

**RESPONSE STRATEGIES ADOPTED BY PUBLIC BENEFIT
ORGANIZATIONS IN KISUMU COUNTY, KENYA TO
CHANGES IN THE COMPETITIVE ENVIRONMENT**

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DECLARATION

This research project is my original work and has not been presented for a degree award in any other institution.

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DEDICATION

I dedicate this project to my friends and to all my family members. There is no doubt in my mind that without their continued support and counsel this process could not have been completed.

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ACRONYMS AND ABBREVIATIONS

CBO	Community Based Organization
INGO	International Non-governmental Organization
KENPRO	Kenya Projects Organization
PESTEL	Political, Environmental, Social, Technological, Ecological and legal
NGO	Non Governmental Organization
PBO	Public Benefit Organization
PEPFAR	Presidents Emergency Plan for AIDS Relief

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ABSTRACT

World over, organizations are faced with myriads of challenges. These challenges, mainly brought about by shifting environmental conditions significantly impact organisation's quest for survival. The biggest challenge facing PBOs in Kenya has been to re-model their convectional business practices and embrace new business opportunities that make them competitive enough to counter the ever-changing turbulent environment within their areas of operation. The objective of the study was to establish the competitive strategies adopted by Public Benefit Organizations to changes in the competitive environment in Kisumu County, Kenya. A descriptive research design targeting (731) active public benefit organizations operating in Kisumu County was adopted in the study. This falls in line with the Public Benefit Organization's Coordination Board report (2013). A cross sectional descriptive research design was adopted in this study. The researcher collected primary data by application of a semi-structured questionnaire. The study was conducted on 252 respondents but only 205 respondents managed to fill and return the questionnaires thereby attaining a response rate of 81.35%. The study findings on various environmental changes that affected the PBOs competitiveness revealed that diminishing donor funds, stakeholder sabotage, lack of government support, high community expectations, technological advancements, financial crisis and competition from other PBOs are the main pointers affecting the PBOs in Kisumu County, Kenya. One-sample t-test show that all factors under consideration in this study indicated a mean score of more than three, This suggests that the score are statistically significant. The implication of this is that most respondents felt that the environmental changes actually affect the PBOs and the response strategies are actually implemented within them. The study further established that PBOs in Kisumu County, Kenya are affected by the same environmental changes however, significant difference exists in the type of response strategies adopted by the PBOs. The study recommends that response strategies that benefit PBOs through reduced risk at the least cost possible should be implemented by the managers. In relation to policy, the findings shed light on the significance of pro-active strategies for environmental change management. Conceptually, the study only focused on response strategies adopted by PBOs in Kisumu County, Kenya, and there was no linkage to their performance. It would have been significant to relate the response strategies to the performance of the PBOs in Kisumu County, Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations function in environment that is constantly subjected to many discrete influences (Ndungu, Machuki & Murerwa, 2014). The changes inherent in the environment in which an organization operates have a huge impact on the organisation's survival and success (Wei & Wang, 2011). As turbulence within the environment increases, changes manifests themselves more rapidly that impacts the way an organization formulates and implements its strategy. Strategy can be defined as the creation of preciously unique position for an organization which eventually enables it to carry out activities that are essentially different from those of its competitors (Porter, 2008). Changes in the environment present businesses with a predicament; to employ cost cutting measures so as to safeguard resource, or investing in totally new products and employing different processes to take advantage of the competitor weakness. Business managers are better position to make choices among different possible ways in which strategies might be changed in consideration to how the business environment changes. These works better if they have possible scenarios of the future (Laura, Xhevrie, Luis & Allesandro, 2015). Application of response strategies enables an organization to defy potential competition within an industry thus guaranteeing its prospects and profitability, how it aligns itself with the environmental changes as well as other challenges (Laura, Xhevrie, Luis & Allesandro, 2015).

Organizations are facing competitive challenges more than ever before. For their survival, they must exhibit suitable response strategies. The concept of response strategy is supported by and is a subset of contingency theory and institutional theory. Contingency theory states that there is no one way that is best in leading an organization while institutional theory postulates that organizational structure is a function of societal values and believes (Amit &

Schoemaker, 1993). The organizational norms influence the degree of organizational efficiency and effectiveness in crafting response strategies (McConnel, 2015). Open systems theory aligns to the concept that organizations and businesses are heavily subjective to their environment (Erwin, 2013). As quoted by (Nyongesa, 2013), included in the environment are other organizations as well that wield various pressure of economic, technological, political or social nature. The controllers of open systems closely monitor the organization's external and external environment, as well as customer needs and reactions. This environment also provides vital resources that aid in organization sustainability and lead to change and survival (Cole, 2004). According to Porter (1985) in order for organizations to maintain competitive advantage, it is integral that they constantly monitor both their internal and external environment and act in response accordingly. Environmental scanning thus becomes the leading stride in responding to the environmental challenges.

PBOs operating in Kenya needs to re-invent themselves, embrace new business models and seek innovative sources of business as a strategy to counter the increasingly turbulent environment (Mwasi, 2014). In addition to enforcing structural adjustments to their day to day operations, NGOs have been forced to re-engineer their businesses and put in place some sound strategies to augment their competitive advantage in the industry (Arasa & Kioko, 2014). Kisumu town experiences a high unemployment rate of about 30% according to a UN-Habitat study (2004). Job insecurity and low income are the main challenges that the poor of Kisumu face. The town experiences high average poverty levels at 48%. The national average is 29%. Therefore, PBOs in Kisumu County play an important function in poverty alleviation. With the PBOs in Kisumu County playing such an important and omnipresent role in the lives of so many, they should operate in a way so as not to waste the limited resources, and strive to have great and broad positive impact on behalf of stakeholders, on the other hand

function with complete and utter transparency and accountability. Moreover, as the programs run by the PBOs in Kisumu County increase, so does the need for response strategies.

1.1.1 The Concept of Response Strategies

Response strategy refers to the organizational routines, procedures and processes committed to anticipating and responding after analyzing strategic issues and thereby enhancing organization's capability to learn and adapt (Drennan, McConnell & Stark, 2015). A deliberate design for a response strategy should be crafted that constantly capture signals from the environment and aid a real-time process to integrate the information being gathered into decision making (Ndung'u, 2011). Systems failure may occur as a result of speed of change or low expectation of change which creates discontinuities that influence the organization planning processes to determine an effective reaction (Drennan, McConnell & Stark, 2015). The timeliness of response depends on the anticipation of changes and in using diligently the time resource provided by the early warning. Advance detection of strategic issues increases the time available for responses (Ndung'u, 2011).

Response strategies in organizations more often than not, focuses on fine tuning existing efforts and does not factor in detection and reaction to truly unpredictable challenges in the future (Clark, 2012). Since the future is not known, response strategies in organizations are inclined to focus more internally as opposed to external environmental threats and opportunities (Ndungu, 2011). Some of the environmental challenges to organizations include legal huddles, competition, shrinking funding, corruption and politics (Mwasi, 2014). Organizations frequently discuss issues of partnerships, cooperation or collaboration as a means for them to improve both effectiveness and program delivery. To embrace strategic response organizations need to change their strategy and align them to the environment and

also ensuring a match by redesigning their internal capability (Porter, 1985). Organizations in dynamic industries react to environmental changes and competitive forces in different respects. They may work on improving their current products, diversify and divest or make use of techniques that ensure operational effectiveness (Musyoka, 2011).

One of the setbacks of response strategies is that it calls for the organization to predict the future outlook of the environment so as to develop plans to respond effectively; however, forecasting the future is not an easy undertaking (Kemoli, 2012). It follows that if the future does not turn out as expected then it may annul the response strategy adopted. However, a variety of approaches to response strategies exists that are not dependent on the prediction of the future (Morris, 2014). Response strategies are intended to impart an organization with immediate benefits depending on the prevailing environmental conditions. If long term objective within an organization needs to be addressed then response strategy may not be viable. (Leitner & Guldenberg, 2010). Response strategy has both advantages and disadvantages. Unfortunately, inappropriate application results to more disadvantages as opposed to the limitations (Leitner & Guldenberg, 2010).

1.1.2 The External Environment

External environment refers to those factors outside the organization that influence its ability to function. These include a wide range of needs and interactions influencing the organization, but which the organization is not directly in control of. These Influences manifests themselves as economic, political, ecological, technological and societal in nature. (Cabral, 2000). The basic elements of the external business environment include competition, customers, government, economy, and public perception (Dudik, 2000). External environment situation of a company seeking undefended markets is characterized by head-

on opposition with well established rivals. These often lead to advertising wars, reducing prices or costly efforts to differentiate products or outspend rivals. These factors are more manifested if the company's aspire to evade competitors and wants to be the first to engage in markets in order to outdo competition, create new markets and make existing products irrelevant (Baum and Korn, 1996). A company needs a Hammer to win new business and fuel its growth. Consequently a pivot is vital for its survival. The effective application of Pivot directly affects the success of the Hammer. More resources can be leveled towards the Hammer in order for it to do a better job if the Pivot is effectively defending the firm's profitability. Proliferation of products may cause a firm to extend its capabilities widely thus negating the principle of concentration of forces (Porter, 1985). Moving into several markets leaves a firm exposed to attacks from competitors.

1.1.3 The Public Benefit Organization Sector in Kenya

The Public Benefit Organizations Act of 2013 provides for the formation and operation of public benefit organizations (PBOs); The Act provides for the creation and operation of public benefits organizations in the country and defines a PBO as a voluntary membership or non-membership group of individuals or organizations that are engaged in activities for the benefit of the public. They can fall in areas such as legal aid; agriculture; rights and welfare of children; culture, working with or for persons with disabilities, energy, education; environmental conservation; gender issues, governance; poverty eradication; health; housing and settlement; human rights; and HIV/AIDS among others (PBO Act 2013). The legal body mandated with the responsibility of coordinating operations of PBOs in Kenya is referred to as the PBOs Coordination Board. Its function includes coordinating and facilitating the work of PBOs, maintaining the register of PBOs, receiving and discussing reports of PBOs, advising the government on the activities and role of PBOs, providing policy guidelines to PBOs, approving PBOs Council reports as well as the PBO Code of Conduct. PBO

coordination Board strategic plan for (2009-2012) projects that the numbers of registered public benefit organizations operating in the Kenya will be 8,261 by the close of year 2015; about 400 are being registering every year. Growth in NGO sector results in both opportunities and threats taking the form of limited financial resources, shifting donor interests, political interference, and poor governance especially from the NGO coordination Board.

Regionally, Kenya can be seen as a hub for many international non-governmental organizations (INGO's) operating in the area and has a very vibrant public benefit organization sector (Arasa, 2014). PBOs in Kenya may be traced back to philanthropy during the colonial time when the activities of NGO are largely centered on welfare activities (Clark, 2012). A study by Abdel-Kader and Bill (2011) revealed a substantial increase in development of NGO's with an estimate of about four hundred NGOs being registered each year. The economic input of the sector to Kenya's economy being at approximately KES 80 billion per year (NGO Coordination Board, 2013). The amount of money spent through PBOs in Kenyan economy is on the increase. For example, HIV and AIDS funding went up from USD 300 million in 1996 to USD 15.6 billion in 2008 (Funding the response to HIV and AIDS, 2013). PBOs have fundamentally become forces of alternative transformation. This has been due to the perception that PBOs are the vehicles of choice for channeling of developmental expenditure such as the provision of education and healthcare services (Agg, 2006). Majority of donors and development partners do not trust governments systems and thus view PBOs as an ideal way for channeling their development aid. Moreover, due to the PBOs associated public relations benefits many development partners prefer to use it (Namusonge, 2013).

1.1.4 Public Benefit Organizations in Kisumu County

Kisumu County hosts numerous PBOs given the socio-economic situation in the County. The County has a total surface area of 2,086 kilometers squared strategically located on the shores of Lake Victoria. The lake connects Kisumu County to Tanzania and Uganda. The youthful residents of the County are mostly unemployed (Kisumu County Report, 2014). 45.3 percent of the County residents live below the poverty level (Commission on Revenue Allocation, 2014). This has made it necessary for direct interventions either through the government or non-governmental organizations. A total of 731 PBOs are operating in Kisumu County (Kisumu County Report, 2014). The PBOs are involved in all the sectors ranging from education to agriculture. All these PBOs exist mainly to improve the livelihoods of the Kisumu county residents. The PBOs in Kisumu County engage in different and sometimes overarching thematic areas some of whose roles include health initiatives, operation and development of infrastructure, innovation support, alleviation of poverty and VolunTourism projects, facilitating communication, training, research and advocacy (NGO Coordination Board, 2013). The ever increasing number of PBOs channeling programs in the same thematic areas or sectors are subjected to several environmental issues such as diminishing donor support, strict regulations by government and huge expectations by the local communities.

1.2 The research Problem

Myriads of challenges are faced by organizations all over the world in running their business operations. Suitable strategies need to be adopted irrespective of the challenges experienced in order to enable the organizations achieve a high degree of competitive advantage. An organization should adopt a strategy that is in tandem with the opportunities as well as threats it is facing more so once a thorough scanning of the operating environment has been done

(Lilly & Juma, 2014). On the other hand, the response strategies adopted should be chosen effectively since not all response strategies results in improved performance in the organization. The models adopted and applied to PBOs typically require significant modification or fine tuning to work in a non-profit setting (Arasa & Kioko, 2014). This in essence is principally due to the differences in purpose between for-profit and non-profit enterprises and in the ways in which they view performance; for profit organizations generally measure their performance based on how much profit they make from the activities they engage in or how much economic returns they make to their owners while non-profit organizations measure their performance in terms of how well they achieve or are aligned to their set mission (Arasa & Kioko, 2014).

Public benefit organizations in Kisumu County could be faced with the challenge of managing shifting environmental conditions such as duplication of efforts, ethical complications, diminishing donor funds, competition by other PBOs, lack of government support and stakeholder sabotage. Changes in the environment are by nature future oriented, influencing the PBO's long term prospects and therefore having enduring effects. In addition, the PBOs in Kisumu County are under immense pressure to meet their organizational objectives and goals. These challenges call for a need to devise response strategies and approaches to strengthen their position in the turbulent environment. It is therefore worth investigating the response strategies adapted by PBOs to changes in the environment.

Globally, Ofori and Atiogbe (2015) interrogated the challenges facing adoption of response strategies in supermarkets in Ghana. The study focused on descriptive research design and adopted interview guides. The study consequently established that all the supermarkets engaged in response strategies in one way or another. The study however, focused on supermarkets and not PBOs. Chue and Whang (2015) studied effects of response strategies

on firm performance in Chinese factories. The study interrogated roles of organizational responsiveness and adopted descriptive research design. The results revealed that response strategies directly influence factory performance. The study however, focused on factories and not PBOs; a gap the current study seeks to fill.

In Kenya, Mwasi (2014) interrogated strategies adopted by non-governmental organizations to enhance performance in Kitui County. He however focused more on competitive strategies rather than response strategies. Dekings (2015) Looked into strategic management issues adopted by Public Benefit Organizations in Homa Bay County, Kenya and adopted descriptive research design and a semi-structured questionnaire. The study concluded that the PBOs had largely complied with all the five steps of strategic management. However, the study neither focused on response strategies nor Kisumu County. John (2010) delved into response strategies practiced by small and medium size horticultural exporting companies in Nairobi. Ndung'u (2011) looked at response strategies adopted by companies in the beer making industry in Kenya. The two studies found out that most firms used mixed approaches. However, the two studies did not focus on PBOs. Namusonge (2013) focused on response strategies adopted by non-governmental organizations in Nairobi, Kenya. The study established that most NGOs adopted defensive strategies. However, the study did not focus on PBOs.

A critical review of the above studies reveals that they were either done in different contexts or interrogated different conceptual issues. Some of the reviewed empirical studies also focused on different research methodologies. Most studies did not focus on PBOs while those that dwelled on PBOs neither focused on Kisumu County nor outlined the specific response strategies adopted. Moreover, local empirical studies focusing on Public benefit organizations such as Namusonge (2013) only concentrated on NGOs thereby ignoring other PBOs for

instance community based organizations (CBOs). These leads to the knowledge gaps that this study sought to fill. What are the response strategies used by PBOs to changes in the competitive environment in Kisumu County, Kenya?

1.3 Research Objective

The study objective was to establish the response strategies adopted by Public Benefit Organizations to changes in the competitive environment in Kisumu County, Kenya.

1.4 Value of the study

Results of this study would contribute to theory building. It will be of notable interest to researchers and academicians who wish to explore and carry out further investigations. The findings would specifically contribute to theories relating to response strategies and therefore provide basis for further research on the same.

The findings of this study would also contribute to policy making with an emphasis on public benefit organizations (PBOs). The regulators and policy makers can use the finding of the study to enhance the regulatory framework for management of public benefit organizations in Kenya. This could be done by providing basic tenets of strategic management for access by public benefit organizations (PBOs). These might relate to regulating those aspects that threaten to adversely impact on the NGO operations.

The problem and its consequent solution will be relevant to both PBOs and CBOs interested in adopting or enhancing their response strategies. An additional beneficiary in this research may include donor institutions that are looking into entering strategic alliances with partners in view of overcoming challenges posed by operating in the Kenyan environment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter entails the literature review on the subject under study. The chapter will inform the study by discussing the theories underpinning the study, response strategies and challenges of applying response strategies.

2.2 Theoretical Foundation

Contingency theory and open systems theory can be viewed as subsets of environment dependence theory. Over the years, systems theory had a profound effect on understanding of organizations more so their management operation. A system can be thought of as part, combined to achieve a particular goal. Removing one part of the system changes the nature of the system altogether (Cole 2004). A system has inputs, processes, outputs and outcomes. Organizations may adopt various countervailing strategies to create a fit to the turbulent environment it operates in to survive; they may choose to associate with more suppliers, or integrate vertically or horizontally.

2.2.1 Contingency Theory

The assumption underlying this theory is that there is never one best way to organize. Consequently any specific way of organizing is not necessarily the most effective rather, organizational effectiveness is a function of how it fits between the type of technology embraced, environmental changes, organizational size and structure and its information system (Chenhall, 2003; Woods, 2009). The structure of the organization is subject to factors such as its size, the technology used and the extend of task environment. The organizational fit discussed by Van de Ven and Drazin (1985) as a concept has been identified and looked into in three perspectives namely; selection, interaction and systems approaches. The selection approach interpretation of fit is that, for an organization's continual existence and

effectiveness, it needs to adapt to the attributes of its context. This view implies that organizational design is caused by its context. Early contingency research studies fronted this view in order to interrogate existing links between organizational context and its design but they failed to look into organizational performance. Other researchers like Freeman (1984) interrogated technology as a contingent factor. Contingency theory thus can be seen as advancing the study of organizational behavior taking into account how contingent factors affect the function and design of organizations. This factors can be technology, culture and the external environment (Van de Ven & Ferry, 1980).

2.2.2 Open Systems Theory

Open systems theory simply refers to the concept that organizations do not exist in isolation and are strongly influenced by their environment (Nyongesa, 2013). The open systems theory views the organization as a whole as well as part of the larger environment. Open systems theory evolved as a response to earlier theories fronted by Elton Mayo specifically on his perspective of human relations and the administrative theories of Henri Fayol, in essence both treated the organization as a dependent entity. As organizations carry out their businesses they impact on and change their external environment, consequently they also get influenced by the external changes in the local and international environment (Pfeiffer & Salancik, 2003). This phenomenon is commonly referred to as active adaptive change (Pfeiffer & Salancik, 2003). Other organizations also exist within the environment that exerts diverse forces of economic, technological, political or social in nature. Key resources are also derived from the environment that the organization operates in. These resources are needed by the organization to sustain its competitive advantage (Cole 2004).

Predicting possible change in the environment by appreciating that the organization is an open system is crucial. One of the essential element of strategic planning is predicting the

future and taking into consideration how the future will affect the work of the organization. It requires actively looking out for the threats as well as identifying potential new opportunities by use of tools like PESTEL. Open system enables organization planners to appreciate and recognize the need to constantly monitor the changes in the environment and figure out how it will affect their operations (Nyongesa, 2013). Systems view ensures more clarity during the planning process. Product or service designers who inculcate a systems view have better knowledge of the basic parts of their project, product or service and how best they can all be aligned in order to effectively reach organization desired goals (Cole, 2004). It includes defining the results, what measures or outputs will indicate that those results have been achieved, what processes will produce those outputs, and what inputs are needed to conduct those processes in the system.

2.3 Response Strategies

Those options selected by strategic decision makers that includes assigning critical resources, making critical steps and directing important managerial actions can be referred to as response strategies (Dean & Sharfman, 1996). Strategic responses should be designed and applied within strategic management as an activity since it provides the contexts within which choices bordering the nature and future growth of the organization are developed (Stoney, 2000). Consequently, it aids in the appropriation of suitable resources in view of enhancing strategic performance of the organization (Ofori & Atiogbe, 2012). According to Stoney (2000) strategic management ensures that the organizational structure, processes and mindset is appropriate and in tandem with each other to enable it carry through change programs taking into account the organizational size, and the tendency to changes in the environment.

It is very important to take note of the process organization follows that achieve strategic decision making. This process directly affects both the firms' efficiency and effectiveness (Mitchell, Shepherd & Sharfman, 2011). The manager's prior knowledge and experiences is very handy in influencing this process in addition to the organizational context in which this processes takes place (Kaplan, 2008) as well as the nature of the environment itself. Two categories of response strategies are strategic and operational responses (Ross, 2011). The difference between the two is that operational responses primarily impinge on the implementation of strategic decisions on a day to day routine while Strategic responses are directional. Response strategies are used primarily by organization decision makers in a bid to effectively discourage everything that negates organization's growth and profitability at the same time position the organization effectively in its competitive environment as it anticipates environmental change (Pearce & Robinson, 2011).

A firm's efficiency and effectiveness is a function of sound coordination between its objectives and strategies. Therefore, when planning a response strategy, it is key to take into account that decisions taken are subject to and involve many considerations, thus integration needs to exist that makes the parts into a complete structure. Any act committed by an organization is likely to be met by a reaction from those affected. Making response strategies more beneficial to organizations calls for a complete move from strategic planning to a much extensive process of strategic management, which needs to be taken as an ongoing rather than on episodic basis (Poister, 2010).

2.3.1 Defensive Strategies

To fend off competition and challengers in the market, established organizations need to incorporate defensive strategies in their organization because of the perpetual rivalry within the operating environment (Nganga, 2012). These organizations need to feign attractiveness

to fend off possible attacks. The purpose of defensive strategy is to thus discourage potential challengers from attacking another firm. The established firms engage in shaping the competitor's perception about the profitability in the industry and convince them that investing in the industry is not worth since they may not get their returns (Lilly & Juma, 2014). For defensive strategies to work better, either the challenging firm should not have committed a huge investment in the industry, or entered the industry before exit barriers are raised by the incumbent making it hard for the challenger to leave the industry (Porter, 1985). Fortify and defend strategy is one instance of defensive strategy that attempts to create barriers to entry for possible rivals (Lilly & Juma, 2014). In marketing, the firms apply defensive strategies in order to lower the incentive to attack. Firms mostly enter an industry because the incumbent firms earn high profit margins. The higher the profits earned by these firms, the higher the inducement to compete in the same market. Thus, by removing the high profit anticipated by the new entrant, the motivation can be considerably minimized for possible attack.

To achieve this, firms need to ensure that the entry barriers to the market are considerably raised. Example of these can be the location of the firm, the capital, and ability to engage in switching costs, product differentiation or access to raw materials. Creating these barriers usually discourage competitors because they will be required to invest a lot of resources not borne by the incumbent. (Yannopoulos, 2007).

2.3.2 Offensive Strategies

In order to improve their own competitive position firms engage in offensive marketing strategies by basically taking market share away from rivals. These strategies include direct and indirect attacks or venturing into new markets to avoid existing competitors. If a firm possesses superior resources a direct attack may be called for. However, if a firm faces

superior rivals, indirect attacks are more appropriate than direct, frontal attacks. Direct attacks invite retaliatory responses especially if they pose a serious threat to the defending firm (Porter, 1985). Indirect attacks are less likely to elicit a competitive response because that is difficult to detect, especially if they are targeted towards non-core segments or products. Attacking a competitor head on is referred to as frontal attack. Offensive frontal attack strategy can be pure by targeting the customers of the firm under attack with comparable products attributes. Such attacks are quite risky; It is never won unless the provoking firm has a competitive edge over the defending firm. For this reason, a modified frontal attack which is an adaptation of the pure frontal attack may be seen as a better choice under the circumstances. It can be based on pricing by developing the same product as the product of the competitor in terms of their attributes but offer a minimal price. It may also be value based by challenging competitors with quality products at competitive prices.

2.3.3 Pivot and Hammer Strategy

The pivot and hammer as a strategy is an amalgamation of defensive and offensive strategies (Dudik, 2000). A Pivot and a Hammer is needed in every business. An organization's quest to hold its market position is represented by the Pivot. It ensures that the firm fends off competitors, and retains customers. Easily identifiable and imitable brand names, low cost, or advanced innovation skills are some of the unique competencies that characterize a firm's Pivot. A firm may use its easily recognizable name to dissuade attacks and defend its market share by retaining its customers who easily identify with it. Firms may also rely on their most successful products as cash cows to finance any possible expansion plan that might present itself. One or more Bearings hold the pivot in place. A Bearing can be seen as a certain key attributes like the skills or people or assets which the company relies on to perform its defensive action. For example, Microsoft's Pivot may be its Windows operating system and

its Bearing is, arguably, Bill Gates as it leaves very little doubt that Microsoft would be where it is today without his high drive and motivation.

2.4 Response Strategies and Competitive Environment

As proposed by Dawar and Frost (1999), companies operating with little pressures to venture into the global market but are in possession of assets that are not transferable should defend its market against multinational attacks. This typifies responses that are implemented with the intention of retaining market share in the domestic environment where the firm is accustomed in operating. If globalization pressures are not great but the company assets are easily transferable, then consideration of extending its success to other prospective markets can be considered (Dawar & Frost, 1999). Product proliferation can be viewed as an attempt of filling the gaps in the market by introducing a full product (Lilly & Juma, 2014). These can take the form of introducing multiple versions of the same product with different models or product types. Blocking brand strategy is an example of cover - all bases used by existing firms in the market to block access to potential entrants.

Engagement in Cross-Parry makes it possible for firms to compete with each other in more than one market (Yannopoulos, 2007). This strategy is used when a firm is attacked by another firm in a specific area but decides to attack the same challenger in different area altogether. By targeting the challenging firm in its focal area, It refocus its attention from its own principal area and attacks the challenger at its weakest area (Karnani & Wernerfelt, 1985). The essence of this strategy is to avoid involving the most important brand in a price war. Larger firms tend to lose out more than the smaller firm. Price war leads to lower profit with a possibility of tarnish a firm's brand image getting irrevocably tarnished (Yannopoulos, 2007). Expansion of a firms capacity as a strategy can be used to deter other firms to enter into the same market especially if the related costs are exceedingly high. To the contrary, it

would be comparatively easy for competitor entry if the costs of expanding the capacity is lower or the same capacity can be used for other purposes.

2.5 Summary of Knowledge Gaps

Most scholars affirm that the response strategies in most organizations are still misunderstood (Mwasi, 2014; Chue & Wang, 2015). In addition, there is no clear consensus regarding the link between response strategies and performance of most firms. Most global studies (Ofori & Atiogbe, 2015; Chue & Wang, 2015) not only focused on different contexts but also different methodologies. Some focused on factories while others focused on SMEs rather than PBOs. These leads to the knowledge gaps that this study seeks to fill.

Some local studies focused on PBOs (Mwasi 2014; Dekings, 2015) but neither focused on response strategies nor Kisumu County. In addition, the local studies not only focused on different contexts but also different methodologies. Specifically, most of the local studies adopted case study research designs and used interview guides to collect data. Many Studies carried out on response strategies have focused on many sectors and enterprises but very little attention has been given to the PBOs and more so in the context of Kisumu County. Evidently, no studies have been carried out on response strategies adopted by PBOs in Kisumu County. This study will try to fill these research gaps.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter presents the procedure and methods adopted to carry out the study. These comprise the research design, population of the study, sampling design, data collection data analysis and reporting.

3.2 Research Design

A cross sectional descriptive research design was adopted in this study. A descriptive research design determines and reports the way things are and use a pre-planned design for analysis. According to Orodho (2004) a descriptive research design is applied when collection of data is done to describe persons, organizations, settings, or phenomena. Kothari (2007) observed that a study that relates with what, when, which and how of a phenomenon is appropriate for application of descriptive research design.

3.3 Population of the Study

The population target for this study comprised of the seven hundred and thirty one (731) active public benefit organizations operating in Kisumu County in line with the Public Benefit Organization's Coordination Board report (2013). The PBOs were involved in all the sectors ranging from education, health, social issues and agriculture. The PBOs operate in different sub-counties within the larger Kisumu County.

The PBOs in Kisumu County play several roles such as health programs, poverty alleviation programs, HIV/AIDS projects, VolunTourism projects, Social welfare projects, water related projects, orphans and vulnerable children's projects, research and advocacy projects.

Majority of the PBOs depend on donor funding for their programs while only a few have income generating activities alongside the grants.

3.4 Sampling Design

The study adopted simple random sampling. This is because it gives each member of the population the same chance of being selected. It therefore guarantees that the sample chosen is representative of the target population.

3.5 Sample Size

The study adopted Krejcie & Morgan (1970) formulae to obtain the sample size. According to Krejcie & Morgan (1970) for a fixed population, the formula that can be applied to determine the sample size is as follows.

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

In the above formula,

S - Represents the sample size required.

X - Represents the Z value (e.g. 1.96 for 95% confidence level)

N - Represents the population size.

P - Represents the population proportion normally expressed as decimal (assumed to be 0.5 (50%))

d - Represents the degree of accuracy (5%), normally expressed as a proportion (.05); It is margin of error.

Therefore;

$$S = (1.96*1.96)(731)(0.5)(1-0.5) \text{ divide by } [(0.05*0.05)(731-1) + (1.96*1.96)(0.5)(1-0.5)]$$

$$S = (3.8416*731*0.25) \text{ divide by } [(0.0025*730) + (3.8416*0.25)]$$

$S = (702.0524) \text{ divide by } [(1.825+0.9604)]$

$S = (702.0524) \text{ divide by } (2.7854)$

$S = 252.0472$

$S = 252$

3.5 Data Collection

The researcher collected primary data by application of a semi-structured questionnaire. Both closed and open ended questions were featured in the questionnaires to enable the researcher to explore the areas of concern and contention. This instrument was used because it was appropriate for eliciting prompt responses, it enables collection of a large amount of data and it also ensured that similar data is collected from a group then interpreted comparatively.

The questionnaire was divided into two sections. The first part dealt with the general information while the second part of the questionnaire dealt with the response strategies. A 5-Point likert scale was adapted to measure indices.

3.6 Data Analysis

The data was comprehensively inspected and edited at the end of the data collection exercise by the researcher. It was checked for uniformity and accuracy of the responses. The data was then organized systematically along research objectives so as to identify thematic areas. The primary data was coded and errors and omissions checked. The findings were then presented by use of frequency tables, percentages and means.

Descriptive and inferential statistics were adopted to analyze the collected data. Descriptive analysis was conducted on primary data whereby mean and standard deviation was used as measures of central tendencies and dispersion respectively. The study also adopted correlation analysis at 95% confidence level.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The study objective was to establish the response strategies adapted by PBOs to changes in the competitive environment in Kisumu County, Kenya. For this objective to be realized, data was gathered using a semi-structured questionnaire targeting public benefit organizations in Kisumu County, Kenya. This chapter presents the research findings.

4.2 Response Rate

The study was conducted on 252 respondents who were served with a questionnaire. However, only 205 respondents managed to fill and return the questionnaires. This makes a response rate of 81.35%.

4.3 Background Information

The study wanted to establish the background information of the study respondents, the name of the organization, the duration the respondents had worked in the organization and the position the respondent held in the organization. The results are as discussed.

4.3.1 Work Duration in the Organization

The study wanted to find and establish the duration the respondent had been engaged in the organization. Table 4.1 indicates the results as recorded. In the study 48.29% of the respondents targeted had been in the organization for 4-6 years, 31.22% of them not more than three years, 13.17% were engaged for seven to ten years, 5.37% eleven to fifteen years and 1.95% for over fifteen years. This implies that most of the respondents had worked in the PBOs long enough to give credible information concerning response strategies to environmental changes.

Table 4.1: Duration of Business Existence

Age	Frequency	Percent
0-3yrs	64	31.22
4-6yrs	99	48.29
7-10yrs	27	13.17
11-15 yrs	11	05.37
Above 15	4	01.95
Total	205	100.0

Source: Research Data (2016)

4.3.2 Position Held in the Business

The position the respondents held in the PBO was also interrogated. The results are reflected by Table 4.2. Majority (69.27%) of the respondents were directors of the PBOs while the remaining 30.73% were program managers within the PBOs. The implication of these is that the respondents held positions that were strategic with regard to decision making in the PBOs. Therefore, their inclusion or involvement in giving information with regard to response strategies was relevant.

Table 4.2: Position held by the Respondent

Position	Frequency	Percent
Director	142	69.27
Manager	63	30.73
Total	205	100.0

Source: Research Data (2016)

4.4 Environmental Changes facing Public Benefit Organizations

The study sought to determine the environmental changes that face the respondents' PBOs. To achieve this objective, respondents were provided with seven (7) descriptive statements with regard to environmental changes as per the reviewed literature. The results are shown in Table 4.3. These statements were then used to solicit the respondents' views on a 5 point

Likert scale (where 1= not at all, 2 = to a small extent, 3 = to a medium extent, 4 = to a large extent and 5 = to a very large extent).

The data analysis entailed one - sample t-test at value 3. The test value of 3 was chosen because it was the midpoint of the 5 point Likert scale used in the questionnaires. The one-sample t-test generated mean scores, t values and significance levels at P = 0.05 (95% Confidence level). A t-value above 3 indicates that the environmental change affects the PBOs to a large extent. The mean score value indicates the rating of the environmental change by the respondents as to the extent to which the environmental changes affect the PBOs.

Table 4.3: Environmental Changes affecting the PBOs

Environmental changes Situation	N	Mean	t-value	Sig.
Duplication of efforts	205	3.99	5.426	.000
Stakeholder sabotage	205	3.94	3.272	.000
Lack of government support	205	3.67	3.751	.001
High community expectations	205	3.70	3.898	.001
Technological advancement	205	3.57	3.881	.001
Financial environmental changes	205	3.51	3.50	.003
Competition from other PBOs	205	3.77	3.34	.001

Source: Researcher Data (2016)

From the findings on the various environmental changes that affect the Public Benefit Organizations, the study revealed that the following changes affect the Public Benefit Organizations: duplication of efforts as shown by mean of 3.99, stakeholder sabotage as shown by mean of 3.94, competition from other PBOs as shown by mean of 3.77, high

community expectations as shown by mean of 3.70, lack of government support as shown by mean of 3.67 and technological advancement as shown by mean of 3.57. It can thus be concluded that all the environmental changes mentioned affect the PBOs in Kisumu County, Kenya.

Key findings from one - sample t test indicate that almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3). The implication of this is that most respondents felt that these factors are actually environmental changes affecting the PBOs to a larger extent.

4.5 Response Strategies Adopted

The study objective primarily was establishing the response strategies the PBOs use in responding to changes within the environment in Kisumu County, Kenya. To achieve this objective, respondents were provided with descriptive statements with regard to response strategies used to manage environmental changes as per the reviewed literature. These statements were then used to solicit the respondents' views; again a 5 point Likert scale was applied.

The data analysis entailed one - sample t-test at value 3. One - sample t test was carried out because the effective sample was 205, hence appropriate. The test value of 3 was chosen because it was the midpoint of the 5 point Likert scale earlier used in the questionnaire. The one-sample t test generated mean scores, t values and significance levels at $P = 0.05$ (95% Confidence level). A t-value above 3 indicates that the response strategy is adopted to manage the environmental changes by the PBOs to a large extent. The mean score value

indicates the rating of a response strategy as adopted to manage environmental changes in the PBO. Findings of the study are presented in the following subsections.

4.5.1 Defensive Strategies Adopted

Key findings from one-sample t test indicate that the higher the mean scores, the higher the t-value and consequently the higher the significance level. Almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3). The implication of this is that most respondents felt that these factors are actually defensive response strategies adopted by the PBOs to a larger extent.

Table 4.4: Defensive Strategies Adopted

Statement	N	Mean	t-value	Sig.
The organization portrays its projects and areas of operation in an unattractive way to fend off other PBOs	205	3.23	1.612	.001
The organization adopts service differentiation to beat off competition by new PBOs seeking to enter the market	205	3.66	3.272	.003
Generally, the organization uses proprietary technology or patents which is far much more advanced for other	205	3.93	5.653	.000
The organization engages in projects that are capital intensive and are not easily copied by other PBOs	205	3.80	4.252	.000
The organization implements its projects in areas that are not easily penetrated by other PBOs	205	3.97	6.547	.000

Source: Research Data (2016)

When asked whether the organization portrays its projects and areas of operation in an unattractive way to fend off other PBOs; the mean was 3.23 denoting to a medium extent.

When asked whether the organization adopts service differentiation to beat off competition by new PBOs seeking to enter the market; the mean was 3.272 denoting to a medium extent.

When asked whether the organization uses proprietary technology or patents which is far much more advanced for other PBOs; the mean was 3.93 denoting to a large extent. When asked whether the organization engages in projects that are capital intensive and are not easily copied by other PBOs; the mean was 3.80 denoting to a large extent. When asked whether the organization implements its projects in areas that are not easily penetrated by other PBOs; the mean was 3.97 denoting to a large extent.

4.5.2 Offensive Strategies Adopted

Key findings from one-sample t test indicate that the higher the mean scores, the higher the t-value and consequently the higher the significance level. Almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3).The implication of this is that most respondents felt that these factors are actually offensive response strategies adopted by the PBOs to a larger extent.

Table 4.5: Offensive Strategies Adopted

Statement	N	Mean	t-value	Sig.
Generally, pure frontal attack strategy is used by the organization when under pressure from other PBOs	205	3.67	5.315	.000
The organization employs a modified frontal attack strategy by providing quick services to a majority when faced with pressure from high communal expectation	205	3.80	4.252	.000
The organization adopts a retaliatory response model to manage rival PBOs	205	3.83	6.341	.000
The organization majorly uses indirect attacks to manage PBOs that duplicates its efforts	205	3.60	3.525	.001
The organization directly engages PBOs who show signs of competing with it	205	3.61	4.311	.000

When asked whether pure frontal attack strategy is used by the organization when under pressure from other PBOs; the mean was 3.67 denoting to a large extent. When asked whether the organization employs a modified frontal attack strategy by providing quick services to a majority when faced with pressure from high communal expectations; the mean was 3.80 denoting to a large extent. When asked whether the the organization adopts a retaliatory response model to manage rival PBOs; the mean was 3.83 denoting to a large extent. When asked whether the organization majorly uses indirect attacks to manage PBOs that duplicates its efforts; the mean was 3.60 denoting to a large extent. When asked whether the organization directly engages PBOs who show signs of competing it; the mean was 3.61 denoting to a large extent.

4.5.3 Pivot and Hammer Strategies Adopted

Key findings from one-sample t test indicate that the higher the mean scores, the higher the t-value and consequently the higher the significance level. Almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3). The implication of this is that most respondents felt that these factors are actually pivot and hammer response strategies adopted by the PBOs to a larger extent.

Table 4.6: Pivot and Hammer Strategies Adopted

Statement	N	Mean	t-value	Sig.
The organization engages in cross-parry by challenging competitors in another area	205	3.97	6.512	.000
The organization adopts the blocking brand strategy to beat off competition from new PBOs	205	3.61	3.271	.002
Generally, the organization has a strong brand name that scares off competing PBOs	205	3.93	5.653	.000
The organization employs superior innovation skills that fend off interested PBOs from competing it	205	3.77	5.426	.000
The organization adopts a superb operational model that gives it an edge over rival PBOs	205	3.80	4.252	.000

When asked whether organization engages in cross-parry by challenging competitors in another area; the mean was 3.97 denoting to a large extent. When asked whether the organization adopts the blocking brand strategy to beat off competition from new PBOs; the mean of 3.61 denoted this was the case to a large extent. When asked whether the organization has a strong brand name that scares off competing PBOs; the mean was 3.93 denoting to a large extent. When asked whether the organization employs superior innovation skills that fend off interested PBOs from competing it; the mean was 3.77 denoting to a large extent. When asked whether the organization adopts a superb operational model that gives it an edge over rival PBOs; the mean was 3.80 denoting to a large extent.

4.6 Differences in Response Strategies Adopted

The study sought to determine if there exist significant differences in response strategies adopted by PBOs. Table 4.7 (ANOVA output) evaluates the calculated ratios against the table values (f -critical) at 5% significance level ($F_{0.05}$) is used. The ratio was used to determine if the difference in response strategies applied by the PBOs among themselves was significant.

Table 4.7: Two - Factor without Replication ANOVA

Variation Source	SS	df	MS	F	P value	f crit.
Rows	35.48	7	5.07	21.13	8.03 E-11	2.29
Columns	1.44	5	0.29	1.20	0.33	2.49
Error	8.40	35	0.24			
Total	45.31	47				

Source: Research Data (2016)

Inter-PBO comparison is represented in the table above by entries in the row. On the other hand comparison with environmental changes within the PBOs is represented by the columns. The comparison was against the extent of adoption of response strategies. After analysis, the rows indicated that the calculated value of $f = 21.13$ is superior to its Table value $f = 2.29$. The implication here is that significant difference exists among the PBOs concerning their response strategies in the face of environmental changes. Variation seen within columns after analysis however indicates that there is no significant difference within PBOs with regard to environmental changes given that the f-ratio (1.20) is not more than the value calculated (f critical = 2.49). PBOs in Kisumu County, Kenya are therefore affected by the same environmental changes. However, there occurs significant difference in the type of response strategies adopted by the PBOs in Kisumu County, Kenya.

4.7 Discussion of Findings

The objective of the study was to establish the response strategies adapted by Public Benefit Organizations to changes in the environment in Kisumu County, Kenya. The study adopted a descriptive research design. In this study, most respondents felt that response strategies are actually adopted by the PBOs to a larger extent. Majority of the respondents had worked in

their respective organizations for a period of between 4 to 6 years long enough to understand their operations hence the data provided was reliable.

The study findings are similar to those of Leitner and Guldenberg (2010) who established that all firms engaged in response strategies in one way or another. The findings are also similar to those of Chue and Whang (2015) who concluded that response strategies are adopted by firms and even affect their performance. However, a study by John (2010) and Ndungu (2011) contradicts with this research's findings. The two studies established that most firms use mixed approaches instead of response strategies. Another study by Namusonge (2013) had similar results to the current study. The study found that most NGOs adopted response strategies. However, the study further revealed that defensive strategies were preferred over other response strategies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis of the data collected, the following discussions, conclusion and recommendations were made. The responses given were based on the study objectives. The researcher had intended to determine response strategies that are adapted by Public Benefit Organizations to environmental changes in Kisumu County, Kenya. This chapter also highlights the limitations of the study and recommendations for further research and for policy and practice.

5.2 Summary of Findings

The study findings on various environmental changes that affected the Public Benefit Organizations, revealed that: diminishing donor funds, stakeholder sabotage, lack of government support, high community expectations, technological advancements, financial crisis and competition from other PBOs are the main pointers affecting the PBOs in Kisumu County, Kenya.

Findings from one-sample t test indicate that almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3). The implication of this is that most respondents felt that the environmental changes actually affect the PBOs and the response strategies are actually implemented to a larger extent within them.

From the ANOVA table, the rows indicated a much higher value of $f = 21.13$ contrasting its table value ($f = 2.29$). This implies that there exists a significant difference among the PBOs

concerning their organizational response strategies. Column variation analysis however implied that there was no significant difference within PBOS with regard to environmental changes given that the f-ratio (1.20) was lower than value calculated (f critical = 2.49). PBOs in Kisumu County, Kenya are therefore affected by the same environmental changes. However, there occurs significant difference in the type of response strategies adopted by the PBOs in Kisumu County, Kenya.

5.3 Conclusion

From the findings on the various environmental changes that affected the Public Benefit Organizations, the study revealed that the following environmental changes affect the Public Benefit Organizations. They include: diminishing donor funds, stakeholder sabotage, and lack of government support, high community expectations, technological advancements, financial crisis and competition from other PBOs.

Findings from one-sample t test indicate that almost all factors under consideration in this study registered a mean score of more than three, which suggests that these mean score are statistically significant from the mid-point (3). The implication of this is that most respondents felt that the environmental changes actually affect the PBOs and the response strategies are indeed being implemented to a larger extent by the PBOs..

Analysis from the ANOVA table indicates the table value ($f = 2.29$) was lower than the calculated value $f = 21.13$. This shows that there was a marked distinction within the PBOs regarding their response strategies. Further, variation analysis within columns showed no major difference within PBOs with regard to environmental changes as the f-ratio (1.20) fell below the calculated value (f critical = 2.49). As a result, the implication is that PBOs in Kisumu County, Kenya are affected by the same environmental changes. However, there

occurs significant difference in the type of response strategies adopted by the PBOs in Kisumu County, Kenya.

5.4 Recommendation of the Study to Theory, Policy and Practice

From the study, it is clear that a broad range of response strategies are applicable to a firm that wants to achieve and maintain a competitive position in the market. This implies that the PBOs should try to explore a response strategy that is effective and not easily imitated by the competitors. Strategic team or committee on environmental changes and their effect on the organization should be set up by PBOs in Kisumu County, Kenya to identify, plan and manage any environmental changes. Moreover, focus on response strategies that benefit PBOs through reduced risk at the least cost possible should be implemented by the PBO directors and managers.

In relation to policy, the findings shed light on the significance of pro-active strategies for environmental change management. Moreover, the findings push for response strategy as a policy framework for markets bridled with changes in the environmental. An effective and efficient environmental change management policy can be drafted through the already established relationship between environmental changes and response strategy.

Theories on environmental change management, response strategy and PBO management can be advanced from the findings of this study. This is so because good response strategy can lead to growth, sustainability, organization's products penetrating the market, cost-reduction, product differentiation and PBOs sustainable competitive advantage. Therefore the study results shapes the theories that link environmental change management to strategy adoption.

5.5 Limitations of the Study

After thorough evaluation of the study, the following come out as the limitations. The limitations take on contextual, conceptual and methodological manifestations. Conceptually, the study only focused on response strategies adopted by PBOs in Kisumu County, Kenya, and there was no linkage to their performance. It would have been significant to relate the response strategies to the performance of the PBOs in Kisumu County, Kenya.

Contextually, the study was confined within the PBOs from Kisumu County and therefore these findings may not be representative of the PBOs in the whole country.

The study moreover, focused on Kisumu County and not the whole country; the findings therefore may not reflect the situation in the entire Country.

Methodologically, the PBO directors and managers were used to fill the questionnaires during the data collection. Interviewers absence might have lead these questionnaires being filled by other subordinate staff, who might not necessarily be involved in the management of the PBO, therefore creating a possible source of bias.

5.6 Suggestions for Further Studies

This study has led to identification of various areas that should be studied further to broaden the work done on response strategies adopted by PBOs in Kenya. The researcher suggests further research to be done on the challenges of implementing response strategies. In addition, it suggests that future studies on response strategy should focus on specific thematic areas within the PBOs in particular health and the link to the organization performance.

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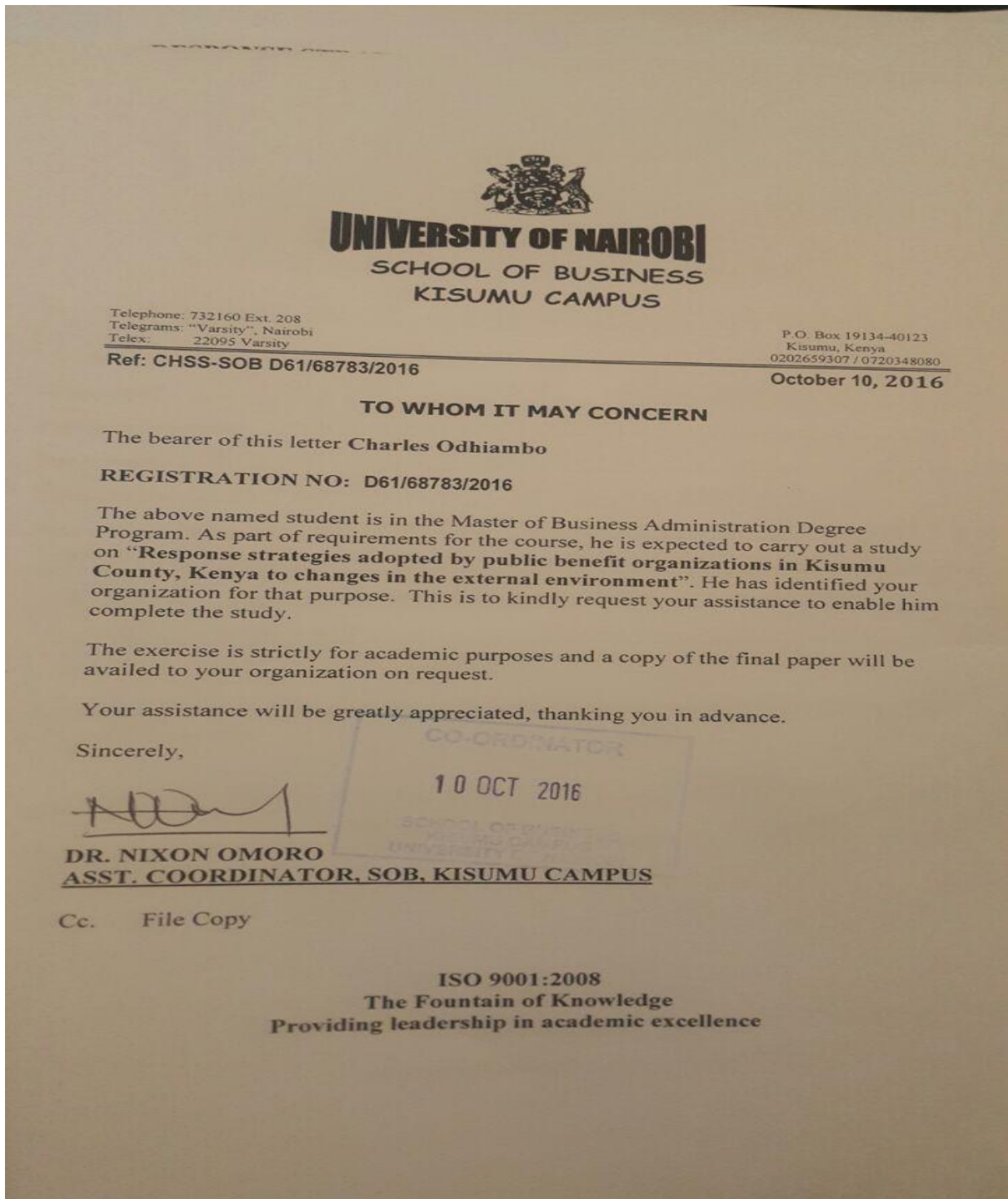
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APPENDICES

Appendix I: Letter of Introduction



Appendix II: Questionnaire

SECTION I: BACKGROUND INFORMATION

1. What is the name of your organization? -----
2. How long have you worked in this organization?
0-3yrs [] 4-6 [] 7-10 [] 11-15 [] Over 15 []
3. What position do you hold in the organization?
Director [] Manager [] Other

SECTION II: Environmental Changes

4. Please indicate the extent to which each statement presents a challenging environmental situation to your organization
1=Not at all; 2=Small extent; 3=Medium extent; 4=Large extent; 5=Very large extent

Crisis Situations	1	2	3	4	5
Diminishing donor funds					
Harsh weather conditions					
Political instability					
High community expectations					
Technological advancements					
Financial crisis					
Competition from other PBOs					

SECTION III: Response Strategies and Environmental Changes

5. Please indicate the extent to which your organization adopts the following defensive strategies to changes in the environment.

1=Not at all; 2=Small extent; 3=Medium extent; 4=Large extent; 5=Very large extent

Descriptive statements	1	2	3	4	5
The organization portrays its projects and areas of operation in an unattractive way to fend off other PBOs					
The organization adopts service differentiation to beat off competition by new PBOs seeking to enter the market					
Generally, the organization uses proprietary technology or patents which is far much more advanced for other PBOs					
The organization engages in projects that are capital intensive and are not easily copied by other PBOs					
The organization implements its projects in areas that are not easily penetrated by other PBOs					

6. Please indicate the extent to which your organization adopts the following offensive strategies to changes in the environment.

1=Not at all; 2=Small extent; 3=Medium extent; 4=Large extent; 5=Very large extent

Descriptive statements	1	2	3	4	5
Generally, pure frontal attack strategy is used by the organization when under pressure from other PBOs					
The organization employs a modified frontal attack strategy by providing quick services to a majority when faced with pressure from high communal expectation					
The organization adopts a retaliatory response model to manage rival PBOs					
The organization majorly uses indirect attacks to manage PBOs that duplicates its efforts					
The organization directly engages PBOs who show signs of competing it					

7. Please indicate the extent to which your organization adopts the following pivot and hammer strategies to changes in the environment.

1=Not at all; 2=Small extent; 3=Medium extent; 4=Large extent; 5=Very large extent

Descriptive statements	1	2	3	4	5
The organization engages in cross-parry by challenging competitors in another areas					
The organization adopts the blocking brand strategy to beat off competition from new PBOs					
Generally, the organization has a strong brand name that scares off competing PBOs					
The organization employs superior innovation skills that fend off interested PBOs from competing it					
The organization adopts a superb operational model that gives it an edge over rival PBOs					

Appendix III: List of PBOs in Kisumu County

No.	A List of PBOs in Kisumu county
1	ALICE VISIONARY FOUNDATION PROJECT
2	BENSON BONYOS KENYA MISSION
3	CAPE OF HOPE FOUNDATION
4	COHESU COMMUNITY HEALTH SUPPORT PROGRAMME
5	COMMUNITY INITIATIVES CONCERN
6	COMMUNITY NURSING SERVICES
7	COMMUNITY OUTREACH CENTRES
8	DOLFINE KORANDO FAITH FOUNDATION
9	FEALTY COMMUNITY DEVELOPMENT INITIATIVES
10	FRIENDS OF RANG'I
11	GLOBAL PROVIDERS INTERNATIONAL
12	IMPACT RESEARCH AND DEVELOPMENT ORGANIZATION
13	INTERNATIONAL FELLOWSHIP -KENYA
14	KEEPING ALIVE SOCIETIES' HOPE
15	KISUMU DEVELOPMENT PROGRAMME
16	KISUMU URBAN APOSTOLATE PROGRAMMES
17	LAKE CLINICAL RESEARCH AND COMMUNITY SUPPORT INITIATIVE
18	LENGO HEALTH PROGRAMME
19	MAKE ME SMILE KENYA
20	MILLENIUM HUMAN AND NATURAL RESOURCES DEVELOPMENT PROGRAM
21	NEEM ENVIRONMENT PROJECT
22	OGRA FOUNDATION
23	OMEGA FOUNDATION
24	ORONGO WIDOWS AND ORPHANS PROJECT INTERNATIONAL (K)
25	OUR LADY OF PERPETUAL SUPPORT FOR PEOPLE LIVING WITH HIV/AIDS AND ORPHANS
26	PENDEZA AFRICA
27	PORT FLORENCE COMMUNITY HOSPITAL
28	SAFE WATER AND AIDS PROJECT
29	SUPPORT FOR TROPICAL INITIATIVES ON POVERTY ALLEVIATION
30	TUMAINI LA MAISHA HEALTH SERVICES
31	UHURU ORGANIZATION (INTERNATIONAL)
32	UNITED HOPE INTERNATIONAL
33	VICTORY CHILDRENS HOMES FOUNDATION
34	VICTORY SUPPORT FOUNDATION
35	CAPE OF HOPE FOUNDATION
36	CENTRE FOR HUMANITARIAN AFFAIRS AND COMMUNITY DEVELOPMENT
37	CHILDREN FIRST ORGANIZATION
38	COMMUNITY OUTREACH CENTRES
39	DEVELOPMENT WORK IN EDUCATION, LIVELIHOODS AND ENVIRONMENT
40	DISCIPLES OF MERCY EMPOWERMENT INITIATIVES
41	DREAM SHOOTS FOR CHILDREN AND COMMUNITY EMPOWERMENT
42	ECOFINDER KENYA

43	FRED OUTA FOUNDATION
44	HAPPY VILLAGES ORGANIZATION
45	HELP NEEDY KENYAN CHILDREN
46	HENRY AND JENNIFER ORON EDUCATION FOUNDATION
47	INTERNATIONAL FELLOWSHIP -KENYA
48	INTERNATIONAL RESTORATION ORGANIZATION
49	KAKAMEGA FOREST CONSERVATION SCHOOLS' NETWORK
50	KENYA ALLIANCE FOR RURAL EMPOWERMENT
51	KISUMU YOUTH OLYMPIC CENTRE
52	LAKESIDE INTERNATIONAL FOUNDATION
53	LIVELIHOOD IMPROVEMENT CENTRE
54	MOTHERS OF TOMORROW
55	NDOTO FOR AFRICANS FUTURE
56	SHEPHERDS ROCK COMMUNITY DEVELOPMENT
57	SUPPORTING AFRICAN GIRLS IN EDUCATION
58	SUSTAINABLE ENVIRONMENTAL DEVELOPMENT WATCH
59	THE CROSSOVER DEVELOPMENT PROGRAMME
60	UJIMA FOUNDATION FOR TRAINING AND DEVELOPMENT
61	WINYANAM COMMUNITY DEVELOPMENT COUNSELLING CENTRE
62	YOUTH SPORTS AND DEVELOPMENT ALLIANCE OF KENYA
63	AGAPE COUNSELLING AND TRAINING SERVICES
64	AGAPE DEVELOPMENT MINISTRIES
65	COMMUNITY INITIATIVE SUPPORT SERVICES
66	DEVELOPMENT KNOWLEDGE LINK-AFRICA
67	DISCIPLES OF MERCY EMPOWERMENT INITIATIVES
68	FREEKENYA FOUNDATION
69	MILDMAY INTERNATIONAL- KENYA
70	MILLENIUM HUMAN AND NATURAL RESOURCES DEVELOPMENT PROGRAM
71	NEEM ENVIRONMENT PROJECT
72	NYAKONGO EDUCATION AND HEALTH RESOURCE MANAGEMENT PROGRAMME
73	OASIS OF HELP ORGANIZATION
74	SANA INTERNATIONAL
75	CENTER FOR WOMEN NETWORK
76	CHILD FUND KENYA
77	OUR LADY OF PERPETUAL SUPPORT FOR PEOPLE LIVING WITH HIV/AIDS AND ORPHANS
78	FAMILY LIFE PROGRAMME
79	LOCAL INITIATIVE DEVELOPMENT NETWORK
80	POSITIVE LIVING AIDS ORPHANS SUPPORT ORGANIZATION
81	RESEARCH, CARE AND TRAINING PROGRAMME
82	SAFE WATER AND AIDS PROJECT
83	SHEPHERDS ROCK COMMUNITY DEVELOPMENT
84	SISI NA BIDII FOR FUTURE DEVELOPMENT
85	STEP-UP DEVELOPMENT ORGANIZATION
86	UJIMA FOUNDATION FOR TRAINING AND DEVELOPMENT
87	UNITED HOPE INTERNATIONAL
88	URBAN NATURE AND POVERTY ERADICATION PROGRAM IN KENYA

89	VICTORY SUPPORT FOUNDATION
90	WIDOWS AND ORPHANS INTERNATIONAL
91	WINYANAM COMMUNITY DEVELOPMENT COUNSELLING CENTRE
92	YOUTH SPORTS AND DEVELOPMENT ALLIANCE OF KENYA
93	WOFAK
94	CHILD FOUNDATION
95	CCF
96	HAND OF MERCY
97	BEWOPOL
98	KAZI NGUMU
99	RIVER OF LIFE
100	CORVENANT HOME ORGANIZATION
101	YOUNG GENERATION CENTER
102	DAY AID CARE
103	FISH YOUTH GROUP
104	ADONAI CENTER
105	MUUNGANO WA WANAVIJIJI
106	INTO AFRICAN FOUNDATION
107	APAC
108	WAPENDWA WOMEN GROUP
109	SCDC
110	CLEAD
111	SWAK
112	SAO
113	MMKA
114	USHINDI ORPHANAGE
115	KIBERA COMMUNITY
116	KISUMU META META GROUP
117	KASH
118	BERA ORPHANS
119	RING ROAD ORPHANS SCHOOL
120	HOPE TEAM KIBUYE
121	VICTORIA FOUNDATION
122	WOMEN CONCERN
123	WOMEN PARTNERS
124	HAND OF HOPE
125	NYAMASARIA WIDOWS
126	YOUTH ALIVE KISUMU
127	MISSION FOR CHILDREN IN AFRICA
128	SALEM MINISTRIES
129	YOUNG WOMEN CHRISTIAN ASSOCIATION
130	LUTHERAN CHILD
131	HOVIC
132	FRIENDS SOCIETY OF KENYA
133	UNDUGU SOCIETY
134	NOWA MOYIE

135	INNOVATION FOR POVERTY ACTION
136	ELIZABETH GLASER PEDIATRIC FOUNDATION
137	PRACTICAL ACTION
138	ICAP
139	APHIA PLUS
140	NEW LIFE KENYA
141	UNICEF
142	CARE KENYA
143	CENTER FOR DISEASE CONTROL AND PREVENTION(CDC)
144	ACTION RESORT FOR CHANGE
145	CAPE OF HOPE FOUNDATION
146	COMMUNITY INITIATIVE SUPPORT SERVICES
147	COMMUNITY OUTREACH CENTRES
148	ECOFINDER KENYA
149	ENDELEVU COMMUNITY DEVELOPMENT SERVICES
150	FORUM FOR RURAL ENTREPRENEURSHIP ORGANIZATION
151	KAKAMEGA FOREST CONSERVATION SCHOOLS' NETWORK
152	OUR LADY OF PERPETUAL SUPPORT FOR PEOPLE LIVING WITH HIV/AIDS AND ORPHANS
153	PENDEZA AFRICA
154	RURAL LIVELIHOOD IMPROVEMENT INTERNATIONAL
155	TROPICAL FOCUS FOR RURAL DEVELOPMENT
156	TUMAINI LA MAISHA HEALTH SERVICES
157	UNITED HOPE INTERNATIONAL
158	VICTORY SUPPORT FOUNDATION
159	KMET
160	UNIVERSAL COMMUNITY DEVELOPMENT FOUNDATION (UCODEF)
161	HOPE FOR VICTORIA CHILDREN (HOFVC)
162	LVCT HEALTH
163	LIT WORLD KENYA
164	UNBOUND KISUMU PROJECT
165	NYANZA REPRODUCTIVE HEALTH SOCIETY (NRHS)
166	GIDEONS INTERNATIONAL
167	EPTF
168	PHARM AFRICA
169	FARM AFRICA
170	SOS CHILDREN HOMES
171	MOTHER TO CHILD
172	UNOPS
173	CLINTON HEALTH
174	TRANSPARENCY INTERNATIONAL
175	COMIC RAV PROJECT
176	LEONARD CHESHIRE
178	LOREAL
179	NOPE INTERNATIONAL
180	PLAN INTERNATIONAL
181	REAL PEOPLE KENYA

182	WORLD VISON
183	JHPIEGO
184	PATH FINDER INTERNATIONAL
185	PATH
186	PSK
187	IPAS
188	TINADA YOUTH GROUP
189	THE GRAIL CENTER
190	KONYRUOK DEVELOPMENT INITIATIVE (KODI)
191	MERCY CORPS
192	HOPE
193	VICTORY POST TEST GROUP
194	SHEPHERD ROCK COMMUNITY DEVELOPMENT
195	KIJANA AFRICA
196	MATIBABU TUMAINI SUPPORT GROUP
197	CONCERN WORLDWIDE
198	KUAP PANDI PIERI
199	WOMEN IN HEALTH EDUCATION ECONOMIC LEVERAGE
200	ST. KEZIAH'S DEVELOPMENT FOUNDATION
201	OSIENAL (FRIENDS OF THE LAKE)
202	NYAKACH COMMUNITY SUPPORT SERVICES FOR WIDOWS,ORPHANS AND DISABLED
203	NETWORK FOR ECO- FARMING IN AFRICA (NECOFA-KENYA)
204	K ISUMU HEALTH CARE AND EDUCATION CENTER
205	WINYANAM COMMUNITY DEVELOPMENT COUNSELLING CENTRE

Source: NGO cordination Board, Kisumu (2016)

Appendix IV: Originality Report

Response strategies

ORIGINALITY REPORT

% **15**
SIMILARITY INDEX

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