CHALLENGES OF SUSTAINABLE POVERTY ERADICATION STRATEGY IMPLEMENTATION AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN URBAN SLUMS IN NAIROBI COUNTY, KENYA

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DECLARATION

I declare that this research project is my original work and has not been submitted for the award of degree in any other university.

Signed…………………………… Date……………………………

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D61/75085/2014

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

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ABBREVIATIONS AND ACRONYMS

ANOVA   Analysis Of Variance

IGO   Intergovernmental organizations

NGO's   Non-Governmental Organizations

UIA   Union of International Associations

UN   United Nations

ABSTRACT

Strategy implementation is a key element in organizational performance; good strategy implementation remains a major challenge. Execution of strategy entails operationalization of the strategy through establishment of structure and design, planning for resources and change management. This research focuses on challenges of sustainable poverty eradication strategy implementation and performance of NGO's in urban slums in Nairobi County, Kenya. The study was anchored on resource based theory and open systems theory. The study employed a descriptive cross-sectional survey research design and the target population of this study consisted of all 53 NGO's dealing with poverty eradication in Nairobi County, Primary data was obtained through administration of a semi- structured questionnaire. The questionnaires were administered via drop-pick-later method. They were sent out to the respective strategy development officer and project managers or equivalent of various NGO's. Descriptive statistics was used to analyse the data. The quantitative results and multiple regression tests were both analyzed using SPSS version 22. The research concludes that there exists a strong positive relationship between organization communication process and strategy implementation process both which affected the performance of NGOs operating in urban slums in Nairobi County. The study also concluded that organization resources allocation would cause a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya. The study also concludes that strong organization culture promoted strategy implementation process which resulted to positive performance of NGOs operating in urban slums in Nairobi County. The study concludes that a unit increase in organizational structure cause a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya. The study further concludes that a firm resource capability has a crucial role in strategy implementation. NGOs need to further enhance their aggregate resources, especially physical and HR. The study also concludes that strong organization structure promoted strategy implementation process which resulted to positive performance of NGOs operating in urban slums in Nairobi County. The study recommends that the NGOs top managers must make communication plans and information channels to guarantee that stakeholders are kept informed and in contact with each other. NGOs HR department should encourage healthy teamwork among their employees. The human resource department should adopt key performance indicators in their operations and that it is vital for NGOs to have an efficient organizational structure. Several limitations were encountered in the course of research process. Some respondents were uncooperative in filling the questioners this was overcome by having a dialogue with the respondent's, lack of enough finances, some respondents took a longer period of time to fill and complete the questionnaire. The study recommends that similar study should be carried to investigate the effect of core competences on performance of NGOs in Kenya or evaluate the effect of intellectual capital on performance on NGO's in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations engage in strategic management in order to achieve their objectives whether private or corporate due to the drastically changes in operating environment. However, organizations are needed to respond and strategically think uniquely, map their concept into sound strategies to adapt to their dynamic circumstances and finally, to establish reasons requisite to embed, adopt and implement strategies in face of the continuously unstable environment. According to Dung (2014), in order for the organizations to reach their aspirations and objectives, it behooves them to align with their environment.

Strategy implementation is a key element in organizational performance; good strategies implementation remains a major challenge. The concept of strategy execution may appear rather straightforward; strategy is found and then executed. In the contrary, changing strategy into action is more complicated, demanding and an unpredictable business and hence not as straightforward as would be imagined (Aaltonen & Ikavalko, 2011). Because execution of strategies is the biggest bottleneck, many organizations cannot address their broad goals appropriately. According to Machuki, Aosa, and Letting, (2012), have brought forth array of issues that matters strategy execution. The issues include: weak roles of management; poor communication; non commitment to their strategies; and lack of awareness or misconception about the strategy.

The study is anchored on resource based theory and open systems theory. According to Currie (2009), the theory resources entail inputs into the production process of a firm and may be categorized into three; physical capital; organizational capital; and human capital. Capability refers to an endowment for set of resources that are able to perform a number of tasks. An enterprise refers to collection of specific resources and endowments that provide the foundation for chosen strategy and the main source of goal attainment. Open systems theory is the notion that organizations strongly rely on their environment.

Gaps are evidenced in the execution of strategies among NGOs in Kenya dedicated to poverty eradication. Omiti (2012), noted that implementation of strategy is ineffective and is faced by numerous challenges influencing planning and implementation of the plans especially in Nairobi county, Kenya. In a similar move, the NGOs in Nairobi have developed teams for oversight to monitor strategy operationalization, after realizing a huge carryover of plans, suggesting bottlenecks in execution. Also, lack of execution of strategies in NGOs dedicated to poverty eradication in Nairobi City county, has a negative impact on feasibility of NGOs; hence this study aims at uncovering the challenges facing NGOs in Nairobi County, Kenya.

This research focuses on challenges faced by NGO's in implementation of poverty eradication strategies in urban slums in Kenya. The non-profit sector renders a unique responsibility in the Kenyan economy by providing to the general public certain items that for-profit organizations are not willing to provide (Ihinder & Wheelen, 2002). However, the non-profit institutions are now faced with greater issues like never before: heightened rivalry for support, changing patterns in public funding, and high demand for services.

Many non-profits organizations are therefore finding it difficult to maintain their financial stability. However, urban slums are also affected by population densities, poor sanitation, poor water quality, limited access to basic services and low-income. International NGO's have made many poverty eradication strategies in urban slums to improve the living standards of the people hence they encounter many challenges in their operation (Kiruthi, 2001).

1.1.1 Strategy Implementation

According to Campbell (2012), execution of strategy is about setting strategy into institutional action via organizational structure as well as design, planning for resources and the change management (Johnson & Scholes, 2012). Developing a strategy for any organization is a core management function hence excellent strategy and good implementation are the most trustworthy signs of good management. Strategic making and execution measures how an organization is managed.

According to Anthony (2010), execution entails organization of resources of a firm and staff motivation to achievement of objectives. The manner in which a strategy is executed may have a critical impact its ultimate success. In most cases, implementation is decoupled with formulation, therefore, strategy and its rationale should be communicated, lest, implementation may fail if a strategy is misconceived or relevant stakeholders resist its execution because they misunderstand the rationale for the choice of a strategy.

Operationalizing a strategy and getting the organization into motion in the path of strategy execution calls for specific set of managerial tasks and skill sets. Formulation of strategy is essentially an entrepreneurial business. Executing a strategy is mainly an administrative affair internally (Kessides, 2006).

Formulation of strategy entails serious doses in respect of visions, analyses, and entrepreneurial judiciousness. Proper strategy execution relies on the skills of getting to work through others, motivation, skill-building, as well as developing fits among strategies organizational culture. Entrenched behavior takes a while to change even after announcement of a strategy. Executing strategy presents the more difficult, more demanding management issues

1.1.2 Organizational Performance

Performance in an organization refers to the notion of measuring results of a specified process, then altering the procedure or process to adjust the output, boost its efficiency, or effectiveness. One of the most common challenges in the organization is how to measure organizational performance. Different organizations use different parameters but the most common measures are qualitative characteristics such as job satisfaction or quantitative measures like profit, operating costs, earnings per share etc. Due to differentials from firms to firm, managers ought to utilize a method that is best suited for their particular firm (Akech, 2005).

Timothy (2012), noted that organization performance assessment should be conducted in a systematic manner. The managers should use a funnel approach to explore all tools at their dispose and then eliminate the inappropriate ones systematically using preset criteria. The final step should be to choose the most preferred method in a stakeholder forum with key or all employees of the firm. Familiarity by the employees and other stakeholders and how practical a method is should guide the decision of choosing the ultimate method. In this study, performance will be evaluated by the success of the poverty eradication projects initiated by the NGOs, monitoring of the projects and accountability of NGOs.

1.1.3 Sustainable Poverty Eradication Strategy

Development Infrastructure and services is a prerequisite in enhancing livelihoods and sustainable development. The living condition in Kibera presents high development densities, poor sanitation and water quality and low access to basic social services, (Zamberia, 2009). Further, residents lack legal rights like security of tenure on land which should enhance investment in basic services. The housing construction is largely semi-permanent. The recent unveiling of plans by the NGO's to improve housing conditions in Kibera slum has sent waves of jubilation among inhabitants as this presents hope to improved access to basic services, employment and other income generating opportunities.

Non- Governmental organizations have developed education and healthcare service within the area. Since introduction of free primary education by the Kenyan government in the year 2003, there are less than five government sponsored primary schools in Kibera and many children cannot take advantage of the free primary education offered (Selina & Lumuli, 2012).Medical and healthcare services, all the government sponsored health facilities are found outside Kibera neighborhood, consequently promoting the influx of private clinics in the neighborhood. Some of these clinics are run by people with questionable credentials at high fees. The NGO's have equipped several mobile clinics in which residents access medical service and well maintained over-the-counter drug purchase points, (Njeri, 2013).

1.1.4 Strategy Implementation and Organizational Performance

Anthony (2010) posits that strategy implementation calls for insights into planning from every concerned stakeholder. There are various strategies that can be implemented which include; strategies on services delivery which involves improving customer satisfaction, timeliness on public complaints and automation of services. Strategies on corruption eradication involve constituting anti-corruption committees at section levels and nomination of officers to be trained on anti-corruption, ethics and integrity (Mukui,2009).Strategies on operations involves safety and security installation of new street/public lighting and maintenance of existing infrastructure, implementation of projects with right quality, relevance, cost-effective and completed within planned timelines.

Good strategies should be properly implemented. This strategic management framework is aimed at improving the performance of a firm (Selina & Lumuli, 2012). Performance of an organization entails recurrent activities meant to establish goals of an organization, track progress toward major objectives, as well as making changes to attain the objectives more appropriately. For an organization to remain relevant, it must be financially healthy and meet expectations of the various stakeholders. Most of the strategic actions in organizations have been failing mostly due to corruption and poor allocation of resources. These challenges can be countered by disseminating the core values of the organizations and enhance performance, to encourage technical staff to enrolling relevant professional bodies (Hitt, 2013).

1.1.5 Non-Governmental Organizations in Nairobi

An NGO is an organization that is not-for-profit and that which does depends neither upon states nor international governmental organizations (Lewis,2001). NGO's are funded by donors, united nation financial institutions and individuals, however many neglect formal funding hence volunteer-run. NGOs are very diverse organizational groups dealing in an array of activities; they take diverse forms in diverse global parts. While a number may assume charitable status, others are registered for exemption of taxes founded on social purposes recognition. Some may pursue religious, political, or other interests, (Salamon & Anheier, 2007).

The NGO Co-ordination Act of 1990 no.19, that was repealed via Kenya Gazette Supplement No. 85 (Act No. 8) 23 October 1992, defines an NGO as "privately established, voluntary grouping of people, no-profit motivated nor meant for any other commercial motives but those which have sorted out themselves nationally or globally to benefit a more extensive open society and for social welfare promotion, its development, research or charity in fields inclusive, but not limited to, matters of health, agriculture, relief, industry, education, and provision of facilities (Lewis, 2001). Since 1910 more than 150 groups of international nature have organized a coordinating body called the Union of International Associations (UIA) where non-governmental organizations founded United Nations (UN) in 1945 to differentiate private from intergovernmental organizations (IGOs).

1.1.6 Urban Slums in Nairobi

With numerous big slum settlements, such as Mukuru kwa Njenga to the western part of Nairobi, as well as Mathare slum in the northern part, it is evident that several people in Nairobi city are facing the unfavorable, extreme poverty. Several families do not have access to basic sanitation as well as health care; food shortage in Kenya is a recurrent issue. Mediocre management of wastes normally leads to spread of diseases that are preventable and waterborne bacteria, thereby worsening poverty effects (Shihembetsa, 2009). African Population and Health Research Center in Nairobi argues that the effects of children that live in poverty in the urban slums are exposed to greater rates of mortality than their counterparts elsewhere.

The rise of slums in Nairobi city has led to various historical and contemporary factors. Kathama (2012) posits that forces that have prompted to urban spatial inequalities in Nairobi are several and diverse. Large scale government authorized racial inequalities got emboldened by planning laws and discriminatory zoning laws which led to the city's division into four districts. East and South East covering Pumwani, Kariokor, Denholm areas defined the African Sector; North and East covering Parklands, Pangani and Eastleigh regions defined as the Asian Sector; South East to south covering Nairobi South, Nairobi West regions marked another small Asian enclave before it was covered by the Game Park. Finally, the line North and West marked the European area.

1.2 Research Problem

Implementing systems at the same time makes expected performance pick up and startling losses in performance. At the point when unexpected performance loss dominates or depletes away expected performance gain, change gets incapable. Also, performance picks up and loss coexistence is destined to bring about frustrated proof for strategy execution results (Allen and Thomas, 2010). Institutions may not maximize performance advantages of strategy execution since they either do not perceive the availability of loss of performance or fail to mitigate and diagnose losses.

In Kenyan urban areas especially Nairobi, most people live in poverty circles characterized by lack of basic needs which included lack of adequate shelter, water, medical facilities and sanitations (Kessides, 2006). However, NGO's have worked out to provide quality poverty eradication strategies for all urban slums in Nairobi County, Kenya to improve the living standards among slum residents. Despite many NGO's strategic measures like clean water provision, solid waste disposal, medical care and sponsored free education, poverty rate is increasing every day due to the challenges facing them (Lewis,2001). Poverty eradication strategies have in the past been sought to alleviate poverty in developing slums in Kenya. However, most of such strategies neither solved half the problem nor met basic expectations. Strategies are developed in many ways in different times, but the strategies are affected by many factors like poor planning, lack of monitoring and evaluation and lack of Government support.

Several researchers have been done a lot in improvement of lifestyles in the urban slums both locally and internationally. Suharko (2007), investigated the role of NGOs in Indonesian and Indian rural poverty reduction. The study found that for many poor people in the two contexts, contribution of NGO to reduce poverty was considerably limited. Cater and Pucko (2010) studied the obstacles to strategy execution on 172 companies in Slovenia; they discovered that managers mostly depended on planning of firms activities and executing strategies, and that the most serious issue to strategy implementation was bad leadership.

Ferah (2011), investigated threats and opportunities in poverty reduction policy implementation among pastoral communities; this was a case study of the Somali regional state, Ethiopia. They established that the successes since 2005 through PASDEP were unsatisfactory because of challenges emanating majorly from incoherent strategy for rural development consistent with pastoral conditions; unclear education policy for the mobility tendency of pastoralists; alien strategy for health; and bad infrastructural investment.

Ngumbi, (2014) studied the implication of social protection in urban poverty reduction in Kenyan slam which focused on Kazi kwa Vijana projects. The study found that the procedure was never smooth since 36% respondents reported that it was corrupt and nepotism-based especially, when navigating community participation and synergy levels. Njeri, (2013) studied an assessment of poverty reduction intervention in Kiandutu Slums, Kiambu County.

The study indicated that poverty coping strategies could be grouped in terms of: economic activities, expenditure and purchasing pattern, rural-urban ties, social network and community participation. The challenges facing poverty reduction include: inadequate housing and environmental services, lack of clear and secure tenure, informality, inadequate information, high levels of insecurity and high unemployment rates.

Salim, (2010) investigated the contribution of NGO's in reducing poverty reduction in Nairobi urban slums. The study found that without the assistance of NGOs, the low-income households would remain marginalized and lack the capacity to negotiate for programmes to address the deprivations. NGO's face a lot of challenges in poverty reduction hence forms the research gap leading to the study question. What are the challenges of the implementation of sustainable poverty eradication strategy and performance of Non-Governmental Organizations in urban slums within the Nairobi city county?

1.3 Research Objective

The objective of the study was to determine the challenges of sustainable poverty eradication strategy implementation and performance of Non-Governmental Organizations in urban slums in Nairobi County, Kenya.

1.4 Value of the Study

The NGO's coordinating board and Kenyan Government may also find this information useful in formulating policies that may guide the NGO's on poverty eradication strategic implementation in urban slums in Kenya. This is because there is increase in urban slums settlement among the major cities and towns in Kenya. The study results add to the existing knowledge repository for academicians' and scholar's use on NGO's poverty eradication strategic implementation among urban slums in Kenya. It may also act as a source of reference materials to scholars.

NGO management may use this study to know the challenges involved in poverty eradication projects and measure to overcome them. However, it will give them the key factors to consider while establishing any poverty eradication program in the urban slums in Kenya. This information may help them in partnering with other humanitarian organizations in order to achieve their goals.

For the academicians the research findings will add to the existing body of literature strategy implementation and performance management field. The findings set the pace for continued research to extend the scope of the discussion on the current studies, particularly in Kenya. The study findings will also be of use to other researchers as well as scholars through its contribution to the body of knowledge in the field of poverty eradication. Moreover, the study findings will be of significance to other researchers in furtherance of their research interests. The study will provide information to current and potential scholars on the area of strategy implementation in both private sector and public sector. Likewise, researchers may want to gain insights and explore the area of strategic planning in humanitarian organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter entails presentation of literature review on challenges faced by non-governmental organizations in implementation of poverty eradication strategies as discussed by scholars, researchers, analysts and authors theories underpinning the study. This section reviews available literature on strategy implementation and its challenges. The section starts with theoretical review, challenges of strategy implementation by NGO's in strategic implementation, empirical review and summary of research gap.

2.2 Theoretical Foundation

This segment entails an examination of the theories that underpin the research on challenges of sustainable poverty eradication strategy implementation and non-governmental organizations' performance. The section also provides the theories covering challenges of strategy implementation and performance. The study is guided by the following theories; resource-based view and open systems theory

2.2.1 Resource-based View

Resource-based view of the firm by Wernerfelt (1984), posits that organizational competitiveness is can be achievable through innovative delivery of to customers superior value. The resource based view refers to the notion that an organization represents distinct resources and capabilities collection as a source of competitive advantage. The theory predicts that a firm's unique resources as well as capabilities are the foundation the strategy of a firm and its capability to earn returns above the average. Inputs into the throughput entail the resources.

The theory is relevant to the study because it identifies resources that are likely to be important in strategy implementation process. The prediction of Resource-based theory is significant to the Non-governmental organization's performance in poverty eradication process then audits value added in performance (Pfeffer & Salancik, 2003). The theory further tests the popular assumption that, effects of the firm are a major determinant of the performance of a firm than affect the whole industry through comparison of outcomes across diverse levels analytical levels.

2.2.2 Open Systems Theory

Initially created by Ludwig von Bertanlanffy in 1956, Open Systems Theory is the concept that enterprises are highly affected by their environment (Harvey, 2005). It is a new-age systems-oriented theory for change management developed to bring-up health-sound, innovation-based and sustainable organizations as well as communities in the current volatile and un-deterministic environments. As organizations run their business, they affect and impact on their external environments, and also get influenced by the changes in a similar environment (Pfeffer & Salancik, 2003).

The environment comprises other organizations that put diverse forms of forces; social, economic, political, or otherwise. The theory is relevant to the study since environmental that influences organizations affect strategy implementation. The elaborate network of distributors, suppliers, government agencies, as well as competitors constitutes the network.

The broader environment entails the various factors that originate from the operating environment (Cherrington, 2010). Factors of economic state incorporate monetary upswings and recessions, unemployment, other regional components influencing a firm's growth and flourishing capabilities. The economic factors occasionally direct a firm's role in the whole economy.

2.3 Challenges of Strategy Implementation by Non-Governmental Organizations

For strategy execution to succeed, the processes involved are critical and difficult just like the strategic choice itself. There are many organizational characteristics, which act to constrain strategy implementation. There are several challenges of strategy implementation which includes organizational communication, organizational culture, organization resources allocation and organizational structure

Enhancing communication across the ranks in an organization has an important role in strategy execution. Beer and Eisenstat (2010) posit that unclear vertical communication has a specifically malevolent impact on organization's capability to execute well refine strategic choices. Janis and Paul (2015) also conducted a study on the nexus between an organization's corporate communication function and its strategy execution; the study established that CEOs concentrate on brand reputation and put premium on internal communication. It is difficult to implement vague strategy (that which is not well communicated). Lackluster approach to strategy communication to workers has a considerable impact on strategy implementation (Beer & Eisenstat, 2010).

The main challenge faced by NGO's strategy implementation in many cases is the lack of sufficient communication. According to Aaltonen and Ikavalko (2011), the level of strategy communication in most institutions is big, written as well as unwritten communication is widely used, especially in top-down model. Nonetheless, elaborate information is not panacea and a lot still needs to be done on the in respect of communicating strategies.

As per Wang (2010), communication ought to be two-way in order to avail information that can improve understanding as well as responsibility, and also for staff motivation. They place that communication should not to be seen as a once-off movement concentrating on strategy announcement. It should instead be a continuous activity throughout the process of implementation. Communication is still a challenge to the process of strategy execution.

Organization's cultures are the set of important ideologies that are commonly shared by workers of a firm (McCarthy, 2006). Thomson & Strickland (2009), on the contrary defines culture as a system of shared conception as well as beliefs by members of an organization that determines, largely their actions. Culture of an organization avails the social context for work performance. It directs the decision making among members of an organization, determines time and energy investment and sets the pace for priority choices and every undertaking in the organization (Koske, 2003).Culture does not only affect managers' behavior within the institution but also their decisions and strategic choices (McCarthy,2006). Culture can be an impediment to smooth execution of strategy through creation of inertia. Wang (2010) posits that it is critical that organizational culture be compatible with the strategy execution because incompatibility can steer a serious firm inertia and staff de-motivation which in turn can be frustrating to strategy execution efforts.

Resources are supplies of variables claimed or controlled by the firm. According to Beer and Eisenstat (2010), resources are the skills, assets, and capabilities of the firm, stating that resources are important elements since decisions on a firm's capabilities depend on its resource outlay. They posit that organizations have four types of resources for objective achievement, namely; financial, physical, human, and technological resources (David, 2003).

Upon settlement on a strategic option, attention of management turns to evaluation of the resource implications of the strategy. There must be resources needed to perform every segment of the strategic plan (McCarthy, 2006). Therefore, it should be possible to execute strategies with the available resources and it is impossible to execute a strategy with more resource requirements than would be available.

Capacities of human resource have a basic part in strategy execution. Implementers comprise of top, middle and lower management teams. Successful strategy execution is mostly influenced by the nature of staff included in its usage procedure. In this unique circumstance, quality is looked at as the blend of abilities, aptitudes, demeanors, encounters and different properties of the general population required to achieve a particular undertaking. The people who work in a firm are critical to accomplish compelling execution of the strategy (Thomson& Strickland, 2009). Tried and true, learned, and flexible staff have the capacity to conquer hindrances to change and can supplement the resource gaps.

Organizational structure influences the types of strategy used by an organization. This concept may also mean the framework through which tasks are fragmented, grouped, and finally coordinated (Heide, 2012). Structure helps individuals to pull together in their work that cultivates effective strategy execution.

Organizational structure should align with the strategic choice where incongruence exists; realignments will be needed for the structure or the strategy itself. Schaap (2010), argues that the major issue in structuring currently is not the one on which most organization designer's focus on dividing work. The structure of an organization is important to strategy execution efforts (Heide, 2012).

A decent structure can affect decidedly on the strategy execution and in the meantime can be a barrier to communication. Dazin and Howard (2009) set that perfect strategy-structure is an antecedent to fruitful execution of new organization strategies (Noble, 2009). Organizations should frequently modify their organization structure to match adjustment in the aggressive environment. As a result, organizations that waste time in doing this realignment may wind up posting average results subsequently posturing test to aggressive burden. Schaap (2010), continues to recommend that conforming organization structure to coordinate a perfect strategy may significantly encourage fruitful strategy execution.

2.4 Empirical Review

El-Alawa (2013), concentrated on the viability and ineffectiveness of the current circumstance of poverty lightening projects in developing nations, by considering the different exercises of the social investment funds amid the usage of the urban poverty reduction projects in Ghana. Data gathered was both interview and interview guides henceforth subjective and quantitative examination was done. The study comes about that developmental issues on poverty and disappointment of activities in creating countries is not just brought about by bureaucracy and corruption.

On the other hand, Suharko (2007), investigates the parts of NGOs in rural poverty eradication, the instance of Indonesia and India. The study found that tremendous number of the poor in these two countries, NGO duties in poverty diminishment is sensibly compelled. However, they give a motivating work to find elective models or courses in enhancing the lifestyle of life of poor people. In a study by Cater and Pucko (2010), on the exercises for and obstructions to strategy implementation on an example of 172 Slovenian firms, their discoveries were that managers for the most part depend on arranging and sorting out exercises while implementing strategies, while the greatest obstacle to strategy execution is poor administration.

Ferah (2011), investigated opportunities and difficulties in implementing poverty reduction policies in Pastoral Communities: A Case Study from the Somali Regional State, Ethiopia. The study found that the accomplishments made since the year 2005 by means of PASDEP were not tasteful because of difficulties that stem essentially from absence of rational rural improvement strategy good with pastoral condition

On the other hand, Gikonyo (2015), did a study to set up the difficulties confronting implementation of slum upgrading programs in Manhattan slums in Kisumu. Purposive sampling and stratified random sampling techniques were used. The study also employed case study design where the data was analyzed descriptively and exhibited in tables, figures graphs and pie charts. The research identified that, implementation of Manhattan slum upgrading programme faced assorted interests from different groups, different levels of force and influence-absentee landowner, low or poor budgetary allocation.

Kiarie (2013), did a study on the effectiveness of organizations working in Kiandutu slum to reduce poverty. The study employed a survey design targeting 350 households. Data collected was then analyzed through SPSS. The findings suggested poverty is based on: economic activities, expenditure and purchasing pattern, rural-urban ties, social network and community participation. Salim (2010), investigated the significance of NGOs in urban poverty reduction in Kibera from the perceptions of low-income urban households and NGOs operating in this sector. Interview mode was used to collect primary data. Content analysis method was used to analyze data. The study found that while there are some successes - in addressing the environmental risks by providing clean water, sanitation services and providing health services.

Similarly, a study to establish challenges in strategic implementation of slum upgrading policies taking a case of Mathare 4A slum by Karimi (2007) was conducted. Interview guide was used to collect primary data. Data collected was subjected to content analysis. The researcher established that slum upgrading is a sensitive issue that has several challenges among them being political interferences, inadequate resources, delayed work plan, stakeholder's influences, leadership among other issues.

2.5 Research and Knowledge Gap

Research has been done on the concept of strategy implementation and performance locally and globally. Suharko (2007), investigate the position of NGOs in rural poverty reduction the case of Indonesia and India. Ferah (2011), investigated opportunities and difficulties in Implementing Poverty Reduction Policies in Pastoral Communities: a Case Study from the Somali Regional State, Ethiopia.

Kiarie (2013), did a study on the effectiveness of organizations working in Kiandutu slum to reduce poverty. Similarly, a study to establish challenges in strategic implementation of slum upgrading policies taking a case of Mathare 4A slum by Karimi (2007) was conducted. Primary data were collected using an interview guide. Studies have been done on strategy implementation and performance but little has been done on challenges of sustainable poverty eradication strategy implementation and performance of NGO's in urban slums in Nairobi County, Kenya, hence the research gap.

2.6 Summary of Literature Review

The literature reviewed identifies several challenges of strategy implementation which includes organizational communication, organizational culture, organization resources allocation and organizational structure. As per Beer and Eisenstat (2010), barred vertical communication has a harmful outcome on a business's capability to actualize and perfect its strategy. The main challenge faced by NGO's strategy implementation in many cases is the lack of sufficient communication. Organization's culture refers to the arrangement of vital suppositions (often unstated) that individuals from an organization partake in like manner. An organization culture gives the social setting in which an organization plays out its work. Organizations have no less than four sorts of resources to be utilized to accomplish desired intent in particular; financial assets, physical assets, HR, and innovative assets. Organization structure influences the type of strategy used by an organization. An organization structure basically implies the formal system by which employments undertakings are separated, gathered, and facilitated. A successful firm's structure can decidedly impact the strategy execution handle while in the meantime hinder implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a discourse of the methodology that was utilized as a part of this study. The research recognizes the methodology and procedures that are used as a part of the collection, preparing and analysis of data. It concentrates on the research plan, data collection, target population and information examination and information presentation techniques that were used as a part of this study.

3.2 Research Design

Creswell and Clark, (2007) posits that research design forms the blue-print that gives details on the method used to obtain the necessary data to address the research question(s). It is an overall map for collection, measurement and data analysis, with the major objective for the solution of research problem. It entails the overall framework how the study was conducted, hypothesis writing and its operational application to the ultimate data analysis.

Descriptive cross-sectional survey design was utilized in the research. The design facilitated the researcher in describing the attributes of the parameters of interest. The study concerned the determination of challenges experienced by NGOs in execution of resilient strategies for poverty eradication in Nairobi's urban slums. There is therefore a justification that descriptive design most suits this study. Surveys are important in describing large population characteristics. In addition, reliability is high and simple to get by presenting all subjects with homogenous stimulus hence facilitates the observer to eliminate biases (Mugenda & Mugenda, 2003).

3.3 Population of the Study

Study population refers to the selected population about whom particulars are wanted. Ngechu (2004) sets that a populace is very much characterized by set of components: people, events and services, group of things/households to be investigated. A major step in formulation of research designs the definition of the population accordingly.

According to Ministry of devolution and planning, state department of planning Poverty Eradication Commission (2014) there are 53 NGO's stakeholders in Poverty Eradication in Nairobi County. The target population of this study comprise of all 53 NGO's dealing with poverty eradication in Nairobi County. A study population includes the entire collection of cases or units about which the researcher wishes to draw conclusions (Cooper & Schindler, 2006). The study employed a census sampling method.

3.4 Data Collection

Semi- structured questionnaire was utilized to gather primary data. The researcher self-administered the questionnaires through drop and pick later method to the respective strategy development officer and project managers or equivalent of various NGO's. As indicated by Cooper and Schindler (2006), the utilization of structured questions on the questionnaire allows for consistency of response to questions. The researcher practiced care and control to guarantee all questionnaires issued to the respondents are received and achieved.

The researcher maintained a register of questionnaires, which was used. The study used structured questions to save time and money as well as enhance ease of analysis as they were in readily usable form .Coding was done to facilitate anonymity. The study used secondary data from annual reports for individual Non-Governmental Organizations found on their websites and at the Poverty Eradication Network library.

3.5 Data Analysis

Data was analysed by use of descriptive statistics to achieve the study objectives. Data analysis process went through various stages: completion and edition of questionnaires for completeness and consistency; scrutiny of data was done for omissions and errors. Content analysis method was used to analyze qualitative data where a thematic map was developed as suggested by Cooper & Schindler (2006). (SPSS) version 20 was used to analyze quantitative data. Presentation of results was done using frequency tables as well as percentages.

Quantitative data attributes were measured using multiple regressions using SPSS. A regression model was utilized to decide the correlation between each of the independent variables and the dependent variable. The following regression model was utilized in the study.

$$Y_1, Y_2 = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where Y_1, Y_2 = Performance /strategy implementation

X_I = Organizational Communication

X_2 = Organizational Culture

X_3 = Organization Resources Allocation

X_4 = Organizational Structure

$B_1 - \beta_4$ are the individual variable co-efficient or change introduced in Y by each independent variable

e- Represent random error term for all external variables.

A one-way ANOVA was utilized to test the level of significance of the predictor variables on the criterion variable at the 95% level of significance. The one-way ANOVA was used to test for significance and contrasts among the study variables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This is a presentation of the discussion on interpretation as well as presentation of study outcome. It is a presentation of the respondents' background information, and the study findings. A discussion of the study findings has been done using descriptive and inferential statistics.

4.1.1 Response Rate

106 respondents from whom 88 successfully filled in and returned the questionnaires corresponded to 83.01% response rate. This response was considered enough for reasonable draw of conclusions. Also, it was considered as a good representation of the entire population. Mugenda and Mugenda (1999), places that fifty percent response rate is adequate for examination and reporting. A rate of sixty percent is great. A reaction rate of 70% and above is brilliant. In perspective of the declaration, the reaction rate was incredible.

4.2 Demographic Information

Part of the objectives of the research was to obtain the respondents' demographic profile. It was done in terms of distribution of gender. Service period in the ministry respondents was sought. Level of education was done to ensure fair engagement.

4.2.1 Gender Distribution

Another goal of the study was to discover respondents' gender profile. It was considered important for fair engagement of respondents in terms of their gender. Figure 4.1 show the results.

Gender distribution

36.37% Female

63.63% Male
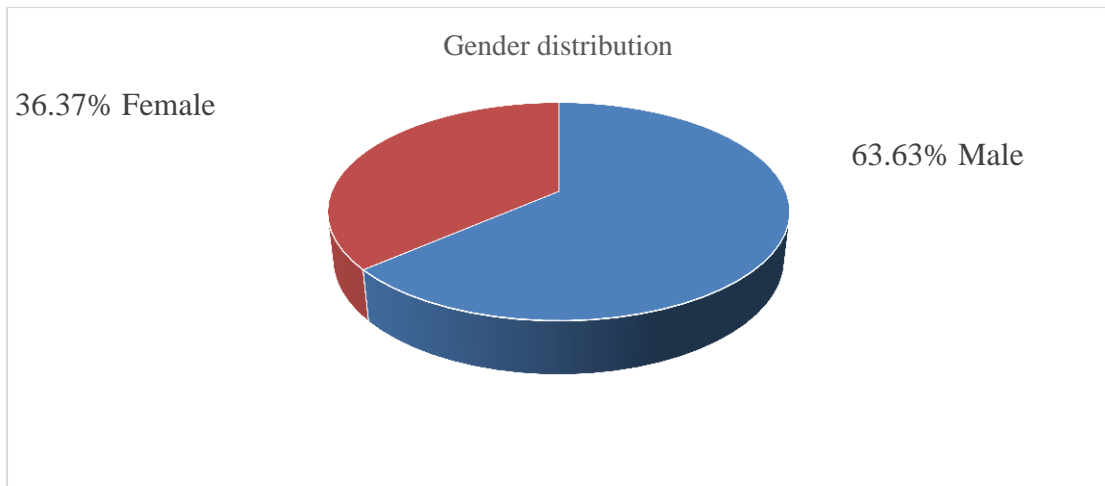
Figure 4.1 Gender Distribution

Research Data (2016)

From the outcomes, the study noted that a greater number of the respondents as shown by 63.63% were males whereas 36.37% were females. It is an indication the respondents of this study were mainly dominated by male gender. The results also imply that the respondents were fairly distributed according to their gender.

4.2.2 Education Level

The research endeavored to determine the education level of the respondents. This was done in view of ensuring fair engagement of respondents in terms of their education level. Results are show in Figure 4.2
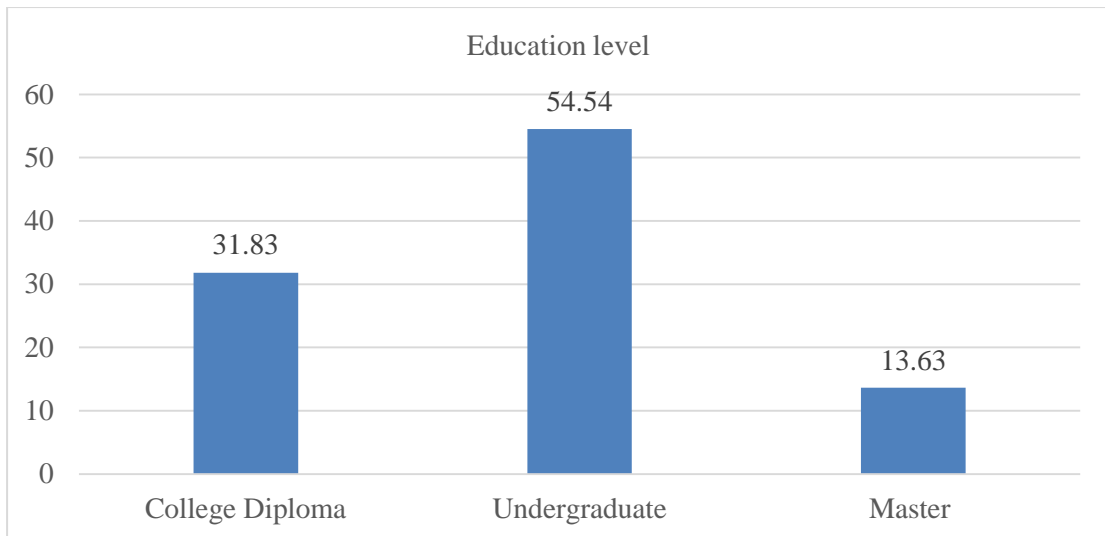
Figure 4.2 Education Level

Research Data (2016)

On respondents' educational level, the findings revealed that most respondents represented by 54.54% had attained undergraduate degrees or whereas 31.83% of the respondents had attained college diploma and 13.63% of the respondents had attained master's degree. This implies that respondents were competent enough to respond to the study questions due to the reasonable level of education.

4.2.3 Period of Service

The research attempted to determine the period of service of the respondents with the organization. This was done in view of ensuring fair engagement of respondents in terms of their period of service. The response is represented in frequency and percentage.

Table 4.1: Period of Service

Period of Service	Frequency	Percentage
Below 2 years	8	9.11
2 to 5 years	10	11.36
5 to 8 years	28	31.81
8 years and above	42	47.72
Total	**88**	**100**

Research Data (2016)

It was important to find out the period for which respondents had served in the NGO. The study showed that most respondents represented by 47.72% had served the NGO for a period not less than 8 years whereas 31.81% had served between 5 to 8 years, 11.36% had served the NGO for 2 to 5 years and only 9.11% of the respondents had below 2 years of service. It means therefore that most respondents had served the NGO for sufficient period to offer valid data for the study.

4.2.4 Period of Operation in Kenya

The study tried to obtain the period of operation of the organizations in Kenya and results presented in Table 4.2 below.

Table 4.2 : Period of Operation in Kenya

Period of Operation	Frequency	Percentage
Below 10 years	13	14.79
11 to 20 years	48	54.54
21 to 30 years	20	22.72
30 years and above	7	7.95
Total	**88**	**100**

Research Data (2016)

The research went ahead to discover the time span the NGO had operation in Kenya. Research findings disclosed that most respondents indicated that the NGO as shown by 54.54% had operated in Kenya for the length of between 11 to 20 years while 22.72% indicated the NGO had operated for a period of 21 to 30 years, 14.79% indicated the NGO had operated for the length of less than 10 years and only 7.95% of the respondents indicated that the industries had operated for the length longer than 30 years. It means that most NGOs studied had operated long enough to permit credible information rating to the study.

4.2.5 NGO ownership

Table 4.3 : NGO ownership

NGO ownership	Frequency	Percentage
Foreign	34	38.63
Local	54	61.37
Total	**88**	**100**

Research Data (2016)

It was obtained that the NGO ownership. The study findings showed that most respondents indicated that the NGOs as shown by 61.37% were locally owned while 38.63% of the respondents indicated that the NGOs had foreign ownership.

4.3 Challenges Facing Strategy Implementation

4.3.1 Organizational Communication

The study obtained the degree to which respondents concurred with the subsequent statements investigating the impact of organizational communication on strategy implementation on performance of non-governmental organizations.

Table 4.4 : Extent of Organizational Communication

Organizational Communication	Mean	Std deviation
Enhancing communication within the organization plays a key role in strategy implementation	4.12	0.25
A well-conceived strategy communicated to the organization equals a well-executed strategy	4.26	0.19
In the organization for strategy to be successfully executed communication have to be integrated	4.42	0.17
Both written and oral communication is used, mostly in form of top-down communications in the NGO	4.31	0.26
Communication is two-way so that it can provide information to improve understanding and responsibility in the NGO	4.09	0.28
Communication is a non-going activity throughout the implementation process	4.33	0.23

Research Data (2016)

The study endeavored to find out the level to which respondents concurred with the above statements about organizational communication. The findings showed that most respondents concurred that; in the organization, for proper execution of strategy ,communication have to be integrated (M=4.42, SD =0.17), communication is an on-going activity throughout the implementation process (M=4.33, SD =0.23),both written as well as unwritten communication is utilized, mostly in the top-down communications model in the NGO (M=4.31, SD =0.26).The findings are in line with Janis and Paul (2015), enhancing organizational communication has a significant role in the execution of strategy. Beer and Eisenstat (2010) posit that vertical communication in the blocked form has a specifically pernicious effect upon business's capability to execute as well as refine strategy.

The study further found that a well-understood strategy if well communicated equals a well-implemented strategy (M=4.26, SD =0.19), enhancing communication within the organization plays a key role in strategy implementation (M=4.12, SD =0.25) and that communication is 2-way in order to avail information for improvement of responsibility and understanding in the NGO (M=4.09, SD =0.28).

The findings confirm Aaltonen and Ikavalko (2011) argument that the strategic communication level of the institutions is large. Written as well as unwritten communication is utilized. This is normally in the top-down communications form.

4.3.2 Organizational Culture

It attempted to determine the degree to which respondents concurred with the following assertions investigating the influence of organizational culture on strategy implementation on performance of non-governmental organizations

Table 4.5 : Extent of Organizational Culture

Organizational Culture	Mean	Std deviation
Culture provides the social context in which an organization performs its implementation work	4.25	0.19
Culture guides the organization's members in decision making during implementation	4.30	0.18
Culture affects the way managers behave within the organization	4.12	0.27
Strategy implementers bring the corporate culture into alignment with the strategy in the organization.	4.18	0.27
Culture facilitates co-operation and commitment in the organization.	3.96	0.23
When culture influences the actions of the employees to support current strategy, implementation is strengthened.	4.17	0.25

Research Data (2016)

The research desired to discover the respondents' level of correspondence on the above statements about organizational culture, the study discoveries demonstrated that most of the respondents concurred that; culture provides the social context upon which an organization undertakes its execution role (M=4.25, SD =0.19), culture directs the staff in making decisions during implementation (M=4.30, SD =0.18), culture affects the way managers behave within the organization (M=4.12, SD =0.27).

The findings are in line with McCarthy (2006), that a firm's culture issues the social context in which an organization performs its activities. It directs the decision making among individuals of an organization, ascertains time and energy investment, and sets the pace for priority choices and every undertaking in the organization. The study further established that strategy implementers bring the corporate culture into alignment with the strategy in the organization (M=4.18, SD =0.27), culture facilitates co-operation and commitment in the organization. (M=3.96, SD =0.23), when culture affects the employees' actions to support prevailing strategy, execution is reinforced (M=4.17, SD =0.25). The findings confirm Wang (2010), that it is critical that organizational culture be compatible with the strategy execution because incompatibility can lead to a serious firm inertia and staff de-motivation which in turn can be frustrating to strategy execution efforts.

The study attempted to discover the extent at which respondents concurred on the above statements identifying with organization culture, from the research discoveries majority respondents concurred that; culture gives the social setting in which an organization plays out its implementation work (M=4.25, SD =0.19), culture controls the organization individuals in basic leadership amid usage (M=4.30, SD =0.18), culture influences the way managers act inside the organization (M=4.12, SD =0.27). The findings are in accordance with McCarthy (2006), that a firm's culture gives the social setting in which it performs its work. It directs the organization's individual's in decision making, deciding how time and energy are contributed, in choosing which alternatives are looked on positively from the beginning and which sorts of individuals are chosen to work for the firm and specifically everything else that is done in the organization.

The study further established that strategy implementers bring the corporate culture into alignment with the strategy in the organization (M=4.18, SD =0.27), culture facilitates co-operation and commitment in the organization. (M=3.96, SD =0.23). At the point when culture impacts the activities of the workers to reinforce current strategy, implementation is reinforced (M=4.17, SD =0.25). The findings confirm Wang (2010), that as a weakness, culture may deter the smooth implementation of strategy by bringing into being refusal to accept change. It is vital a firm culture be congruent with the strategy being implemented since inconsistency among strategy and culture can prompt dire opposition to change and de-motivation which thus baffles the strategy implementation effort.

4.3.3 Organization Resources Allocation

The research endeavored to determine the respondents' degree of consistency with the following assertions investigating the influence of organization resources allocation on strategy implementation on performance of NGO's.

Table 4.6 : Extent of Organization Resources Allocation

Organization Resources Allocation	Mean	Std deviation
There is adequate financing to meet the costs of implementation in the organization	3.18	0.23
The funds allocated are received on schedule and with no delays in the organization	3.62	0.28
There are adequate resources to cater for training related to strategy implementation	3.81	0.17
The organization has internal control systems that can enhance fund utilization	3.23	0.19
Financial resources are the greatest hindrance to strategy implementation	4.35	0.20
There are no internal changes to the fund allocation for strategy implementation in the organization	3.89	0.22

Research Data (2016)

The research endeavored to ascertain the respondents' degree of consistency on the above statements relating to organizational communication. Research findings show that most respondents concurred that; there is adequate financing to meet the costs of implementation in the organization (M=4.18, SD =0.23), the funds allocated are received on schedule and with no delays in the organization (M=4.16, SD =0.28), there are adequate resources to cater for training related to strategy implementation (M=4.02, SD =0.17). The findings are in line with David (2003), organizations have four types of resources for objective achievement, namely; financial, physical, human, and technological resources and that upon settlement on a strategic option, attention of management turns to evaluation of the resource implications of the strategy.

It was further established from the study that the organization had internal control systems that could facilitate utilization of fund (M=4.23, SD =0.19), financial resources are the greatest hindrance to strategy implementation (M=4.35, SD =0.20), there are no internal changes to the fund allocation for strategy implementation in the organization (M=3.89, SD =0.22). The findings concur with Thomson and Strickland (2009), capabilities of human resource has a very significant role in the execution of strategy. Implementers comprise top, middle, and lower management. Strategy implementation effectiveness is affected by quality of staff that steer the process.

4.3.4 Organizational Structure

The study endeavored to determine the respondents' degree of consistency with the following statements regarding organizational structure influence on strategy implementation on performance of non-governmental organizations.

Table 4.7 : Extent of Organizational Structure

Organizational Structure	Mean	Std deviation
Organization framework helps people pull together in their activities that promote effective strategy implementation	3.97	0.20
The framework is compatible with the chosen strategy in the organization	4.36	0.19
Adjustments are necessary either for the structure or the strategy itself in the organization	4.19	0.17
Effective organizational structure positively influences the strategy execution process	4.29	0.27
Adjustments to the organizational structure are made in line with the changes in implementation	4.31	0.29
Managers are fundamentally important to successful implementation of strategy	3.95	0.23

Research Data (2016)

The research endeavored to determine the respondents' degree of consistency on the above articulations regarding organizational structure, research findings showed that most respondents concurred that; the framework is compatible with the chosen strategy in the organization (M=4.36, SD =0.19), alignments to the organizational structure are made according to the execution changes (M=4.31, SD =0.29),suitable organizational structure has positive influence on the process of strategy execution (M=4.29, SD =0.27). The findings concur with Heide (2012), organizational structure influences the types of strategy used by an organization. An organization structure refers to the official framework through which tasks are segmented, clustered, and finally coordinated. The structure of an organization helps people to develop synergy and to enhance effective strategy execution.

The study further revealed that both structural and strategy changes were important for the organization (M=4.19, SD =0.17), organization framework assisted people to develop synergies and promote strategy execution (M=3.97, SD =0.20), and that managers were critical to a favorable strategy implementation (M=3.95, SD =0.23).

The findings confirm Howard and Drazin (2009) contention that a decent strategy-structure fit is imperative for a successful execution of new strategies for a business. It pointed out the need for organizations to regularly make changes to the structure of their organizations to strike a fit with the environmental dynamics.

4.4 Organizational Performance

It was investigated the respondents' extent agreement with the following statements regarding organizational performance of non-governmental organizations.

Table 4.8 : Extent of Organizational Performance

Organizational Performance	Mean	Std deviation
Accountability in NGOs ensures high performance of projects	4.23	0.27
Proper monitoring of projects leads to success of strategies	4.22	0.20
Project success based on meeting design goals, benefit to end users	4.19	0.18
NGOs gathers information to help them make management decisions and achieve success	4.04	0.14
Performance measures are undertaken to exert control over the implementation	4.11	0.16

Research Data (2016)

It was investigated the respondents' extent agreement with the following statements regarding organizational performance, research findings showed that most respondents concurred that; accountability in NGOs ensures high performance of projects (M=4.23, SD =0.27), proper monitoring of projects leads to success of strategies (M=4.22, SD =0.20), project success based on meeting design goals, benefit to end users (M=4.19, SD =0.18), NGOs gathers information to help them make management decisions and achieve success (M=4.04, SD =0.14), performance measures are undertaken to exert control over the implementation (M=4.11, SD =0.16).The findings concur with Timothy (2012), who noted that organization performance assessment should be conducted in a systematic manner.

The managers should use a funnel approach to explore all tools at their dispose then eliminate the inappropriate ones systematically using preset criteria. The final step should be to collate the last four or so methodologies and choose the most preferred method in a stakeholder forum with key or all employees of the firm.

4.5 Strategy Implementation

It was investigated the respondents' extent agreement with the following statements regarding strategy implementation of non-governmental organizations.

Table 4.9 : Extent of Strategy Implementation

Strategy Implementation	Mean	Std deviation
Strategy implementation is determined by top management commitment in the NGOs	4.01	0.28
Organizational Leadership Influences strategy implementation in the NGOs	4.20	0.22
In the NGOs innovation influences strategy implementation	4.12	0.21
NGOs gathers information to help them make management decisions and achieve success	4.16	0.19
Performance measures are undertaken to exert control over the implementation	4.09	0.17

Research Data (2016)

From the study findings, a great number of the respondents strongly concur that; organizational leadership influences strategy implementation in the NGOs(M=4.20, SD =0.22),NGOs gathers information to help them make management decisions and achieve success(M=4.16, SD =0.19),in the NGOs innovation influences strategy implementation(M=4.12, SD =0.21),performance measures are undertaken to exert control over the implementation(M=4.09, SD =0.17), and that strategy implementation is determined by top management commitment in the NGOs(M=4.01, SD =0.28). The findings are in line with research by Askarany and Yazdifar (2012), that strong leadership ensured smooth running of the organization as a whole.

4.6 Regression Analysis

Table 4.10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889	.0790	0.736	.22462

Research Data (2016)

R square denotes the variation of the independent variables in the dependent variable Y. Adjusted R squared provide the percentage of variation explained only by the independent variables that in reality affect the dependent variable. Adjusted R square coefficient of determination tells us therefore, the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.736 an indication that there was variation of 73.6 percent on performance of Non-Governmental Organizations in urban slums in Nairobi County, Kenya due to changes in organizational communication, organizational culture, organization resources allocation and organizational structure at 95 percent confidence interval. This demostrates that 73.6 percent alterations in performance of NGO's operating urban slums in Nairobi County in Kenya could be accounted to organizational communication, organizational culture, organization resources allocation and organizational structure.

Table 4.11: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.724	4	1.931	6.169	.001[b]
	Residual	25.979	83	0.313		
	Total	13.137	87			

Critical value =2.29
Research Data (2016)

The ANOVA statistics above indicated that the model had a 0.1% level of importance which also showed a strong validity implication on the parameters of the study population since value of significance (p-value) was below 5%. Since the work-out value was bigger than critical value (6.169 > 2.49), organizational communication, organizational culture, organization resources allocation and organizational structure all affect the performance of non-governmental organizations. The significance value which was below 0.05 was a reflection of the model's significance.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.508	1.131		1.333	.001
Organizational Communication (X_1)	.481	.228	0.203	2.110	.002
Organizational Culture (X_2)	.347	.127	.217	2.732	.003
Resources Allocation (X_3)	.416	.115	.316	3.617	.001
Organizational Structure (X_4)	.267	.103	.125	2.592	.000

Research Data (2016)

From the data in the above table the established regression equation was

$$Y = 1.508 + 0.481X_1 + 0.347 X_2 + 0.416 X_3 + 0.267 X_4$$

The above regression equation implies that at constant, organizational communication, organizational culture, organization resources allocation and organizational structure, the performance of non-governmental organizations in Nairobi County, Kenya would stand at 1.508.An increase by a unit in organizational communication would prompt a unit positive amendment in the performance of non-governmental organizations in Nairobi County, Kenya by 0.481 factor.

A unit increase in organizational culture would cause a positive change in the performance of non-governmental organizations in Nairobi County, Kenya by 0.347 factor; a unit increase in organization resources allocation would cause a positive change in the performance of NGO's in Nairobi county, Kenya by 0.416 factor. A unit increase in organizational structure would cause a positive change in the performance of NGO's in Nairobi County, Kenya a factor of 0.267. The internal variables were all significant due to the significant value of below (p<0.05) for each of them.

Table 4.13: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856	.733	.728	.39581

Research Data (2016)

R square indicates the change of the independent variables in the dependent variable Y. Adjusted R squared yield the percentage of variation described only by the independent variables that in real sense influence the dependent variable. Adjusted R square coefficient of determination inform us therefore, the variation in the dependent variable are due to modifications in the independent variable. Adjusted R squared which is 0.728 indicates that there was variation of 72.8 percent on strategy implementation process of NGO's due to modification in organizational communication, organization culture, organization resources allocation and organizational structure which is at 95 % confidence interval. This demostrates that 72.8% changes on strategy implementation process of NGO's operating urban slums in Nairobi County, Kenya could be accounted to organizational communication, organizational culture, organization resources allocation and organizational structure.

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Table 4.14: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.496	4	8.124	4.034	.000[b]
	Residual	167.162	83	2.014		
	Total	199.658	87			

Critical value =2.49
Research Data (2016)

The ANOVA statistics above indicated that the model had a significance value of 0.00 which also showed a strong validity implication on the parameters of the study population since value of significance (p-value) was below 5%. Since the work-out value was bigger than critical value (4.034> 2.49), organizational communication, organizational culture, organization resources allocation and organizational structure all affect on strategy implementation process of non-governmental organizations. The significance value which was below 0.05 was a reflection of the model's significance.

Table 4.15: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.981	0.293		6.761	.000
Organizational Communication (X_1)	.563	0.097	0.543	5.804	.004
Organizational Culture (X_2)	.501	0.101	0.491	4.960	.000
Resources Allocation (X_3)	.672	0.147	0.653	4.571	.006
Organizational Structure (X_4)	.578	0.093	0.558	6.215	.002

Research Data (2016)

The data in the above table form the equation below

$$Y = 1.981+ 0.563X_1 + 0.501 X_2 + 0.672X_3 + 0.578 X_4$$

The regression equation implies that at constant, organizational communication, organizational culture, organization resources allocation and organizational structure, the strategy implementation process in non-governmental organizations in Nairobi County, Kenya would stand at 1.981. An increase by a unit in organizational communication would prompt a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya by 0.563 factor. A unit increase in a firm culture would cause a positive change on strategy implementation process in non-governmental organizations in Nairobi county, Kenya by 0.501 factor ,a unit increase in organization resources allocation would cause a positive change on strategy implementation process of non-governmental organizations in Nairobi county, Kenya by 0.672 factor and a unit increase in organizational structure would cause a positive change on strategy implementation process of NGO's in Nairobi county, Kenya a factor of 0.578 .The internal variables were all significant due to the significant value of below (p<0.05) for each of them.

4.6 Discussion of the Findings

Results obtained on assessment of the study objective attempted to determine the impact of firm's communication on strategy implementation and NGO performance operating in urban slums in Nairobi County, Kenya. They show strong evidence that communication process is strongly and positively linked to strategy implementation and organizational performance. Regression model show that a unit increases in organizational communication would positively change the performance of non-governmental organizations by a factor of 0.481. Similar observation has been made by Gray (2006) that strong inter-departmental communication policies help to and maintain an efficient flow of information which promotes organizational performance.

Results obtained from descriptive statistics re-affirm that NGOs operating urban slums in Nairobi County require strong integrated communication channels for smooth execution of and implementation of strategic plan, communication is a non-going activity throughout the implementation process, most of the NGOs operating urban slums employed the use of written as well as unwritten communication platforms, top-down forms of communication .The findings are in line with Janis and Paul (2015), enhancing internal communication in the organization played a major function in the execution of strategy. Beer and Eisenstat (2010) posit that vertical communication hindrance has in nature a specific harmful effect on an organization's capability to execute and fine-tune strategy. Equally, the tie between a company's communication organ and its strategy execution established that CEOs concentration was on brand reputation as well as internal communication priority. The research uncovered that a unit increment in organizational communication would cause a positive adjustment on strategy implementation process of NGO's in Nairobi County, Kenya by a factor of 0.563

The study further found that a properly-formed strategy that is well shared to the institution equals well-implemented strategy. Facilitating communication in the organization shapes strategy execution and that communication is two-way in order to provide crucial information needed to boost understanding and sense of responsibility in the organization. The findings confirm Aaltonen and Ikavalko (2011) findings that argue that the level of strategic communication in majority of the firms is big, both written as well as unwritten communication is utilized, especially in the top-down communication form.

In line with the second objective, the study found a positive relationship between organizational cultures on strategy implementation which ultimately affected the performance of NGO's. Prediction results from the regression model show that a unit increases in organizational culture would positively change the performance of non-governmental organizations in Kenya by factor of 0.347, the findings concurs with the research by Deal and Kennedy (2010) contend that organizational culture plays a vital role in molding behavior and performance of organizational members. Similar findings have been observed by Giberson et al (2009) emphasize that culture is an integrating mechanism that guides organizational behavior.

Results obtained from descriptive analysis show that culture enabled social context where an organization undertakes own implementation activities, culture directs the staff to make decisions during execution, culture affects the way managers behave within the organization. The findings are in line with McCarthy (2006), that firms culture provides the social settings upon which a firm embrace its own work. It directs the firm's staff in decision-making, auditing value for money in the use of time, and in deciding which choices are favorable from the beginning and which people are chosen to work for the organization, and in particular a panoramic view of the organization. A unit increase in organization resources allocation would cause a positive change on strategy implementation process of non-governmental organizations in Nairobi county, Kenya by 0.672 factor and a unit increase in organizational structure would cause a positive change on strategy implementation process of NGO's in Nairobi county, Kenya a factor of 0.578.

The study further established that strategy implementers bring the corporate culture into alignment with the strategy in the organization; culture facilitates co-operation and commitment in the organization. When culture impacts the activities of the organizational members to facilitate strategy, and execution is made stronger. The study findings were consistent with those of Wang (2010) that communication ought to be two-way in order to avail information that can improve understanding as well as responsibility and also for staff motivation. They posit that communication ought not to be viewed as a once-off action concentrating on strategy announcement. It should instead be a continuous activity throughout the process of implementation. Communication is still a challenge to the process of strategy execution.

The study established strong link between organization resources allocation and strategy implementation. Results obtained from regression test show that a unit increase in organization resources allocation would positively change the performance of NGO's in Nairobi county, Kenya by a factor of 0.416,. The findings are in line with the RBV theory by Barney (1991) that organizational resources (tangible and non-tangible) render a major role in helping organizations achieve top-level performance. The study establishes an adequate financing to meet the costs of implementation in the organization. The funds allocated are received on schedule and with no delays in the organization and there are adequate resources to cater for training related to strategy implementation. The findings are in line with David (2003), firms have no less than four types of resources utilized to accomplish desired objectives namely; financial, physical, human and technological resources. Once a strategic choice has been settled upon (in the key determination stage), management consideration swings to assessing the resource implication of the strategy.

The study further established that the organization has internal control systems that can enhance fund utilization. The financial resources are the greatest hindrance to strategy implementation; there are no internal changes to the fund allocation for strategy implementation in the organization. The findings concur with Thomson and Strickland (2009), that HR capabilities render a very vital duty in strategy implementation. Executives consist of top-level management, middle management and lower management. The success of strategy implementation is, at least in part, affected by the quality of people involved in the process.

The study established that strong organizational structure promoted strategy implementation process and performance of NGOs. The research also uncovered that a unit increase in organizational structure would positively change the performance of NGO's a factor of 0.267. Similar observations were made by Schaap (2010), who advocate that the demonstration of adjusting firm's structure with respect to a perfect strategy can extraordinarily assist to ensure affluent strategy implementation. Descriptive results obtained show that NGO's in urban slums in Nairobi County had a framework which is compatible with the chosen strategy in the organization. Adjustments to the organizational structure are periodically made in line with the changes in implementation. An implicit firm's structure indisputably influences the strategy execution process.

The findings concur with Heide (2012) that organizational structure influences the types of strategy used by an organization. An organization structure just means the formal system by which jobs are partitioned, gathered, and facilitated. The structure of firm helps individuals pull jointly their actions that progress powerful strategy implementation. Further study reveals that adjustments are essential either for the structure or the strategy itself in the organization. Organization framework help people pull together in their activities that promote compelling strategy implementation, managers are on a very basic level critical to successful implementation of strategy. The findings affirm Drazin and Howard (2009) argument that a legitimate strategy-structure alignment is an appropriate precursor to the triumphant implementation of fresh business strategies. They noted that it's required for firms to continually make alterations to their structure in line with the adjustments in the aggressive environment.

The study established that accountability in NGOs ensures high performance of projects. Proper monitoring of projects leads to success of strategies, project success based on meeting design goals and benefit to end users. NGOs gather information to help them make management decisions and achieve success, performance measures are undertaken to exert control over the implementation. The findings concur with Timothy (2012), who noted that organization performance assessment should be conducted in a systematic manner. The managers should use a funnel approach to explore all tools at their dispose then eliminate the inappropriate ones systematically using preset criteria. The final step should be to collate the last four or so methodologies and choose the most preferred method in a stakeholder forum with key or all employees of the firm.

CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The following discussions, conclusion and recommendations emanated from the data processing. The obtained study responses were underpinned by the study objectives. The main objective was to establish the challenges of resilient strategies for poverty eradication and performance of Nairobi based NGOs in Kenya.

5.2 Summary of the Findings

Results obtained on assessment of the objective of the study show strong evidence that communication process is strongly and positively linked to strategy implementation and organizational performance. Prediction results obtained from the regression modern show that a unit increment in organizational communication would positively change the performance of NGO's by 0.481. Similar observation has been made by Gray (2006) that strong inter-departmental communication policies help to maintain an efficient flow of information which promotes organizational performance.

The study further found that organizational communication would lead to a positive modification on strategy implementation process of NGO's in Nairobi County, Kenya. Results obtained from descriptive statistics re-affirm that NGOs operating urban slums in Nairobi County require strong integrated communication channels for smooth execution and implementation of strategic plan. Communication is an on-going activity throughout the implementation process; most of the NGOs operating urban slums employed the use of written and verbal communication platforms form of top-down.

The findings are in line with Janis and Paul (2015), enhancing communication within the organization plays a key role in strategy implementation. The study found that organizational culture would cause a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya

According Beer and Eisenstat (2010), blocked vertical communication has a detrimental impact on a firm's ability to realize and refine its strategy. Similarly, the link between a company's corporate correspondence capacity and its implementation of strategy found that CEOs focus on branding and reputation and prioritize internal communication. Further the study establish that organizational structure cause a positive change on strategy implementation process of non-governmental organizations in Nairobi county, Kenya

The study further found that a well-conceived strategy communicated to the firm equals a well-executed strategy, enhancing communication within the firm plays a key role in strategy implementation and that communication is two-way which provide information to improve comprehension and responsibility. The findings confirm Aaltonen and Ikavalko (2011), findings that state that the amount of strategic communication in many firms is enormous, both written and word of mouth communication is used, mostly in form of top-down communications. In line with the second objective, the study found a positive relationship between organizational cultures on strategy implementation which ultimately affected the performance of non-governmental organizations.

Prediction results from the regression model show that a unit increases in organizational culture would positively change the performance of non-governmental organizations in Kenya. The findings concur with the research by Deal and Kennedy (2010) contends that organizational culture plays a key role in shaping behavior and performance of organizational members. Similar findings have been observed by Giberson et al (2009), emphasize that culture is an integrating mechanism that guides organizational behavior.

Results obtained from descriptive analysis convey that culture yield the social context in which a firm conduct its implementation work. Culture guides the firm's individuals in making decisions during implementation. Culture affects the way managers behave within the organization. The findings are in line with McCarthy (2006), that a firm's culture offers the social context in which it performs its work. It steers the firm's individuals in making decisions, deciding on time and energy investment, choosing which recourse to look on favorably from the start and the type of individuals chosen to work for the firm and specifically everything else that is done in the organization.

The study further established that strategy implementers bring the corporate culture into alignment with the strategy in the organization. Culture facilitates co-operation and commitment in the organization. When culture impacts the actions of the employees to reinforce present strategy, implementation is fortified and the findings confirm Wang (2010) that a weakened culture obstructs the steady implementation of strategy by creating hostility to change.

It is critical that a firm's culture be well matched with the strategy being implemented because where there is contradiction amongst strategy and culture, it can incite organizational resistance to change and de-motivation which frustrate the strategy implementation effort. The study established strong link between organization resources allocation and strategy implementation results obtained from regression test show that a unit increase in organization resources allocation would positively change the performance of non-governmental organizations, the findings are in line with the RBV theory by Barney (1991), that organizational resources (tangible and non-tangible) render a crucial role in helping organizations achieve higher performance.

The study revealed there was adequate financing to meet the costs of implementation in the organization; the funds allocated are received on schedule and with no delays in the organization. NGOs in Nairobi had adequate resources to cater for training related to strategy implementation. The findings are in line with David (2003), organization have no less than four sorts of resources that can be utilized to fulfill needed goals particularly; financial, physical, human and technological resources. Once a key strategy has been settled upon (in the key determination stage), management consideration swings to assessing the resource implication of the strategy.

The study further established that the firm has internal control systems that can enhance fund utilization. Financial resources are the greatest hindrance to strategy implementation. There are no internal changes to the fund allocation for strategy implementation in the organization.

The findings concur with Thomson and Strickland (2009), HR potential to assume an extremely basic role in strategy implementation. Executors are comprised of top management, middle management and lower management. Effectiveness of a strategy implementation is influenced by the quality of individuals involved in the process.

The study established that strong organizational structure promoted strategy implementation process and performance of NGOs. The research also discloses that a unit increase in organizational structure would positively change the performance of NGO's. Similar observations were made by Schaap (2010), who suggested that the act of adjusting a firm's structure with respect to a perfect strategy can greatly help to ensure successful strategy implementation.

Descriptive results obtained show that NGO's in urban slums in Nairobi County had a framework which is compatible with the chosen strategy in the organization; adjustments to the organizational structure are periodically made in line with the changes in implementation. Effective firm structure positively influences the strategy execution process. The findings concur with Heide (2012) that organizational structure influences the types of strategy used by an organization. An organization structure just means the formal framework by which occupation assignments are partitioned, grouped, and coordinated. The structure of a firm facilitates people, pull together in their activities that promote successful strategy implementation.

The study further revealed that adjustments are essential either for the structure or the strategy itself in the firm. Organization framework helps people pull together in their tasks that promote operative strategy implementation. Managers are fundamentally crucial to successful implementation of a strategy. Drazin and Howard (2009), arguments confirm that an appropriate strategy-structure alignment is necessary precursor to the successful implementation of new business strategies. They bring up that organizations need to continually make adjustments in accordance with the adjustments in the competitive environment.

The study established that accountability in NGOs ensures high performance of projects proper monitoring of projects which leads to success of strategies, project success based on meeting design goals, benefit to end users. NGOs gather information to help them make management decisions and achieve success performance measures are undertaken to exert control over the implementation.

The findings concur with Timothy (2012), who noted that organization performance assessment should be conducted in a systematic manner. The managers should use a funnel approach to explore all tools at their dispose then eliminate the inappropriate ones systematically using preset criteria. The final step should be to collate the last four or so methodologies and choose the most preferred method in a stakeholder forum with key or all employees of the firm.

5.3 Conclusions

Based from the study observation, the research concludes that there exists a strong positive relationship between organization communication process and strategy implementation process both which affected the performance of NGOs operating in urban slums in Nairobi County. Strong organizational communication makes easy sharing of information, event planning, project coordination and social connection, while deficient communication and nonfunctional communication systems prompts confusion, lowered morale and loss of efficiency. The study also concluded that organization resources allocation would cause a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya

The study also concludes that strong organization culture promoted strategy implementation process which resulted to positive performance of NGOs operating in urban slums in Nairobi County. Solid corporate cultures indicate that staffs are like-minded, hold identical beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust rapidly ensure that a healthy corporate culture results in workers working as a team to fulfill the company's strategic objectives. The study concludes that a unit increase in organizational structure cause a positive change on strategy implementation process of non-governmental organizations in Nairobi County, Kenya.

The study concludes that a firm resource capability has a crucial role in strategy implementation. NGOs need to further enhance their aggregate resources, especially physical and HR. Strategic resources are the building blocks of competitive performance and that NGOs budgetary quality, its enterprise knowledge and its workforce decides the success in strategy implementation and level of performance.

The study also concludes that strong organization structure promoted strategy implementation process which resulted to positive performance of NGOs operating in urban slums in Nairobi County. Strong generational structure gives NGOs the ability to segregate its sections into semi-autonomous groups; a powerful firm structure allows a firm to better focus on a single set of goals. Strong organizational structure or framework helped workers attain their goals and do their jobs.

5.4 Recommendations

In view on the findings, the study recommends that the NGOs top managers must make communication plans and information channels to guarantee that stakeholders are kept informed and in contact with each other. NGOs working in urban slums in Nairobi County ought to align corporate culture with performance management systems. Management must ensure this alignment so that workers behavior results in attainment of firm goals as laid in the strategic plan. It is vital for NGOs operating in urban slums in Nairobi County to have sound work systems to organize both their internal capabilities and their resources to achieve supper performance, strong reliable means of financing are requiring for smooth implementation of strategic plan.

NGOs HR department should encourage healthy teamwork among their employees .The human resource department should adopt key performance indicators in their operations and that it is vital for NGOs to have an efficient organizational structure. This facilitates easier delegation of responsibility and changes throughout the organization.

5.5 Study Limitations

Several limitations were encountered in the course of research process. Some respondents were uncooperative in filling the questioners this was overcome by having a dialogue with the respondent's, lack of enough finances, some respondents took a longer period of time to fill and complete the questionnaire. The researcher ensured that the date of submitting the questionnaires was considered crucial for the study to be finalized on time.

5.6 Recommendations for Further Studies

The research objective was to establish the challenges of sustainable poverty eradication strategy implementation and performance of NGO's in urban slums in Nairobi County, Kenya. Other studies may focus on analyzing the effect of strategic orientation on performance of NGOs in Kenya, similar study should be carried to investigate the effect of core competences on performance of NGOs in Kenya or evaluate the effect of intellectual capital on performance of NGOs in Kenya. Integrity issues as indicated by existence of briefcase NGO's which indicate an underlying complex issues also need further investigation. Further studies should be carried out on the cause and effects of multiple shifting of NGO focus to try suite their existence in the slums.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE. 5/10/2016

TO WHOM IT MAY CONCERN

The bearer of this letter ... ESTHER WANJIKU KIARE

Registration No... 061/75085/2014

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

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

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

Thank you.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire. *Answer all **questions as indicated by either filling in the blank or ticking the option that applies**.*

Section A: Background Information

1. Kindly indicate your gender

   Male (   )   Female (   )

2. For how long have you worked with this NGO?

   Less than 2 years   (   )

   2 to 5 years   (   )

   5 to 8 years   ()

   More than 8 years   ()

3. For how long has the NGO operated in Kenya?

   < 10 years   ()

   11 to 20 years   ()

   21 to 30 years   ()

   30 years>   ()

4. Indicate the NGO ownership

   Foreign   ()

   Local   ()

Section A: Challenges Facing Strategy Implementation

Indicate the extent to which each of the following statements relating to organizational communication applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Communication	1	2	3	4	5
Enhancing communication within the organization plays a key role in strategy implementation					
A well-conceived strategy communicated to the organization equals a well-executed strategy					
In the organization for strategy to be successfully executed communication have to be integrated					
Both written and oral communication is used, mostly in form of top-down communications in the NGO					
Communication is two-way so that it can provide information to improve understanding and responsibility in the NGO					
Communication isanon-going activity throughout the implementation process					

Indicate the extent to which each of the following statements relating to organizational culture applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Culture	1	2	3	4	5
Culture provides the social context in which an organization performs its implementation work					
Culture guides the organization's members in decision making during implementation					
Culture affects the way managers behave within the organization					
Strategy implementers bring the corporate culture into alignment with the strategy in the organization.					

Culture facilitates co-operation and commitment in the organization.					
When culture influences the actions of the employees to support current strategy, implementation is strengthened.					

Indicate the extent to which each of the following statements relating to organization resources allocation applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organization Resources Allocation	1	2	3	4	5
There is adequate financing to meet the costs of implementation in the organization					
The funds allocated are received on schedule and with no delays in the organization					
There are adequate resources to cater for training related to strategy implementation					
The organization has internal control systems that can enhance fund utilization					
Financial resources are the greatest hindrance to strategy implementation					
There are no internal changes to the fund allocation for strategy implementation in the organization					

Indicate the extent to which each of the following statements relating to organizational structure applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Structure	1	2	3	4	5
Organization framework helps people pull together in their activities that promote effective strategy implementation					

The framework is compatible with the chosen strategy in the organization					
Adjustments are necessary either for the structure or the strategy itself in the organization					
Effective organizational structure positively influences the strategy execution process					
Adjustments to the organizational structure are made in line with the changes in implementation					
Managers are fundamentally important to successful implementation of strategy					

Indicate the extent to which each of the following statements relating to organizational performance applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Performance	1	2	3	4	5
Accountability in NGOs ensures high performance of projects					
Proper monitoring of projects leads to success of strategies					
Project success based on meeting design goals, benefit to end users					
NGOs gathers information to help them make management decisions and achieve success					
Performance measures are undertaken to exert control over the implementation					

Indicate the extent to which each of the following statements relating to strategy implementation applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Strategy Implementation	1	2	3	4	5
Strategy implementation is determined by top management commitment in the NGOs					
Organizational Leadership Influences strategy implementation in the NGOs					
In the NGOs innovation influences strategy implementation					
NGOs gathers information to help them make management decisions and achieve success					
Performance measures are undertaken to exert control over the implementation					

THANK YOU

APPENDIX III: LIST OF NGOs INVOLVED IN POVERTY ERADICATION

1. ABC children's Aid
2. Action Aid Kenya
3. Action for Empowerment-Kenya
4. Action network for the disabled
5. Adventures in mission –Kenya
6. Africa Educational Trust
7. The Adventist Centre for Care and Support (ACCS)
8. Canada-Mathare education trust
9. Care highway humanitarian aid
10. CARE International Kenya
11. Carolina for Kibera organization
12. Cheryl Williams foundation
13. Christian concern ministries
14. Community organization for environment and development initiatives
15. First love Kenya
16. For the children's sake foundation
17. 4KenyasKids
18. Friendship awards organization
19. Kenya community development foundation.
20. Humanity for orphans, youth and widow's initiatives Kenya (HOYWIK)
21. Initiative of Change
22. International Association For Community Development
23. Kibera community self-help programmes Kenya (KICOSHEP)
24. Kibera slums community development program
25. Kibera slums youth development programme
26. Kibera transformation and development programme
27. LwandaMagere community development and resource centre
28. Mission of hope international
29. Missionaries of charity
30. Mukuru promotion centre
31. Multinational fund for development aid
32. Muunganowawanavijiji
33. Nyisango health management and community development project
34. Peggy comfort centre
35. Project chance Africa
36. Resource centre for slums
37. Swedish International Development Cooperation Agency
38. Samaritan's ark initiative
39. Shining hope for communities (SHOFCO)
40. Shiriki charity organization
41. Solidarity for eco - friendly efforts in Kenya

42. Sports for life programme

43. Spurgeon child care Kenya

44. St. Lazarus community - focus development foundations (saintlaz)

45. St. Vincent de paul community development organization

46. Stara peace women organization

47. Strategic community development network

48. Strategic Intervention For Poverty Alleviation on Kenya (SIPAK)

49. The Christian concern ministries

50. The patient's association

51. Umande trust

52. Uzima centre leadership and development

53. Western - rift support organization

Source: Ministry of devolution and planning, state department of planning Poverty Eradication Commission, (2014)