 - 00200 Nairobi	525 Kindaruma Rd, Next to St. Christopher's Kindergart
KENYA NETWORK OF WOMEN WITH AIDS (KENWA)	P. O. Box 10001-00100 Nairobi	City Gate House 2nd Floor Muranga road
CATHOLIC FUND FOR OVERSEAS DEVELOPMENT	P. O. Box 66153-00800 Nairobi	Kileleshwa, vihiga road, plot No,209/79/79
KENYA WIDOWS AND ORPHANS SUPPORT PROGRAMME	P. O. Box 10766 00100 Nairobi	Gathiru Hse Outering Rd, Kariobangi
KENYA LEGAL AND ETHICAL ISSUES	P. O. Box 112 00200 Nairobi	Kindaruma road, Off ring road, Kilimani

NETWORK ON HIV/AIDS		
UZIMA FOUNDATION AFRICA	P. O. BOX 4356 00200 Nairobi	Mbaruk Road Golf Course 1 Estate Plot 203,204
AIDS HEALTHCARE FOUNDATION, KENYA	C/O Kaplan and strafon Advocates P.O Box 40111 - 00100 Nairobi	9th Floor, Nillianason House, 4th Nogong Avenue Nairobi
KENYA WIDOWS AND ORPHANS SUPPORT PROGRAMME	P. O. Box 10766 00100 Nairobi	Gathiru Hse Outering Rd, Kariobangi
RONGAI SOCIAL ECONOMIC WOMEN ORGANIZATION	P. O. Box 9435 - 00200 Nairobi	Kirinyaga Road
TEAR FUND	P. O. Box 76184 - 00508 Nairobi	Lenana Rd Jumua Place 1st Floor
EASTERN AFRICA TREATMENT ACCESS MOVEMENT	P. O. Box 50855 - 00100 Nairobi	Adelyn Flats Ngong Road
KIBERA COMMUNITY SELF HELP PROGRAMMES KENYA	P. O. Box 49531, Nairobi	Wilson Airport Head Office
ZINDUKA AFRIKA	P. O. Box 10213 - 00100 GPO Nairobi	Mombasa Rd Opp. Marshals Showroom
MATIBABU FOUNDATION	P. O. Box 7685 00100 Nairobi	P.O. Box 230 -40607 Ukwala Kenya
INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION- AFRICA REGIONAL	P. O. Box 66873 - 00800, Westlands NAIROBI	Brookside Close, Westlands
FAMILY SUPPORT INSTITUTE	P. O. Box 30913, Nairobi	David Osieli Rd off Waiyaki Way wundy Court Hse No. 1
SWEDISH COOPERATIVE CENTRE KENYA	P. O. Box 45767 Nairobi	Lower Kabete Road
YOUTH ALIVE! KENYA	P. O. Box 5844 - 00100 Nairobi	Princess Park Flats Kabarnet Road off Ngong Road

GERMAN FOUNDATION FOR WORLD POPULATION	P. O. BOX 2438 00202 KNH NAIROBI.	DSW Hse, Lenana Rd Nairobi Kilimani
THE ASSOCIATION OF PEOPLE WITH AIDS IN KENYA	P. O. Box 30583 00100 Nairobi	Nairobi West, Niamey Lane Off Muthaiti Avenue Nairobi
YOUTH INITIATIVES-KENYA	P. O. Box 50622 - 00200 Nairobi	Kariobangi Nouth, Sanoda House - Kamunde Road
GOAL IRELAND	P. O. Box 66242 00800 Nairobi	Nyangumi Rd, Off Lenana Rd, Nairobi
ANANDA MARGA UNIVERSAL RELIEF TEAM	P. O. Box 70202 Nairobi	209 Mountain View Estate
SAMARITAN'S PURSE INTERNATIONAL RELIEF	P. O. Box 76143 Nairobi 00508	Gem Lane, Off Mandera Rd, Kileleshwa
AMICI DEL MONDO WORLD FRIENDS - ONLUS	P. O. Box 39433 - 00623 Nairobi	Theta Lane, Off Lenana Rd Nairobi
HERSTORY	P.O. Box 21419 00505 Nairobi	Pangani
SUPPORT FOR ADDICTIONS PREVENTION AND TREATMENT IN AFRICA	P. O. Box 21761-005050 Nairobi	Hse no.10 Plot no.209/407,Kirichwa lane Ngong Road
TEAR FUND	P. O. Box 76184 - 00508 Nairobi	Lenana Rd Jumua Place 1st Floor
WATER AND DEVELOPMENT (MAJI NA UFANISI)	P. O. Box 58684 Nairobi	Hse No. 11, Chiromo Access Drive, Off Riverside Drive W
BETTER POVERTY ERADICATION ORGANIZATION	P. O. Box 9246 - 00300 Nairobi	Muguga Kikuyu Town
YOUTH INITIATIVES-KENYA	P. O. Box 50622 - 00200 Nairobi	Kariobangi Nouth, Sanoda House - Kamunde Road
WOMEN AND YOUTH IN AFRICAN DEVELOPMENT	P. O. Box 453 00200 Nairobi	Waiyaki Way, Waiyaki Court

LUTHERAN WORLD FEDERATION DEPARTMENT FOR WORLD SERVICES	P. O. Box 40870,Nairobi	Gitanga Road, Lavington
AFRICAN WILDLIFE FOUNDATION	P. O. Box 310 - 00502 Nairobi	AWF Conservation centre, Ngong Road, Karen
MODU HEALTH MANAGEMENT CENTRE	P. O. Box 39547 00623 Nairobi	Lenana Rd, 5 Star Bldg, Hurlingham Nairobi
DEVELOPMENT TRAINING TREATMENT AND RESEARCH KENYA	P. O. Box 3085 - 00506 Nairobi	Menelik Court Flats
COMMUNITY CAPACITY BUILDING INITIATIVE	P. O. Box 1244 00606 Nairobi Sarit Centre	Jimkom Hse, Westlands
ORGANIZATION FOR ASSISTING HEARING IMPAIRED PERSONS	P. O. Box 24511-00502 Nairobi	Tania Plaza, Off Magadi Rd
HANDICAP INTERNATIONAL	P. O. Box 76375 - 00508 Nairobi	Africa Re centre, Hospital road upper hill
COMMUNITY HOUSEHOLD INITIATIVES SUPPORT SERVICES	P. O. BOX 59233 NAIROBI	
DISCORDANT COUPLES OF KENYA	P. O. Box 75441-00200 Nairobi	Suite 1A Block X Ayany Estate
ACTIONAID INTERNATIONAL-AFRICA REGIONAL OFFICE	P. O. Box 554 00606 Nairobi, Kenya	AACC Building, 4th Flr, Waiyaki Way, Westlands
KENYA WATER FOR HEALTH ORGANIZATION	P. O. Box 61470 Nairobi	Off dunga road industrial area
ACTION AFRICA HELP INTERNATIONAL	P. O. Box 76598 - 00508 Nairobi	FAWE House, Ground Floor, Chania Avenue
SUMMER INSTITUTE OF LINGUISTICS	P. O. Box 44456-00100 Nairobi	BTL Centre, Masaba road, upper hill

WEMA CENTRE	P. O. Box 88820-80100 Nairobi	Old Mombasa Malindi road- Bamburi Uyange
WEMA CENTRE	P. O. Box 88820-80100 Nairobi	Old Mombasa Malindi road- Bamburi Uyange
CHRISTIAN MISSION AID	P. O. Box 57351 Nairobi 00200	Ralph Bunch Rd
YOUNG WOMEN CAMPAIGN AGAINST AIDS	P. O. Box 27713 - 00100 Nairobi	Caxton Hse Standard Street Exit 2nd Floor Rm 13
RESOURCE CENTRE FOR SLUMS	P. O. Box 1697 - 00200 Nairobi	Kibera Slum Nairobi
CHILDSLIFE INTERNATIONAL	P. O. Box 46135 00100 Nairobi	Wood Avenue Gardesn, Apt. No. 4
CENTRE FOR THE STUDY OF ADOLESCENCE	P. O. BOX 19329, NAIROBI	Chiromo Rd, UNHCR Compound Westlands
AMICI DEL MONDO WORLD FRIENDS - ONLUS	P. O. Box 39433 - 00623 Nairobi	Theta Lane, Off Lenana Rd Nairobi
GIVE US WINGS	P. O. BOx 63686 Nairobi 0619 Muthaiga	Tena Estate Along Outering Road
MISSIONS OF HOPE INTERNATIONAL	P. O. Box 71484-00622 Nairobi	Agoi road-Lower Pangani
FOUNDATION OF PEOPLE LIVING WITH HIV/AIDS IN KENYA (FOPHAK)	P. O. BOX 40425-00100 NAIROBI	ADALYN FLATS NGONG ROAD NEAR BAPTIST CHURCH
KENYA TREATMENT ACCESS MOVEMENT	P. O. Box 24732-00502 Nairobi	Methodist Ministry Center Oloitoktok Rd Off Gitanga Road.
RITHO PROGRAMME FOR HIV/AIDS INFECTED & AFFECTED	P. O. Box 7033 - 00300 Nairobi	
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RITHO PROGRAMME FOR HIV/AIDS INFECTED & AFFECTED	P. O. Box 7033 - 00300 Nairobi	
INTEGRATED COMMUNITY ORGANIZATION FOR SUSTAINABLE EMPOWERMENT AND EDUCATION FOR DEVELOPMENT	P. O. Box 4729 00506 Nairobi	Jameson Court Ngong Road Nairobi
ECUMENICAL PHARMACEUTICAL NETWORK	P. O Box 749 - 00606 Nairobi	Off waiyaki way, Musa Gitau Rd, Chak Complex, Waruku Ar
WORLD NEIGHBOURS - KENYA	P. O. Box 14728-00800 Nairobi	1st Floor Jumuia Place 11 on Lenana Road in Kilimani.
TRANSFORMATIVE AGENTS OF CHANGE INITIATIVES	P. O. Box 9843 - 00200 Nairobi	Off Kirichwa Road House No 3 Neaf lynks
HUMAN QUALITY ASSESSMENT SERVICES	P. O. Box 38779 - 00600 Nairobi	Ngara Rd Off Museum Hill
A GLOBAL HEALTHCARE PUBLIC FOUNDATION	P. O. Box 25135 - 00100 Nairobi	Argwings Kodhek Road Hurlingham
SERVERS OF HEALTH AND ENVIRONMENT	P. O. Box 64657-00620 Nairobi	PLOT NO.92 THOME V,Garden Estate RD off Thika RD Nairobi
NETWORK OF MEN LIVING WITH HIV / AIDS IN KENYA	P. O. Box 50855 - 00100 Nairobi	Kenyatta Market Kirk Wood House 5th Floor
LIVING TESTIMONY ORGANIZATION	P. O Box 41387 - 00100 Nairobi	Muindi Mbingu Street, Portal Place House 2nd Floor Rm 211
BIBLE TRANSLATION AND LITERACY (E.A)	P. O. Box 44456 Nairobi 00100	Masaba Rd, Lower Hill
MISSION FOR EMPOWERING RURAL	P. O. Box 8281 - 00300 Nairobi	Thika rd high point building juja

POOR		
KENYA AIDS WATCH INSTITUTE	P. O. BOX 10013, 00100-NAIROBI.	Woodlands Rd, Off Argwings Kodhek Rd, Opp. DOD,Hurlingh
NAZARENE COMPASSIONATE ORGANIZATION	P. O. Box 20025, 00200 City Square Nairobi	Agwings Kodhek Rd
CONSERVATION AND FARMING INITIATIVE	P. O. Box 51258, Nairobi or P. O. Box 1347 Kisii 4200	Gucha District, Sameta Division
LIVING IN TOTAL HEALTH INITIATIVE	P. O. Box 5192 - 00200 Nairobi	Buru Buru III 212
SEEDS OF PEACE AFRICA INTERNATIONAL	P. O. Box 53958 - 00100 Nairobi	Lucky Summer
ACRES OF MERCY, KENYA	P. O. BOX 1031 - 00300,NAIROBI	NGULUNI TOWN,NEXT TO NGULUNI TOWNSHIP PRIMARY SCHOOL,KA
MANGA RIDGE DEVELOPMENT AND RELIEF FOUNDATION	P. O. Box 633 - 00200 Nairobi	Lavington, Valley Arcade
INTO ABBAS ARMS	P. O. Box 63859-00619 Nairobi	Nairobi Fly over Njambini Road
LEGAL AID AND ENLIGHTENMENT NETWORK	P. O. Box 255 Nairobi	Utumichi Hse Taveta
SERE AFRICA INTERNATIONAL	P. O. Box 803 00100 GPO Nairobi	Railway Godown Shade M Room 25
CHRISTIAN SPORTS CONTACT KENYA	c/o Michael Muraguri P.O. Box 7590 - 00200 Nairobi	Amani Centre, St. Benedicts Church Thika Rd.
CHRISTIAN SPORTS CONTACT KENYA	c/o Michael Muraguri P.O. Box 7590 - 00200 Nairobi	Amani Centre, St. Benedicts Church Thika Rd.
INADA LANGE FOUNDATION FOR AIDS RESEARCH - KENYA	P. O. Box 53565 - 00200 Nairobi	Nairobi

URBAN CENTRE INTERNATIONAL	P. O. box 28289 - 00200 Nairobi	Transnational plaza, 6th floor, Mama Ngina street
FOCUSED MISSION ON DEVELOPMENT ORGANIZATION	P. O. Box 63300 - Nairobi	Huruma, Ngei II
AFRICAN DEVELOPMENT & EMERGENCY ORGANIZATION	P. O. Box 50144-00200 Nairobi	Jameson court. Ngong Rd, suite D-8
COMMUNITY ORGANIZATION AND TRAINING FOR RISK REDUCTION	P. O. Box 2340 - 00202 Nairobi	City Hall Basement
COMPREHENSIVE ENVIRONMENTAL HEALTH MANAGEMENT SOLUTIONS INTERNATIONAL	P. O. Box 19712 - 0202 Nairobi	Plot 209/8524/113 Nairobi South C Karit road
INTER GENERATION COMMUNITY ORGANIZATION	P. O. Box 6371 Nairobi	
SUSTAINABLE INTEGRATED HERDERS INSTITUTE NETWORK	P. O. Box 100050-00101 Jamia Nairobi	View park towers 17th floor, West wing suite 402, Monrovia street
INTEGRATED COMMUNITY ORGANIZATION FOR SUSTAINABLE EMPOWERMENT AND EDUCATION FOR DEVELOPMENT	P. O. Box 4729 00506 Nairobi	Jameson Court Ngong Road Nairobi
TERRE DES HOMMES NETHERLANDS	P. O. Box 76340 - 00508 Nairobi	Off Wood Avenue Nxt to Wood Av. Nairobi
MT. KENYA HOME FOR RESCUE AND REHABILITATION OF THE	P. O. Box 72334 - 00200 Nairobi	Nairobi - Njengi House 6th Floor Tomboya Street

NEEDY		
CENTRE FOR THE STUDY AND PRACTICE OF DIRECT DEMOCRACY	P. O. Box 27092 - 00100 Nairobi	
MULTIPLE OPTIONS DEVELOPMENT SERVICE	P. O. BOX 30909, NAIROBI.	KAHAWA SUKARI ESTATE PLOT NO. 3189, THIKA ROAD
TULIA ROYAL ORGANIZATION	P. O. BOX 46967 - 00100 NAIROBI	Epren Centre, BuruBuru Ph 1 / Ndengelwa Village Bungoma
TIBA AFRICA FOUNDATION	P. O. Box 1609 - 00100 Nairobi	
CENTRE FOR RESEARCH AND DEVELOPMENT	P. O. Box 5566 - 00100 Nairobi	Hazina Towers 13th Flr, Nairobi
PROVIDENCE WHOLE CARE INTERNATIONAL	P. O. Box 945 - 0502 Nairobi	Tawa House, Karen Nairobi
MANGERS FOR ORPHANS AND WIDOWS	P. O. Box 74723-00100 Nairobi	Buru buru Phase 1
KENYA POVERTY ELIMINATION NETWORKS	P. O. Box 24210 00502 Nairobi	Jameson Court, Ngong Rd
HUMANITY FOR ORPHANS ,YOUTH AND WIDOWS INITIATIVES KENYA	P. O. Box 54431-00200 Nairobi	Olympic Shopping Centre Kibera Slums
PASSIONATE FUNDS INTERNATIONAL	P. O. Box 12326 00100 Nairobi	Riruta Satellite Kabiria Road
AFRICA CENTRE FOR LEADERSHIP AND MISSIONS	P. O. Box 4964 - 00200 Nairobi	Maddona Hse - Westlands
CHESIRE REHABILITATIONAND CRISIS CENTRE	P.O. BOX 68201 00200 Nairobi	2d Railways Go down
INTEGRATED SOCIAL - ECONOMIC RECOVERY –	P.O. Box 16574 - 00100 Nairobi	Sonaulux Hse 8th Floor

KENYA		
TANA ALIM CENTRE FOR RESEARCH, TRAINING AND DEVELOPMENT	P. O. Box 100591 Nairobi	5th Floor, BIDCO Towers, Moi Avenue, Nairobi
SUITABLE LIFE DEVELOPMENT ORGANIZATION	P. O. Box 20985, NAIROBI.	Biashara Street
WORLD HOPE INTERNATIONAL KENYA	P. O. Box 25062-00603 Nairobi	Lavington
MOVING MOUNTAINS KENYA	P. O. Box 9388 Nairobi 00200	Kabarnet Rd, Maisionett 3
MUTUNGA FOUNDATION	P. O. Box 4966 - 00100 Nairobi	New Kitisuru Estate
NEEMA EDUCATION AND HEALTH CARE SERVICES	P. O. BOX 152 00100 Nairobi	
ESTHER MUTUA FOUNDATION	P. O. Box 79070 - 00400 Nairobi	Mima Centre Donholm
AFRIKEN CHARITABLE ORGANIZATION	P. O. Box 64217-00620 Nairobi	Rabai Road
GLOBAL RESCUE EMERGENCY DISASTER VICTIMS AND DEVELOPMENT (GREDVAD RESCUE INTERNATIONAL)	P. O. Box 2947 - 00100 Nairobi	Tembo Co-oparative House 5th Floor Moi – Avenue
GLOBAL CONCERN,INC.	P. O. Box 76562 Nairobi 00508	014 FIVE STAR ESTATE, SOUTH C, NAIROBI.
RURAL AID-KENYA	P. O. box 8111-00200 NAIROBI	PHILADEPHIA HOUSE
WOMEN INITIATIVES ON KNOWLEDGE AND SURVIVAL	P. O. Box 468 Nairobi 00606	muthaiga North, Plot 9 LR No. 12422/16
KENYA ORPHANS SUPPORT ORGANIZATION	P. O. Box 68918 - 00610 Nairobi	Garden Chambers, 1st Flr Rm 105

COMMUNITY URBAN RURAL EDUCATION INTERNATIONAL	P. O. Box 5107 00200 Nairobi	Development Hse, 10th Flr Rm 1018
TWO WINGS SOCIAL DEVELOPMENT INITIATIVE	P. O. Box 26045-00504 Nairobi	Uwanja Lane South B
SUSTAINABLE INITIATIVES FOR POVERTY REDUCTION	P. O. Box 61071-00200 Nairobi	Upper hill Nina Place
PROJECT OF AFRICAN YOUTH EMPOWERMENT	P. O. Box 3178 - 00506 Nairobi	Nyayo National Stadium
RIRUTA UNITED WOMEN EMPOWERMENT PROGRAMME	P. O. Box 127 - 00502 Karen, Nairobi	Ngando in Riruta Location
NORTH RIFT WOMEN PASTORALIST ASSOCIATION	P. O. Box 1564 - 00100 Nairobi	
USALAMA CHILDREN'S CENTRE	P. O. Box 21044 - 00505 Nairobi	LR NO. Ngong/ Ngong 4041
RIZIKI KENYA	P. O. Box 5910 - 00200,Nairobi	JONATHAN NGENO ESTATE ,OFF LANGATA SHOPPING CENTRE ROAD
JAWABU ARK CENTRE	P. O. Box 104389-00101 Nairobi	Umoja-Innercore plot No. A88 sec.3, Moi Drive
ROOTS AFRICA DEVELOPMENT ORGANIZATION	P. O. Box 35232 - 00200 Nairobi	Quaran Hse 3rd Floor Rm 302
BREATH OF LIFE AFRICA (BOLA) INC	P.O Box 21342 - 00100 Nairobi	No.134 Ngolu Court Kileleshwa
SPORTING CHANGE INTERNATIONAL	P. O. Box 70512-0400 Nairobi	githurai 45 thika highway within the life restoration centre compound
ANGAZA SPORTS AND DEVELOPMENT CENTRE	P.O Box 51253 - 00100 Nairobi	

MKOKOTENI AID DEVELOPMENT ORGANIZATION	P. O. Box 11987 - 00400 Nairobi	Munyi house, kirinyaga road crescent opp. Matumbo house
Horn of Africa Community Based Health Project	P. O. Box 8958 -0200 Nairobi	Eastleigh Section 3
YOUTH IN COMMUNITY DEVELOPMENT ORGANIZATION	P. O. BOX 1390-0060 NAIROBI	KARANJA KIBERA junction
NETWORK FOR INTEGRATED COMMUNITY EMPOWERMENT PROGRAMME	P. O. Box 5217 00100 Nairobi	KARIOBANGI SOUTH
RESCUE HOPE INTERNATIONAL	P. O. Box 27658 - 00100 Nairobi	Nyamakoroto Building 1st floor 102 Biashara St NKU
RURAL AIDS AND ORPHANS SUPPORT ORGANIZATION KENYA	P. O. Box 21485 - 00505 Nairobi	Karanja Road, Kibere Plot 297
KENYA RESTORATION INTERNATIONAL	P. O.BOX 62137 NAIROBI	Nairobi Restoration Centre Komarock Estate Phase IV-Hse
SAMARITAN PEOPLE'S VISION	P. O. Box 7919 00200 Nairobi	City Square Nairobi
HEALTHY TEENS ORGANIZATION	P. O. Box 3410 - 00200 Nairobi	Acacia Valley Estate, Magadi Road
PEACE OFFICERS FOR CHRIST INTERNATIONAL	P. O. Box 4495-00200 Nairobi	Kabarnet Court Off Ngong Road
HOMELESS PERSONS ORGANIZATION	P. O. Box 00516 - 356 Nairobi	Buruburu Complex 2nd floor Rm 9A
ENLIGHTENED COMMUNITY VISION ORGANIZATION	P. O. Box 77242 - 00611 Nairobi	

ENHANCED SUSTAINABLE AGRICULTURAL, PRODUCTIVITY PROGRAMME	P. O. Box 22829 - 00400 Nairobi	
ORPHANS AND VULNERABLE CHILDREN'S PROJECT IN AFRICA	P. O. Box 73451- 00200 Nairobi	Mlolongo
MEN OF AFRICA NETWORK	P. O. Box 60771 Nairobi or Water Works Rd, P.O. Box 63	Nairobi South C
WOMEN FEDERATION FOR WORLD PEACE - KENYA	P. O. Box 34040 00100 Nairobi	Chai Hse Haile Sellasie Avenue
SOCIAL MINISTRY RESEARCH NETWORK CENTRE	P. O. Box 1802 - 00502 Nairobi	Off Ushirika road, Next to motre dame sisters
ENVIRONMENT NETWORKS IN CITIES	P. O. Box 323 Nairobi 00100	Embakasi Outering Rd, Behind Avenue Park in Corner Hse,
KENYAN SKILLS UPLIFTING PROJECT	P. O. Box 11153 00100 Nairobi	Baba Dogo Parish Catholic Church
INTEGRATED WOMEN EMPOWERMENT DEVELOPMENT ORGANIZATION	P. O. Box 57996 - 00200 Nairobi	Industrial area DRS building Lusaka Road
WOMEN YOUTH AND CHILDREN DEVELOPMENT ORGANIZATION	P. O. Box 32231- 00600 Nairobi	KMA Hse 87 Langata
WOMEN UNITED AGAINST DIFFICULT CIRCUMSTANCES	P. O. Box 15965 Nairobi 00100	Reinsurance Plaza UB15
FANKIWA ECONOMIC AND SOCIAL DEVELOPMENT	P. O. Box 48181-00100 Nairobi	

KIBERA SLUMS COMMUNITY DEVELOPMENT PROGRAM	C/O Kibera olympic primary school P.O Box 4007 - 00200 Nairobi	Olympic shopping centre
YAWO ENVIRONMENT CONSERVATION AND DEVELOPMENT KENYA	P. O. Box 54048 - 00200 Nairobi	
SADILI OVAL SPORTS ACADEMY	P. O. Box 51736 - 00200 Nairobi	Off Kitengela Rd, Langata
VISIONS COMMUNITY DEVELOPMENT SERVICES	P. O. Box 17795 - 00500 Nairobi	Magadi Road Ongata Rongai
LINKAGES FOR INTEGRATED COMMUNITY SERVICES ORGANISATION	P. O. Box 1729 00100 Nairobi	Denis Pritt Rd, Nairobi
RESTORATION AND REHABILITATION CENTRE	P. O. Box 60068 - 00200 Nairobi	Plot No. Nairobi / Block 209/384 Hurlingham
GITHAGE COMMUNITY DEVELOPMENT ORGANIZATION	P. O. Box 59489 - 00200 Nairobi	Plot 271 Mutumbi Road, Zimmerman Off Kamiti Road
BAPTIST COMMUNITY ORGANIZATION PARTNERS	P.O. Box 321 - 00510 Nairobi	Ambira road, Shauri Moyo
INTERNATIONAL PRIME SERVICES ORGANIZATION	P. O. Box 78049-00507 Nairobi	Kenya Industrial Estate Building,Llikoni, off Jogoo Rd
MARKET TUG PROJECT	P. O. Box 78617 00507 Nairobi	Komarock Hse, Umoma Rd, Nairobi
PROACTIVE INITIATIVE FOR FAMILY WELFARE	P.O. Box 45922 - 00100 Nairobi	
POTTERS CLAY AFRICA	P. O. Box 49824 00100 Nairobi Kenya	1ST FLOOR Tembo Sacco Building, Mukima Drive, garden Rd, Off Thika Road
HIGHLANDS COMMUNITY ASSISTANCE	P. O. Box 3241-00300 Nairobi	Embakasi Mima Centre

PROGRAMME		
GLOBAL VICTIMS SUPPORT PROGRAMME	P.O. Box 7889 - 00100 Nairobi	Baricho Road
ENHANCED SUSTAINABLE AGRICULTURAL, PRODUCTIVITY PROGRAMME	P.O. Box 22829 - 00400 Nairobi	
SLUMS INTEGRATED DEVELOPMENT HEALTHCARE	P.O. Box 1098 - 00100 Nairobi	
POTENTIAL ENHANCEMENT AWARENESS PROGRAMME	P.O. Box 30844 - 00100 Nairobi	Msanduku lane off mbaazi rd, Lavington
EUGENE ANGOLO CHARITY FOUNDATION	P.O. Box 27744-00100 NAIROBI	Kawangware Muslim Village
TUMAINI COMMISERATION INITIATIVE	P. O. Box 6736 00200 Nairobi	LR Sigona/388 Naivasha Rd
RURAL HOPE FOUNDATION	P. O. Box 22315, NAIROBI	UFUNDI CO-OPERATIVE PLAZA, MOI AVENUE/MOKHTAR DADDAH STREET, opppsite Jeevenjee Gardens ,Nairobi
CARE FOR HUMAN INTERNATIONAL	P. O. Box 40526 - 00100 Nairobi	Webuye (Lugulu Mkt)
CHILD LIFE MISSIONS OF KENYA	P. O. Box 56129 - 00200 Nairobi	Mayono Market/ Rose avenue flats Mumias
HEALTHY ENVIRONMENT FOUNDATION	P.O. Box 21731 - 00100 Nairobi	The windy close ground floor, Ngong Kiserian Road, Roki Junction
Reach Out Disabled Foundation	P.O. Box 60812 00200 Nairobi	Lotus HSE, 2nd FLR, RM 2, Haileselessie Avenue.
ASSOCIATION FOR NEEDY	P.O. Box 12768 - 00100 Nairobi	Nairobi

CHILDREN OF KENYA		
INSTITUTE FOR DEVELOPMENT AND WELFARE SERVICES	P O. BOX 50199, NAIROBI.	
URAFIKI WA KUTOA MISAADA YA KIMATAIFA - KENYA	P O. BOX 33513, 00600-NAIROBI.	RIVERSIDE DRIVE
SPORTS FOR LIFE PROGRAMME	P.O. Box 8477 - 00100 Nairobi	Katwekera sublocation, Kibera
TWANA TWITU ORGANIZATION	P.O. Box 14555 - 00800 Nairobi	Madonna House, Westlands
BRIDGES OF HOPE	P.O. Box 47408 - 00100 Nairobi	Airportview Estate, Mbagathi Way, House 75
WOMEN INITIATIVES IN POVERTY ERADICATION	P.O. Box 56192 - 00200 Nairobi	Upper Kabete Campus UON
PARENTAL CARE KENYA	P.O. Box 17609 - 00100 Nairobi	Garden Chambers 1st Floor Rm No. 9
SOCIAL - LIFE AGRICULTURAL DEVELOPMENT ORGANIZATION	P.O. Box 71048 - 00622 Nairobi	Windy's court, David Osieli rd, Off waiyaki Way, Nairobi
LOCAL CAPACITIES FOR PEACE INTERNATIONAL	P.O. Box 52221- 00200 Nairobi	
FAMILY HELPLINE ORGANISATION	P.O.BOX 1233-00100 NAIROBI	KAHAWA WEST
INITIATIVE FOR TRANSFORMATIONAL COMMUNITY DEVELOPMENT IN AFRICA	P.O Box 17554 - 00100 Nairobi	
PROGRAMME AGAINST MALNUTRITION	P.O Box 1261 - 00200 Nairobi	Starwood apartments in Hurlingham
IMBAKO PUBLIC HEALTH, INC	P.O Box 19500 - 00202 Nairobi	Donholm Phase 8, (Plot) No. 40

AFRICA VILLAGE EMPOWERMENT	P.O Box 100 - 00625 Nairobi	West lands, Bhandari Plaza
KENYA DRUG FREE COMMUNITIES NETWORK	P.O. Box 58132-00200 Nairobi	Buruburu phase 5 LR 79/238
TAUSA DEVELOPMENT PROGRAMME	P.O. .Box 28847,Nairobi 00200	Tausa division (Voi) Kai
WISH KENYAN CHILDREN WELL	P.O Box 59556 - 00200 Nairobi	Riruta Satellite Dagoretti Nairobi
FIGHT AGAINST AIDS STIGMA IN KENYA	P.O Box 67813 - 00200 Nairobi	Eastleigh Galole Village
HELP CHILD/MOTHER ORGANISATION	P.O Box 50298 - 00200 Nairobi	Valley Arcade
Bidii Kenya	P. O. Box 19350-00100 Nairobi	Makina Market stall 669Ngong Road
KENYA WOMEN AND YOUTH LEAGUE	P.O. Box 28847-00200 Nairobi	Huruma Flats Door 7 Block A
DEVELOPMENT TRAINING TREATMENT AND RESEARCH KENYA	P.O Box 3085 - 00506 Nairobi	Menelik Court Flats
SKYBRIGHTERS INTERNATIONAL RELIEF ORGANIZATION	P.O BOX 29084-00625 NAIROBI	KINOO
ENVIRONMENT AND HEALTH ACTION NETWORK	P O BOX 51999-00200 Nairobi	JERUSALEM COMMUNITY HEALTH CENTRE , OFF HESHIMA ROAD.
PEER RESOURCE INITIATIVE	P.O Box 2792 - 00202 Nairobi	Nyayo Highrise, Mbagathi Rd
ST. LAZARUS COMMUNITY - FOCUS DEVELOPMENT FOUNDATIONS (SAINTLAZ)	P.O. Box 52405 Nairobi	Soweto / Silanga Village Kibera
RESEARCH AND	P.O BOX 29499-00100 NAIROBI	Ongata Rongai

EDUCATION CENTRE FOR FAMILY LIFE INTERNATIONAL		
CHURCH WORLD SERVICE AND WITNESS	P.O Box 14176 Nbi	AAACC Compound Waiyaki Way Westlands
CHRISTIAN REFORMED WORLD RELIEF COMMITTEE- KENYA	P.O.BOX 66490-00800 WESTLANDS	ALL AFRICA CONFERENCE OF CHURCHES BUILDING 5TH FLOOR WA
UNITED DISABILITY EMPOWERMENT IN KENYA	PO BOX 59451-00200 Nbi	
KENYA VOLUNTARY DEVELOPMENT ASSOCIATION	P.O. Box 48902-00100 Nbi	Muringa road, House number 5,off Elgeyo Marakwet road ,Kilimani, Nairobi
AFRICAN PROPOOR TOURISM DEVELOPMENT CENTRE	PO BOX 4293-00200 Nbi	5th floor , windsor house, university way
KENYA MEDICAL WOMEN'S ASSOCIATION	P. O. Box 49877-0100 Nrb	Nairobi West Kodi rodi Phase 11hse no 2 Getrude
LUMBWA COMMUNITY DEVELOPMENT PROJECT	P.O. Box 69704 00400 Nairobi	Muumandu Lumbwa Location
IDEAL EDUCATIONAL COUNSELING CENTER	P.O.BOX 30-00618 RUARAKA	
INTEGRATED COMMUNITY VOLUNTARY DEVELOPMENT PROGRAM OF KENYA	P. O. Box 763 - 00502 Karen	Dagoreti Corner

Source: NGO Co-ordination Board