

A SURVEY OF STRATEGIC CONTROL IN FAITH-BASED ORGANIZATIONS IN NAIROBI

By

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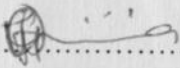
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A management research project submitted in partial fulfillment of the requirement for the award of the Degree in Master of Business Administration, School of Business, and
University of Nairobi

October, 2008

DECLARATION

This research project is my original work and has not been presented for examination to any other university. Neither the project nor part of it should be reproduced without prior authority of the author.

Signature 

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

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I wish to dedicate this project to my children Jayson Gaithuma and Samantha Njeri who felt the gap when I was undertaking my MBA. They have been steadfast in their love and I do hope someday they would write not only a thesis for a masters but a doctorate of their choice.

I would like to acknowledge my husband Dennis Ombura for the overwhelming support and encouragement throughout during the entire period when undertaking the course as well as research work and filling the 'mom' gap so well. I am forever indebted by his unwavering support and love. My children Jayson and Samantha were a driving force as I did my MBA for both their sake and mine as well. I hope that they too someday will write many theses and I would love to be there to guide, listen and support them for their unconditional love. I would also like to thank my relatives and friends who gave words of encouragement especially when the going was tough.

Last but not least, I would want to acknowledge all my lecturers and Professors who took time to impart further knowledge to my young brain. I would especially like to acknowledge and thank my supervisor Mr. James Mutu who patiently and successfully took me through writing of this thesis.

Mutitu

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Organizational

The research employed an exploratory survey design. The population was composed of 130 Faith Based Organizations in Kenya that were registered with the Office of the Vice President and Non-Governmental Organization Certification Board as well as the NGO council as at 1st April 2007. The sample was made up of 100 Faith Based Organizations based in Nairobi out of which 30 responded. The research instrument was a questionnaire whereas data analysis employed descriptive statistics.

76.9 % of respondents were found to be using financial ratio analysis as a quantitative strategic control measure while 73.3 % of respondents used configuration of organizational structure to facilitate free flow of information coordination and cooperation in organizations as qualitative control parameter. 76.9% of respondents reported communication and reporting to be the biggest challenge faced by the organizations conducting the process of strategic control. Whereas most of the respondents (71.4%) cited employee participation in performance measurement and corrective action as the biggest facilitator of strategic control. Faith industry financial competence and structure emerged as the biggest impediment by 30.2% of respondents. The overall conclusion was that strategic control is practiced in Faith Based Organizations to a large extent using both quantitative and qualitative measures.

ABSTRACT

The purpose of this study was to determine the strategic control approaches used by Faith Based Organizations (FBOs) in Nairobi. To achieve this, the study formulated two objectives, which were; to establish the systems used by FBOs in the process of strategic control and to establish the factors that influence strategic control in Faith Based Organizations.

The research employed an exploratory survey design. The population was composed of 150 Faith Based Organizations in Kenya that were registered with the Office of the Vice President and Non-Governmental Organization Coordination Board as well as the NGO council as at 1st April 2007. The sample was made up of 100 Faith Based Organizations based in Nairobi out of which 30 responded. The research instrument was a questionnaire whereas data analysis employed descriptive statistics.

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CHAPTER ONE: INTRODUCTION

1.1. Background

1.1.1 Strategic Control

Strategic control has to do with management of both external and internal environment in any organization for effective implementation of strategy. In order to understand the nature of strategy control, it is first necessary to consider what the term “strategic management”, “strategy” and “strategic planning” mean. Different scholars have over the years defined strategic management differently; Chandler (1962) sees strategic management as the determination of basic long-term goals and objectives, the acceptance and use of some courses of action and the allocation of resources necessary for carrying out the goals and objectives.

Boseman and Phatah (1989) say that strategic management is concerned with determining the future direction of an organization and implementing decisions aimed at achieving the organizations short and long-term objectives and goals. Pearce and Robinson (2002) on the other hand look at it as assessing the firms strategic position, the firm’s strategic choices for the future and the how to turn the strategy into action in order to achieve the firms’ objective while Hunger and Wheelen (1998) viewed it as being a set of managerial decisions and actions that determine long-term achievements and general performance of a corporation. In summary strategic management has four solid elements namely strategic planning, organizing, leading and strategic control.

Many definitions on strategy exist, one being from Reinharth, Shapiro and Kallman (1981) who see strategy as those general programs of action with an implied commitment of emphasis and resources to get to a mission. They are patterns of major objectives, conceived and stated in such a way as to give the organization a unified direction." As traditionally taught, strategy is performed by undertaking a series of activities that form the discipline of strategic planning. In other words strategy is the path that must be followed to achieve the strategic plan. In doing so, strategic control then must be employed by top management for effective implementation of the strategic plan.

Kotler and Armstrong (2001) see strategic planning as being the process of developing and maintaining a strategic fit between a company's goals and capabilities and its changing business environment. Crittenden and Crittenden (2000) argue that there are five general steps in the strategic planning process namely; goal/objective setting, situation analysis, alternative consideration, implementation and evaluation or control. Strategic control here has to do with managing the external and internal environment for effective control of the plan and strategy.

According to Drury (2000) strategic control has an external focus emphasizing on how an organization or firm given its strengths and weaknesses and limitations can compete with other firms in the same industry. Flitman (1996) argues that strategic control is concerned not with the formulation of a strategy but with its communication and how it's followed. Whatever method the organization uses to set its strategic direction, there must be a means of monitoring strategic progress; it aims to fill the current gap in the control systems aspect of strategic planning. In other words, completing the feedback path from

completed strategy to performance monitoring and measurement. Flitman (1996) further argues that performance measurement benefits improves the efficiency of strategic planning by providing the data, information and controls that are required either in the development or the implementation stages and by avoiding having to do unplanned activities by management intervention. This view is strengthened by Peter's performance appraisals.

Okumus (2003) observes that for successful strategic control, the organization needs to review internal and external factors or the uncertainty in the environment, which affect tasks. The main issues are changes and developments in the general environment - (global or otherwise) and task - (industry or market specific) environments that require crafting of a new strategy and that the new strategy should be appropriate to the market conditions, trends and developments in the external environment until the implementation process is completed.

Okumus (2003) further notes that internally, the organizational structure e.g. division of labour; the distribution of power and decision-making procedures within the company, need consideration for effective control. Issues to be considered would include the potential changes in duties, roles, decision-making and reporting relationships due to the new strategy; whether the organizational structure facilitates the free flow of information, coordination and cooperation between different levels of management and functional areas and so on. Organizational culture, which is the shared understanding of employees about how they do things within an organization, is also important so that the company's culture, subcultures and their possible impact on the implementation process and the

implications of the new strategy on the company's culture and subcultures have would need to be looked at.

Butler and Wilson (1990) argue that an organization's success is to a large extent determined by the structural configuration it adopts. This view is strengthened by Peters and Waterman's (1982) opinion that excellence in an organization's performance is partially, at least, dependent on the particular structural form adopted. Of relevance to this study is a Drucker's (1990) view on structures of voluntary organizations, which suggest that they must be built around information and communication, not hierarchy which may not value strategic control but rather the hierarchical supremacy that goes with it.

O'Regan and Ghobadian (2004) argue that strategy consists of five separate but interdependent phases which they say are; establishment of organizational intent, strategy analysis, strategy formulation (the strategic planning process), strategy deployment and monitoring/evaluation or what is otherwise known as strategic control. Laitinen (2002) suggests that a well-organized system of performance measurement may be the single most powerful mechanism at management's disposal to enhance the probability of successful strategy implementation. It completes the corrective action feedback loop to strategic intent.

Ittner and Larcker (2003) suggest that performance measurement is used to help direct the allocation of resources, assess and communicate progress towards strategic objectives and evaluate managerial performance. Neely et al. (1994) claim that performance measurement, helps managers to identify good performance, makes explicit the trade-offs

between profit and investment; provides a means of introducing individual strategic stretch targets; and ensures that corporate management knows when to intervene if business performance is deteriorating.

1.2 Faith Based Organizations

Kaplan and Norton (1996) argue that performance measurement systems have a critical role in translating strategy into action. They propose the Balanced Score Card (BSC) as an instrument which translates the mission and strategy of an organization into a broad collection of action metrics and indicators and which subsequently provides the structure necessary to serve as a control and strategic measurement system. They divide the implementation phase into four stages: translating the vision and gaining consensus; communicating the objectives, setting goals and linking strategies; setting targets, allocating resources and establishing milestones and providing feedback and learning.

1.3 The Novelty is an Agency without a Type (Vakkari, 2003)

To wind it up, Urrutia de Hoyos (2001) notes that viewed as a performance measurement system (PMS), the BSC is not a new tool, as PMS have always existed in all organizations in one form or another. Hence the novelty of the BSC does not reside in its existence but rather in the attempt to achieve standardization via conventions and universal rules. Central to effective strategic control is Information and Communication Technology. According to Franco and Bourne (2003), “data processes and information technology support” is one of the main factors that play a role in “managing through measures”. It could have been claimed that performance measurement should have a greater impact on effectiveness rather than efficiency, given that there is always the potential problem of creating bureaucracy and slowing down the process, as highlighted by Dumond (1994). Strategic control hence becomes an integral aspect in strategic

management and any organization that ignores its importance risks being driven out of business in the ever changing and competitive business environment.

1.1.2 Faith Based Organizations

Ebaugh, Pipes, Chafetz and Daniels (2003) define Faith Based Organizations (FBOs) as a faith-based social service coalition that: (1) defines itself as faith based; (2) delivers at least one social service, including advocacy; (3) is affiliated with more than one religious congregation in some manner; but (4) is independent in as much as it has its own board of Directors. FBOs have a unique place in the non profit sector. They enjoy less regulation but historically have faced barriers accessing the complete array of funding sources available to secular nonprofits. President Bush said that an America without FBOs caring for the needy is an America without hope (Weicher, 2003).

Smith and Sosin (2001) observe that the use of religious agencies in publicly funded social service programs is advocated by politicians, contemporary public policy makers, essayists, ministers and many lay people. They further argue that the attractiveness of Faith-Based Organizations lie in their fact that they appear to emphasize thrift, individual responsibility, less Government responsiveness, flexibility in the provision of services and allow clients to be personally invested in their own rehabilitation. Despite their contribution to the economic and social development in countries, little is known about the strategic control employed by FBOs and how this affects their ability to stay afloat among competing forces in the ever changing environment.

FBOs have recently changed their modes of operation by embracing modern business like approaches to their work. This has involved opportunistic, value-driven, value-adding, risk-accepting, creative activity where ideas take the form of organizational birth, growth, or transformation (Bird, 1989). The inherent business like dimension of this concept that involves greater risk taking also adds weight to the need for a strategic planning approach to business that entails strategic controls as a risk mitigant. As such, FBOs have begun revolutionizing their strategic control activities by becoming stricter and more responsive to changes in their environment.

As will be seen later, one proactive strategic control approach popular among FBOs is Participatory Monitoring and Evaluation. This approach is focused on achieving results. Close attention is paid to monitoring and evaluating the achievement of results versus activities. Continuous alignment of strategy with desired project outcomes is a critical outcome of PM&E. PM&E is based on a multi-level approach that harmonizes the different-and often competing-information needs of those involved in the project and provides for regular meetings at each level to make use of the data generated. Again, PM&E involves all stakeholders so that effective feedback mechanisms enhance the strategic control aspect, ensuring faster achievement of desired objectives.

1.2 Statement of the Problem

Pettigrew (1979) suggested that organizational structures of many charities are characterized by their moral, self-reflective, democratic and participative altruism. Pettigrew further argues that a belief or ideology-based firm is likely to act in accordance with its ideological position regardless of environmental changes. This certainly does not

lead necessarily to lack of success over time but it does run counter to the adaptivity associated with a learning firm. These qualities suggest slow, considered reaction to change, constrained by ideological, cultural and sometimes religious beliefs incompatible with today's fast changing environment. This also implies a slow adoption of modern management techniques such as those that embody the strategic planning process.

As Ansoff (1979) observes, non-profits (such as FBOs) have been under pressure to emulate the efficiency of mainstream business companies. In part, this will entail formulating strategic control processes that provide an effective feedback loop to inform management about strategy effectiveness. In the social entrepreneurship programs, the inherent higher risk of the programs will entail closer scrutiny and timely feedback in order to contain and minimize the risk of losses of largely, donor sponsored funds. Thus, FBOs will need to shake off their erstwhile rigid, laid back business image if they are to continue being relevant and enhance their contribution to socio-economic development.

Again, Ndemo (2006) argues that in order to ensure success of their programs, FBOs should retain control over the monitoring and evaluative (M&E) process. This is essential to ensure sustainable and decision-based development. In this regard, Graham (1997) has underlined the importance of ensuring that M&E is built into the program from the beginning and does not become an activity imposed upon the program at some later date. When it becomes part of the standard operating routine, evaluation becomes a valuable tool. When it is an afterthought, a decision-making or diagnostic tool considered at a crisis moment, it becomes not only a burden but a controversial and difficult activity.

It is with this in mind that this study sought to determine the strategic control approaches used by FBOs in Kenya. Local research is rich with research done on the Non-Governmental Organization (NGO) sector (Kiliko, 2000; Nindamusta, 2004; Gioche, 2006). Gioche (2006) studied on the level of involvement of project managers in strategic planning and the challenges of implementation in international NGOs while Kiliko (2000) studied Strategic Planning within NGOs in Kenya. In a particularly relevant research, Nindamutsa (2004) conducted a survey of strategic choices in 130 FBOs in Nairobi. All of the remaining research observed centers on secular NGOs. There was no study neither found nor known to the researcher that looked at strategic control in FBOs. This was the research gap that this study sought to fill.

1.3 Objectives of the Study

- a. To establish the systems used by Faith Based Organizations in the process of strategic control
- b. To establish the factors that influence strategic control in Faith Based Organizations

1.4 Importance of the Research

This study was important as it will be very useful to a number of players. First, management in FBO's would better understand the approaches and systems of strategic control and factors that influence it. They would also get more knowledge on the process of strategic control formulation for greater effectiveness. Secondly, the study was also of use to funding agencies in attempting to understand FBO's strategic control processes. This was important, as funding agencies will take comfort in lending to those FBO's that

demonstrate cogent strategic control mechanisms. Finally, this study also contributed to the greater body of academic research relevant to Faith Based Organizations, pointed out knowledge gaps and areas for further research.

Quinn (1980) sees strategy as a pattern or plan that integrates an organization's major goals, policies and action sequences into a coherent whole. Webster (1994) sees strategy as the building block of strategic management and notes that a secure foundation of strategy is needed if the process (strategic management) is to function properly. In his view, strategy provides the link between where the organization is at present and where it would like to be in the future.

Christensen (1994) discerns a difference between strategy as a plan and strategy as a pattern, the former being an intended strategy and the latter a realized strategy. Further, he differentiates between intended and realized strategies and observed deliberate strategies, where previous intentions were realized and emergent strategies, where patterns are developed without conscious effort. While plans may go unexecuted, patterns may appear without pre-conception and so the distinction between intended strategies and realized strategies is an important one. In fact, what managers say will be the company's action and what really happens is not always the same thing and in this context, realized strategies assume greater importance than intended ones (Coles and Teare, 1995).

Johnson and Scholes (1993) suggest that strategic management differs from operational management because the issues are less familiar and more complex. The main tasks are to: 1) determine the strategic position of the organization (strategic analysis); formulate possible courses of action; evaluate these and select the most appropriate one (strategic

CHAPTER TWO: LITERATURE REVIEW

2.1 Strategic Control in Realization of a Strategy

Quinn (1980) sees strategy as a pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. Webster (1994) sees strategy as the building block of strategic management and notes that a secure foundation (strategy) is needed if the process (strategic management) is to function properly. In this sense strategy provides the link between where the organization is at present and where it would like to be in the future.

Mintzberg (1994) discerns a difference between strategy as a plan and strategy as a pattern, the former being an intended strategy and the latter a realized strategy. Further, he differentiates between intended and realized strategies and observes deliberate strategies, where previous intentions were realized and emergent strategies, where patterns are developed without conscious effort. While plans may go unrealized, patterns may appear without preconception and so the distinction between intended strategies and realized strategies is an important one. In fact, what managers say will be the company's action and what really happens is not always the same thing and in this context, realized strategies assume greater importance than intended ones (Costa and Teare, 1995).

Johnson and Scholes (1993) suggest that strategic management differs from operational management because the issues are less familiar and more complex. The main tasks are to: understand the strategic position of the organization (strategic analysis); formulate possible courses of action, evaluate them and select the most appropriate one (strategic

choice) and plan how the chosen strategy should be put into effect and manage the changes required (strategic implementation and control).

Strategic control systems are among the most fundamental tools of management because of their ability to allow managers to monitor performance and redirect organizational action. Traditionally, strategic controls have been thought of as systems that help implement strategies as planned. The rapid change in business environments, however, has caused many to expand upon this traditional view (Muralidharan, 2004).

Specifically, it has been recognized that even with the best available information, strategies have to be based in part on assumptions about external conditions such as competition as well as internal factors such as the ability to perform (Schreyogg and Steinmann, 1987). If these assumptions are wrong, then implementing strategy as planned will not lead to improved performance. In addition, even if assumptions underlying a strategy are valid, environmental changes can bring about new opportunities and threats that undermine strategy (Ansoff, 1980). Thus, strategic controls have been recognized to have two roles; helping implement strategy and shape strategy content (Muralidharan, 1997).

Muralidharan (2004) also observes that strategic control systems that play the two roles have been termed strategic implementation control and strategic content control respectively. Strategic content controls are systems that shape strategy content during the course of implementation. Strategic content control has two elements. The first involves evaluating the validity of key assumptions underlying strategy and changing strategy content to reflect new information and assumptions if original assumptions are found

invalid. The second aspect involves monitoring the environment to detect changes that may undermine strategy and, if necessary, change strategy content to reflect the new environmental conditions.

2.2 Strategic Control Management Systems

A great number of integrated strategic control systems have been developed such as the Balanced Scorecard, the Performance Prism, the Performance Pyramid, the Integrated Performance Measurement Methodology and the Cambridge Performance Measurement Methodology (Hudson, Smart and Bourne, 2001).

The balanced scorecard (Kaplan and Norton, 1992) has good coverage of the given dimensions of performance-namely, the financial perspective, the customer perspective, the internal business process perspective and the learning and growth perspective, although the latter was originally called innovation and learning (Kaplan and Norton, 1992) - but provides no mechanism for maintaining the relevance of defined measures. An additional deficiency of this approach is the lack of integration between the top level, strategy scorecard and operational-level measures (Ballantyne and Brignall, 1994) potentially making execution of strategy problematic. The key problem with this approach, however, is that it fails to specify, in any detail, either the form of the measures or the process for developing them.

A second system is the results and determinants matrix. The main strength of the results and determinants matrix (Fitzgerald, Johnson, Brignall, Silvestro and Voss, 1991) is that it specifies, in reasonable detail, what the measures should look like and provides a useful

development process. However, it does not include customers or human resources as dimensions of performance and cannot, therefore, give a truly balanced view of performance and effective control. A third system was by Ghalayini, Noble and Crowe (1997). In their framework for integrated dynamic performance management, they have built on several different concepts to develop a system, which has an explicit process for maintenance and for ensuring fast and accurate feedback.

A fourth one is the performance management questionnaire (Dixon, Nanni, and Vollmann, 1990), which they use as an initial audit tool. The tool ensures that all the dimensions of performance are adequately covered. However, as this approach consists of several different tools and it is potentially complicated to understand and use. In addition, it also fails to provide an explicit process for developing the performance management system and is inadequate with respect to the human resource dimension (Medori, 1998).

The integrated performance management system methodology (Bititci, Carrie and McDevitt, 1997) is the fifth framework, which covers many of the criteria required for a comprehensive performance management system. However, the method fails to provide a structured process that specifies objectives and timescales for development and implementation. The sixth is Cambridge performance management process (Neely et al., 1996a) and fulfils all the criteria in the typology and is, therefore, a comprehensive process for the development of strategic performance management systems. The development of operational measures, however, is described as an optional process. For

it to be classified as comprehensive, both strategy and operational measures need to be developed.

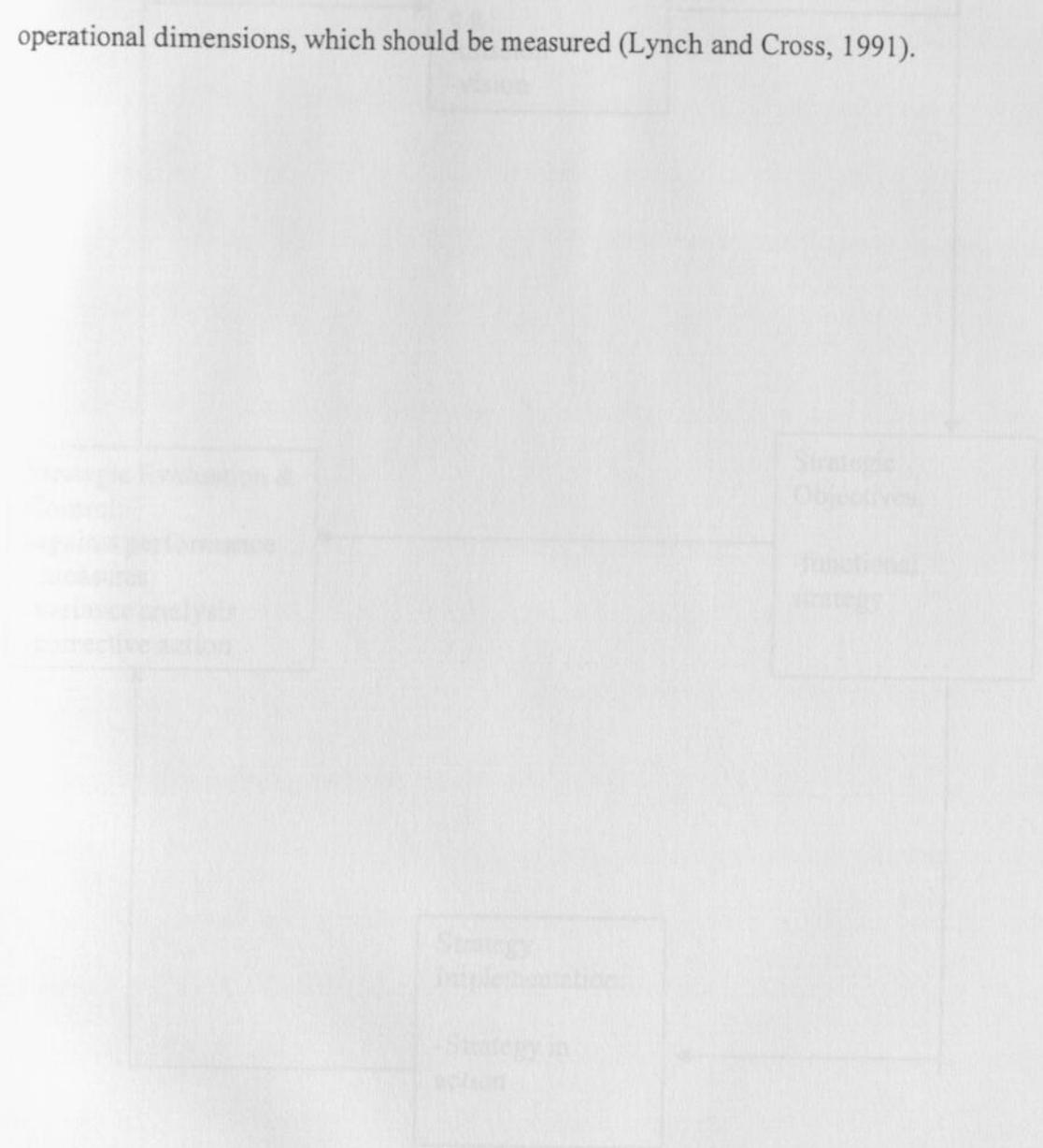
The seventh system is the integrated measurement model (Oliver and Palmer, 1998) and is also a comprehensive approach, defining the dimensions of performance and providing a mechanism for designing the measures. The unsatisfactory aspect of this approach is the lack of a structured process for overall development. In contrast to this, the consistent performance management system (Flapper, Fortuin and Stoop, 1996) gives a very detailed process for developing and implementing performance management systems, but fails to specify a balanced approach for critical dimensions of performance.

Finally, the framework for small business performance management (Laitinen, 1996) is the eighth system and differs from all the other approaches in that it adopts a purely bottom-up perspective on performance. This means that although the framework is very capable of measuring and improving performance, it is not based on any form of strategy.

2.3 Characteristics and Dimensions of Performance Measures

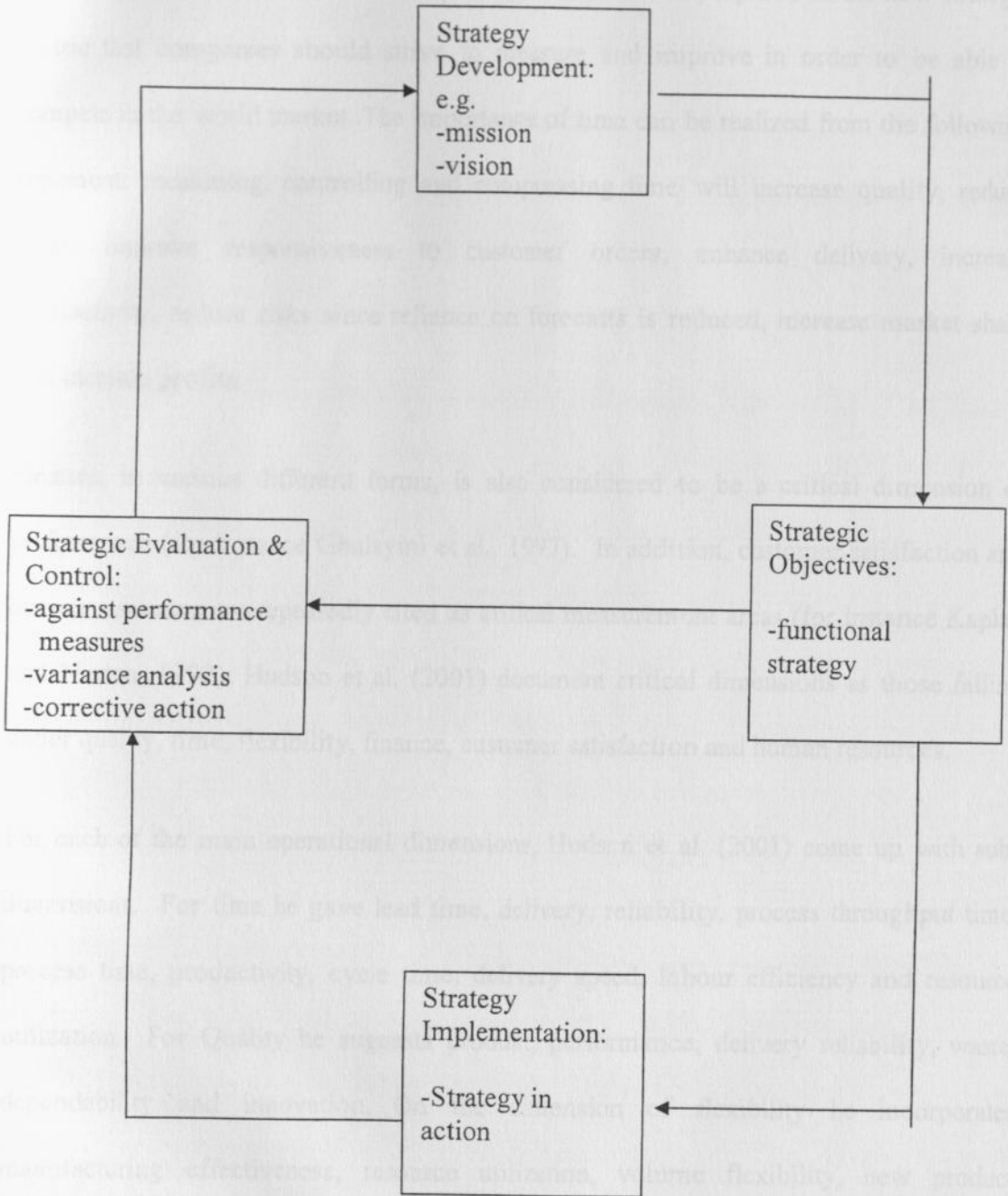
Figure 1 below sets out the cycle from strategy development to control. Critical characteristics of performance measures are that they are derived from strategy; are clearly defined with an explicit purpose; are simple to understand and use; provide fast and accurate feedback; stimulate continuous improvement (Neely et al, 1996a); link operations to strategic goals and are relevant and easy to maintain (Lynch and Cross, 1991).

The dimensions of performance for which measures, within a strategically aligned performance management system, should be developed have been defined using a variety of terms in the literature. Time, quality and flexibility are commonly cited as the main operational dimensions, which should be measured (Lynch and Cross, 1991).



Adapted from Porter and Chakrabarty (1995) *Performance Measurement in Strategy Change*
 Journal: Benchmarking for Quality Management & Technology. Available from:
<http://www.tandf.co.uk/journals/ViewContentServlet?journal=1071791&url=/articles/110928295.html> [accessed 26 June 2006]

Figure 1: Conceptual model of the strategic control process



Adapted from Feurer and Chaharbaghi (1995). *Performance measurement in Strategy Change* [online]. Benchmarking for quality management & Technology. Available from: <http://www.emeraldinsight.com/Insight/ViewContentServletFilename=nPublished/EmeraldFullTextArticle/Articles/1310020205.html> [cited 26 June 2006]

Ghalayini and Noble (1996) observe that examining the current literature of business strategy and performance measurement reveals that time is proposed as the new strategic metric that companies should strive to measure and improve in order to be able to compete in the world market. The importance of time can be realized from the following argument: measuring, controlling and compressing time will increase quality, reduce costs, improve responsiveness to customer orders, enhance delivery, increase productivity, reduce risks since reliance on forecasts is reduced, increase market share and increase profits.

Finance, in various different forms, is also considered to be a critical dimension of performance (for instance Ghalayini et al., 1997). In addition, customer satisfaction and human resources are repeatedly cited as critical measurement areas (for instance Kaplan and Norton, 1992). Hudson et al. (2001) document critical dimensions as those falling under quality, time, flexibility, finance, customer satisfaction and human resources.

For each of the main operational dimensions, Hudson et al. (2001) come up with sub-dimensions. For time he gave lead time, delivery, reliability, process throughput time, process time, productivity, cycle time, delivery speed, labour efficiency and resource utilization. For Quality he suggests product, performance, delivery reliability, waste, dependability and innovation. On the dimension of flexibility he incorporates manufacturing effectiveness, resource utilization, volume flexibility, new product introduction, computer systems, future growth and product innovation. On finance dimension he incorporates cash flow, market share, overhead cost reduction, inventory performance, cost control, sales, profitability, efficiency and production cost reduction.

He then suggests market share, service, image, integration with customer, competitiveness, innovation and delivery reliability for customer satisfaction dimension. Finally, human resources dimension is mapped by employee relationships, employee involvement, workforce, employee skills, learning, labour efficiency, quality of work life, resource utilization and productivity.

2.3.1 Strategy Evaluation

Once a strategy has been created its success or not depends on the quality of the strategy (Mintzberg, 1993). How then can strategic thinkers ensure the quality of the strategy? It would seem worthwhile to have some way of evaluating it before it is implemented, as erroneous strategic decisions can inflict severe penalties and can be exceedingly difficult, if not impossible, to reverse (David, 1993). It is essential that strategy be evaluated as early in the strategic process as possible. As Figure 1 shows, this can be at the objective setting stage and/or after implementation. Then strategy can be rejected if it is seen to be inherently bad or less beneficial than an alternative strategy (Flitman, 1994).

Many firms evaluate strategy through purely quantitative methods, such as financial ratio analysis, time series analysis and operations research models. These methods have been criticized widely on the basis that they evaluate in terms of financial return (comparative or actual) and not in terms of achievement of the mission of the firm (Myers, 1984). In other words, they measure quantity of earnings but not the quality of earnings. They typically reward short-term value creation and give little thought to the long-term effect on the firm, that is, they don't embody qualitative aspects of strategic evaluation (Hastings, 1996).

Qualitative criteria relating to the mission of the firm are handled using Liberatore et al.'s (1992) generic framework for capital budgeting using the mission, objective and strategic planning approach. This approach is a hybrid of two methods. The first method is a planning approach referred to by Liberatore et al. (1992) as mission, objectives and strategies. This method considers capital projects as the instrument by which to achieve business strategy. The second method is the analytical hierarchy process as developed by Saaty (1982), which provides a structured method for resolving complex management modeling problems.

Hastings (1996) proposes the strategic evaluation model that can be employed to formalize the process of strategic evaluation. The steps used to apply this model are as follows: the mission, objectives, strategy and evaluation criteria used by the firm; the analytical hierarchy process to prioritize the evaluation criteria of the firm in terms of the mission of the firm; a capital project for evaluation; an activities table which consists of all possible combinations of control variables, resource requirements, constraints and rankings for the relevant evaluation criteria and the tabular program and view feasible solutions, ranked in terms of total normalized contribution to the achievement of the mission of the firm.

Hastings (1996) further expounds the advantages of the model as: quantitative, qualitative and intangible aspects of strategy that can be evaluated in terms of the firm's mission; it formalizes the process of strategic evaluation; it matches available resources with projects; resource and logistic constraints can be included in the evaluation process, a

ranked list of feasible solutions is produced; and management expertise can be exercised in the strategic evaluation process.

2.4. Strategic Control systems and approaches used by Faith Based Organizations (FBOs)

2.4.1 Participatory Monitoring and Evaluation

The CORE Initiative (Communities Responding to the HIV/AIDs pandemic) developed the Participatory Monitoring and Evaluation of Faith-Based Programs manual. This initiative seeks to involve people who will take part in and be influenced by projects administered through FBOs. As opposed to conventional approaches, participatory design, monitoring and evaluation promote and sustain relationships between and involvement of different stakeholders, in and outside the FBO (Goparaju et al., 2004)).

Coupal (2001) notes that Participatory Monitoring and Evaluation (PM&E) differs from more conventional approaches to Monitoring and Evaluation in that PM&E should be results-based. Close attention is paid to monitoring and evaluating the achievement of results versus activities. Adjusting project strategies and activities in order to better meet project results is a critical outcome of PM&E. Food and Agricultural Organization (FAO) (1997) observes that a workable participatory monitoring system should, therefore, be based on a multi-level approach that harmonizes the different-and often competing-information needs of those involved in the project and provides for regular meetings at each level to make use of the data generated.

Goparaju et al. (2004) observe that the conventional project cycle as traditionally employed by FBOs has the following steps in order of execution: needs assessment or appraisal, project design, baseline data collection, project implementation, monitoring and reflection, evaluation and documentation. Goparaju et al. (2004) further observe that the participatory project cycle has the following sequence in order of execution: participatory appraisal, participatory planning and project design, participatory development of baseline indicators, participatory baseline data collection, participatory monitoring and evaluation plan design, participatory implementation, participatory monitoring and review, participatory evaluation and feedback and participatory decision-making

Coupal (1997) notes that participatory evaluation is people-centered whereby project stakeholders and beneficiaries are the key actors of the evaluation process and not the mere objects of the evaluation while Goparaju et al. (2004) note that the difference between the two M&E approaches is that with conventional M&E, the donor and implementing agency usually drive the process. In participatory evaluation, just as in participatory monitoring, the beneficiary community and FBOs together decide how to conduct the evaluation - its timing, scope, methodology and so on. The group also determines what they would like to find out through evaluation; in other words, they decide the issues and indicators that will be covered by the evaluation; they help formulate the questions to be asked; they participate in collecting and analyzing data and presenting the findings. If a project follows a participatory approach from the beginning, it's easy to carry out a participatory evaluation at the end (Goparaju et al. 2004).

Coupal (1997) further argues that participatory evaluations are reflective, action-oriented and seek to build capacity by: (1) providing stakeholders and beneficiaries with the opportunity to reflect on a project's progress and obstacles; (2) generating knowledge that informs practice and leads to corrective actions; (3) providing beneficiaries and stakeholders with the tools to transform their environment. Organizational strengthening and institutional learning are another context of PM&E in which the FBO analyses its own objectives and its capacity for achieving them, through reflection on experiences, and development impacts (*Eldis Participatory Monitoring and Evaluation Guide*, 2006).

Goparaju et al. (2004) note that information is shared both horizontally and vertically within the FBO. It is generated by the community group and shared first with the larger community, and then with the donor. In contrast to conventional monitoring where information moves vertically-from the FBO to the donor – in participatory monitoring, information is much more widely shared, particularly at the community level. Ortecho (1991) found the following useful outcomes of participatory community development and evaluation: sharing feelings, expectations and ideas not typically exchanged day after day; reconsidering group values-positive and negative; collectively acquiring knowledge and being aware of the relationship between particular problems and long-range problems of social and political context.

This concurs well with Goparaju et al. (2004) observation that while conventional monitoring and evaluation focus on measurement of results-service delivery, information dissemination, behavior change and so on-participatory monitoring and evaluation focus on both results and process. The main characteristics of this process are inclusion,

collaboration, collective action and mutual respect. Participatory M&E encourages dialogue at the grassroots level and moves the community from the position of passive beneficiaries to active participants with the opportunity to influence the project activities based on their needs and their analysis.

Participatory evaluation thus serves four key functions, some of which concern the stakeholders and beneficiaries while others relate to the funding agencies: It helps to build the capacity of stakeholders to reflect, analyze and take action; contributes to the development of lessons learned that can lead to corrective action or improvements by project recipients; and provides feedback for lessons learned that can help programme staff to improve programme implementation (United Nations Development Programme (UNDP), 1997).

Participatory design, monitoring and evaluation is particularly important in the light of Nindamutsa's (2004) survey of strategy choices in 130 Faith Based NGOs in Nairobi. The objectives of this research were twofold: to document strategy options taken FBOs and secondly, to establish the factors that influence strategic choices in Faith Based NGOs. In the findings, the most popular strategy used by FBOs is partnership (25% of the sample surveyed); cost control (22%), good governance (12%), use of multiple funding (16%) and competition and business activities which were the least used (3%). Partnership and multiple funding calls for inclusive monitoring and control owing to the many numbers of stakeholders. The CORE manual attempts to standardize FBO strategic control activity, thus making the process of auditing and corrective action implementation easier.

2.4.2 Fast Forward Planning

According to Galvin (2002) the traditional approach to strategic planning does not work as well as it used to because the environment is changing rapidly and in very unexpected ways. The fatal flaw is assuming current trends will continue in a straight-line projection because they never do. The world can change quickly and in highly unpredictable ways. Developing several scenarios can help organizations do this better and Fast Forward Planning™ is a proven way to make it work.

Galvin (2002) further observes that Fast Forward Planning™ is a process based on a simplified version of scenario planning combined with action planning. It can help organizations plan during times of uncertainty. It provides a way to think together about the future without making straight-line projections of current trends. It allows leaders to consider several ways the future may unfold and prepare for all of them. It helps organizations develop “all-weather” strategies that will withstand turbulent ministry conditions. Fast Forward Planning™ consists of five main steps:

The first step is to determine strategic focus. This involves determining the key decisions to be made or a strategy to be tested; the second is to identify driving forces which involves making a long list of all the forces that impact this decision or area of strategic focus or the surface questions that matter. The third step involves finding the critical uncertainties by looking again at each driving force and determining whether it's predictable or unpredictable. If it's reasonably predictable, it's a relevant trend. If it's completely unpredictable, it's an uncertainty. Next, take all of the uncertainties and rate them as important or relatively unimportant. Those driving forces that are both highly

uncertain and very important provide the raw material for generating “questions that matter.”

The fourth step is to explore alternative scenarios, which requires creativity and divergent thinking. It involves using the questions that matter to frame up alternative ways the future might unfold i.e. committing to strategic priorities. The last step is to bring it all back to reality by analyzing what the organization should do now to be prepared for any of these potential futures. Some strategic actions might show up in all the scenarios. Because of this scenario-based alternative strategic planning approach, FBOs are able to adapt their strategies without suffering adjustment shocks that may arise to the need to adapt to rapidly changing external environment. At the same time, this prevents extreme adaptation pressures as a consequence of varied donor demands occasioned by multiple funding approaches.

2.5 Factors Influencing Strategic Control

Neely and Bourne (2000) argue that the process of measuring performance is completely wasted unless the performance data produced informs management’s actions. Information is crucial in the performance measurement process. Nevertheless, many organizations struggle to transform their performance information into accurate understanding that helps to inform effective actions. As Johnston et al. (2002) claim managers may have become swamped with measures and information and spent more of their time increasing Performance Measurement activity rather than improving management decision and action in their pursuit for a more structured and balanced approach to performance measurement.

Pfeffer and Sutton (1999) call this phenomenon the knowing-doing gap whereas Cohen (1998) calls it the performance paradox. The former argues that one of the reasons knowledge is divorced from day-to-day activities is that managers and information specialists who design and implement the systems for collecting, storing and analyzing information have limited, often inaccurate, views of how people actually use knowledge in their jobs. However, Cohen suggests that managers know what to do to improve performance, but actually ignore or act in contradiction to either their strongest instincts or to the data available to them.

In a review of seven relevant academic and practitioner literature, Franco and Bourne (2003) summarize some critical factors facilitating the use of Strategic Performance Measure systems in organizations. One of this they say is *corporate culture*. This could be a corporate culture that encourages team working, ownership of problems and risk-taking or entrepreneurship or one orientated to continuous improvement and use of the Strategic Performance Measurement system. The organizational culture should encourage discussion, analysis, action and improvement and should not punish errors (in the name of control). Strategic performance measurement should bias towards improvement.

Another factor they looked at is *Alignment*: This is seen as the link between a business unit's performance measures and organization's strategic measures or as the integration and linkage of individual strategies and goals and the "good match" between manager's responsibilities and Strategic Performance Measurement system. The third factor they looked at is *Review and Update*. Under review and update, senior management review and update the Strategic Performance Measurement system and measures. There is the

need for a continuous review of the Strategic Performance Measurement system and measures. Some Strategic Performance Measurement systems point out the need for continuous review of the strategy and not only the Strategic Performance Measurement system and measures; and suggest that measures should be reviewed on rolling monthly basis rather than the traditional annual review.

Other reports they studied suggest that the Strategic Performance Measurement system should focus on internal management and control and others clearly show that the Strategic Performance Measurement system should focus on using measures to drive action for improvement and learning. Furthermore, two studies explicitly recommend senior managers to develop action plans in order to explain how the gaps between performance measures and goals could be closed, and review their progress periodically.

Communication and Reporting are seen as the fourth factor. Five studies reviewed highlight the importance of clear communication of measures and progress while four of the studies emphasize the need for prompt and formal feedback. This suggests critical importance of communicating lessons and feedback on progress.

Involvement of employees is another factor identified. In this there is consensus around the benefits of making everyone participate in the development of measures. Involvement in the selection and definition of measures can reduce employees and managers' resistance to the SPM system, and increase their usage level of performance measures.

The fifth factor is *Management Understanding*: Four studies coincided on the influence of this factor on the ability of organizations to manage through measures; two of the

studies, specifically, pointed out the need of formal education and training processes for better manager's understanding of the SPM system and measures.

Compensation Link comes out as another important factor. Four of the studies they reviewed concurred on the importance of the linkage between incentive compensation and strategic performance measures. However, around this factor appeared to be inconsistencies. Three studies reported a positive impact of the link between compensation and strategic performance measures in the SPM system, whereas one of them reported the opposite. In addition, a lack of understanding around the concept of compensation seems to exist, since the studies used the words "incentives", "rewards" and "compensation" indistinctly, and did not provide any clear definition of any of them.

Management leadership and commitment is the seventh factor that comes out. This factor was crucial according to four studies. Two of them highlighted the requisite of executive support, leadership and commitment. Another two studies pointed out that management should have clear accountability and responsibility of measures and results. One study concluded that a key issue for managing through measures is management attitudes towards the SPM system and it's functioning.

Clear and Balanced Framework is the eighth factor affecting use of performance measurement. The use of structured approaches to performance measurement that include finance and non-finance measures was emphasized by four of the studies. The authors of one study claimed that a balanced SPM framework should have four performance dimensions: financial, customers, internal processes, and innovation and improvement. However, the authors of another study argue that six are the performance areas that drive

organization's long-term performance, which are pointed out as financial performance, operating efficiency, customer satisfaction, employee performance, innovation/change, and community/environmental issues.

Agreement on Strategy and Success Map is the ninth factor identified. Four studies stressed the importance of the senior management team's agreement on strategy and on the measurable criteria for strategy success. *Data Processes and IT Support* were seen as important. Two studies address the relevance of having an adequate information technology infrastructure for supporting of data collection, analysis, interpretation and reporting processes. While two other studies show *Target Setting* as important pointing out the formal process of setting targets for measures among the factors that facilitate organizations to manage through measures while two of the studies look at *Budget Link and* point out the importance of linking SPM systems to the organization's budget setting process.

Management Support Systems is seen by one study as important through the role that management support systems, tools and processes play in helping managers to cope with measures is and is considered an important factor. At the same time, *Industry and Business* is seen by one study as an important factor and reports that competency and structure of organization's industry are critical for the selection and use of performance measures.

The sixteenth and last factor reviewed by Franco and Bourne (2003) is the *Measures content*: The relevance of the measure to the business and the people was the measure's feature that seemed to be the most important one for enabling an organization to manage

through measuring. The second measure's feature most cited was clarity and simplicity of the measures, followed by: the need of balance among financial and non-financial indicators, precision and accuracy of calculations and little number of metrics. The features of measurability, consistency and applicability came next. Sufficiency and focus of the measures were also mentioned, as well as timeliness and cost-effectiveness. Additionally, respondents mentioned that measures should help to predict future outcomes, and that they should be linked to the individual more than to the team and should be relative more than absolute.

2.6 Importance of Faith Based Organizations

Ebaugh, Pipes and Chafetz (2005) observe that religious organizations in the United States and the west have historically been an integral part of the social welfare system-identifying social problems, bringing them to public attention, advocating their amelioration and providing social services to the disadvantaged. Smith and Sosin (2001) observe that the use of religious agencies in publicly funded social service programs is advocated by politicians, contemporary public policy makers, essayists, ministers and many lay people. They further argue that the attractiveness of FBOs lie in the fact that they appear to emphasize thrift, individual responsibility, less Government responsiveness, flexibility in the provision of services and allow clients to be personally invested in their own rehabilitation.

On the social end Cnaan, Wineburg and Boddie (2000) observe that the benefits of religion are touted for dealing with such vexing social problems as poverty, drug abuse, child welfare and so on. On the political front, Loury and Loury (1997) observe that the

public use of religious agencies is said to promote pluralism, reinforce the norm of personal responsibility and limit the size of the welfare state. This last factor is especially important for Governments burdened by heavy international and domestic undertakings.

Legislative changes that have aroused interest in religious agencies are documented by Chaves (1999) who notes that evidence of the rising support for religious agencies is seen by the promulgation in America of the “Charitable Choice” provision in the 1996 Personal Responsibility and Work Opportunity Reconciliation Act (known as Welfare Reform) that enables faith-based groups to compete for government grants without surrendering their religious character. Additionally Demko (1997) observes that President Bush’s endorsement of the Faith-Based and Community Initiative and his establishment of what now amounts to 10 offices dedicated to that initiative within key agencies of the federal government further piqued this interest.

In Africa, these changes have manifested themselves in various ways. As Huxham and Vangen (1996) note, Governments in the West have been increasingly transferring the funding of the delivery of various forms of social service away from mainstream public agencies, such as local authorities or health authorities, to independent voluntary or community organizations. Funding covers areas like conflict mediation (Smock, 2001); HIV/AIDS (USAID, 2001) and children welfare (UNICEF, 2006) among other areas.

This situation is prevalent in Kenya too. According to USAID (2001) FBOs in Africa possess an extensive geographic reach and a well-developed infrastructure in the developing world and as such possess capabilities to contribute to an effective, multi-sectoral response especially to problems. With networks that reach even the most remote

villages. FBOs also have the ability to influence the attitudes and behaviors of their community members by building on relationships of trust and respect.

Research Design

The research used an exploratory survey design which Mugenda and Mugenda (1999) define as best suited for exploring the status of two or more variables at a given point in time. The study sought to find out how strategic control practices (the dependent variable) were used in FBOs and those factors (the independent variables) that influenced the practice of strategic control.

Population of the Study

The population consisted of all FBOs based in Kenya. These were 150 FBOs registered with the Office of the Vice President and Non-Governmental Organization (NGO) Registration Board as well as the NGO council as at 1st April 2007 (Appendix 3).

Sample and sampling method

The sample consisted of all the 100 FBOs based in Nairobi and which were members of the Kenya Red Cross Society. The researcher aimed at obtaining a minimum of 30 respondents according to the statistical rule of thumb, is representative of any population (see Lewis and Trochim, 2003). Stratified random sampling was used. The sample was stratified into two groups based on faith, Christian and Muslim. Muslim FBOs members totaled 15 in number and all were included in the sample. The other 85 were Christian and were sampled using simple random sampling (see Appendix 4). The reason for segmentation is that the researcher believes that significant

CHAPTER THREE: METHODOLOGY

3.1 Research Design

The research used an exploratory survey design which Mugenda and Mugenda (1999) noted is best suited for exploring the status of two or more variables at a given point in time. The study sought to find out how strategic control practices (the dependent variables) were used in FBOs and those factors (the independent variables) that influenced the practice of strategic control.

3.2 Population of the Study

The population consisted of all FBOs based in Kenya. These were 150 FBOs registered with the Office of the Vice President and Non-Governmental Organization (NGO) Coordination Board as well as the NGO council as at 1st April 2007 (Appendix 3).

3.3 Sample and sampling method

The sample consisted of all the 100 FBOs based in Nairobi and which were members of the NGO council. The researcher aimed at obtaining a minimum of 30 respondents which, according to the statistical rule of thumb, is representative of any population (Saunders, Lewis and Thornhill, 2003). Stratified random sampling was used. The sample was stratified into two groups based on faith, Christian and Muslim. Muslim based faith agencies totaled 15 in number and all were included in the sample. The remainders (85) were Christian and were sampled using simple random sampling technique. The reason for segmentation is that the researcher believes that significant

differences in the approach to strategic control may emanate from the differences in religion among the organizations.

Introduction

3.4 Data Collection

The research used primary data. Data was collected by means of a questionnaire, which consisted of open-ended questions and closed-ended questions (Appendix 2). These were sent by hand and the “drop and pick later” method was used. The questionnaire was divided into Part A, which attempted to capture general information about the respondent organization, and Part B, which addressed the objectives of the research. The respondents were senior managers whose functional roles include strategic control affairs. One questionnaire was submitted per respondent organization.

3.5 Data Analysis

Data analysis was conducted using descriptive statistics, which include measures of central tendency, measures of variability, frequencies and for illustration purposes where appropriate, graphical methods were used. According to Mugenda and Mugenda (1999) descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics. Measures of central tendency give us the expected score or measure from a group of scores in a study. Measures of variability, such as standard deviation, inform the analyst about the distribution of scores around the mean of the distribution. Frequency distribution shows a record of the number of times a score or record appears.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter was dedicated to discussing the findings of the research in relation to the systems used by FBOs in the process of strategic control and to establish the factors that influence strategic control in FBOs. In order to attain these objectives an exploratory survey was conducted. The research instrument used was a 10-page interview guide administered by the researcher to 100 FBOs. 30 of these FBOs responded.

4.2 General Information about the Respondents

Table 4.2.1 Number of Years in Kenya

	Years	Frequency	Percent
	1-10 yrs	6	20.0
	11-20 yrs	7	23.3
	21-30 yrs	8	26.7
	31-40 yrs	2	6.7
	41-50 yrs	2	6.7
	Over 50 yrs	5	16.7
	Total	30	100.0

Source: Research Data

As table 4.2.1 above indicates, 26.7% of the respondent firms had been in the country for a period between 21 to 30 years. This was the highest percentage whilst only 20% had been in the country over the last 10 years.

Table 4.2.2 Type of Registration

Type of registration	Frequency	Percent
Non Governmental Organization	30	100
Faith Based Organization	28	93.3

Source: Research Data

From table 4.2.2 all the respondents (100%) had registered as Non Governmental Organizations and 93.3% had registered as Faith Based Organization and only 6.7% did not consider themselves as Faith Based. From Table 4.2.3 below, 93.3% of the firms defined themselves as Faith Based in their Constitution and Articles of Association, 96.7% delivered advocacy, 86.7% of the them do affiliate with more than one religious congregation in some manner, 90.0% were independent in as much as they had their own board of directors and 55.2% had a formal funding or administrative arrangement with a religious authority or authorities while 44.8% did not. Equally, 55.2% of the firms had a historical formal funding or administrative arrangement with a religious authority or authorities while 44.8% did not, 23% demonstrated a specific commitment to act within the dictates of a particular established faith or a commitment to work together that stems from a common religion and 13% required new recruits to bear witness before being formally awarded a job offer while 16% did not.

Table 4.2.3 Main qualities of the Respondents

Criteria	Frequency	%
	Yes	Yes
Definition as faith based	28	93.3
Deliver Advocacy	29	96.7
Religious Congregation	26	86.7
Own Board of Directors	27	90.0
Administrative Arrangement with a Religious Authority	16	55.2
Historical Funding or Administrative Arrangement	16	55.2
A Specific Commitment to Act within the Dictates of a given Faith	23	85.2
Do you Require New Recruits to Bear Witness	13	44.8

Source: Research Data

Regarding these observations most respondents conformed to Ebaugh et al's (2003) definition of Faith Based Organizations (FBOs) as those that defined itself as faith based, delivered advocacy, affiliated with more than one religious congregation in some manner and were independent in as much as having their own board of directors.

4.3 Strategic Control in Faith Based Organizations

This section discussed findings in relation to the two objectives of the research. To assess these objectives, the study employed a five point Likert scale with the rankings: 1 = no extent at all; 2 = mild extent; 3 = fairly high extent; 4 = high extent and 5 = a great extent

to rank the various variables according to the extent of their usage in the different organizations. For each response category, the mean values and standard deviations were computed using SPSS software (version 11.5). The observed mean values were assigned a meaning derived from the nearest corresponding point on the Likert scale, e.g. 1 = no extent, 2 = mild extent and so on.

4.3.1 Systems used by Faith Based Organizations in the Process of Strategic Control

The first objective of the research was to establish the systems used by Faith Based Organizations in the process of strategic control. Questions asked sought to determine how stated qualitative and quantitative control parameters were used for the process of strategy control in these organizations.

4.3.1. Quantitative Control Parameters and extent of use

Quantitative Control Parameters	N	Mean	Std. Dev.
Financial ratio analysis	23	3.48	1.377
Operational productivity	22	3.45	1.262
Cross sectional analysis	22	3.09	1.231
Time based metrics such as cycle time and delivery speed	23	3.09	1.411
Operations research models	23	3.09	1.240
Linking rewards to management to the achievement of strategy objectives through effective control	23	3.00	1.243
Time series analysis	23	2.91	1.083
Conduct customer satisfaction survey and compute satisfaction indices	23	2.70	1.363
Document and track metrics relating to Key Performance indicators (KPIS)	23	2.65	1.402

Source: Research Data

Table 4.3.1. shows that financial ratio analysis was the most frequently used quantitative control parameter with a mean value of 3.48 (fairly high extent), followed by operational productivity mean value of 3.45 (fairly high extent) and cross sectional analysis (mean = 3.09-fairly high extent). However, high standard deviations for all three were an indicator that the responses were dispersed about the respective mean values and thus differed greatly among the respondent firms. The popularity of financial ratio analysis is

consistent with the observation by Hastings (1996) that many firms evaluate strategy through purely quantitative methods, such as financial ratio analysis, time series analysis and operations research models.

Myers (1984) also observed that these methods have been criticized widely on the basis that they evaluate in terms of financial return (comparative or actual) and not in terms of achievement of the mission of the firm. Finance, in various different forms is considered to be a critical dimension of performance (Ghalayini et al., 1997). Documentation and tracking of metrics relating to key performance indicators, customer satisfaction surveys and computation of satisfaction indices and time series analysis were the least used with mean values of 2.65, 2.70 and 2.91 respectively. Thus, it would seem that despite the limitations of financial measures as cited in the literature, FBOs in Nairobi still emphasize on their use as measures of control.

Control Parameters	N	Mean	Std. Dev.
regularly review the internal organizational structure to ensure effective control of strategy	22	2.65	1.145
identify and control gaps between desired and actual performance	22	2.70	1.149
conduct employee surveys to determine issues e.g. communication effectiveness measurement and control of strategy	22	2.91	1.129

Research Data

Qualitative control parameters, configuration of organizational structure to ensure free flow of information coordination and cooperation in organization, and the general external environment are trends that may affect strategic formulation and execution of strategy before, during and after implementation were the

Table 4.3.2 Qualitative Control Parameters and extent of use

Qualitative Control Parameters	N	Mean	Std. Dev.
Configure organizational structure to facilitate free flow of information coordination and cooperation in organization	22	3.55	1.143
Review general external environment for trends that may affect strategic planning	22	3.36	1.049
Evaluate strategy before during and after implementation	22	3.36	1.293
Evaluate Organizational culture to create an enabling environment for effective strategic control	22	3.36	1.329
Review industry specific trend that may affect the strategic planning process	21	3.29	1.347
Periodically review the internal organizational structure to facilitate effective control of strategy	22	3.18	1.053
Measure and control gaps between desired and actual performance	22	3.14	1.320
Conduct employee surveys to determine issues e.g. communication effectiveness measurement and control of strategy	22	2.91	1.306

Source: Research Data

Regarding qualitative control parameters, configuration of organizational structure to facilitate free flow of information coordination and cooperation in organization, reviewing of the general external environment for trends that may affect strategic planning and evaluation of strategy before, during and after implementation were the

most widely used with mean values of 3.55, 3.36 and 3.36 respectively. High standard deviations for all three indicate relatively high dispersion about the mean values. This observation is not without support in the literature.

Organizational structure as seen earlier, has been seen to be a very important determinant of performance. Okumus (2003) noted that the organizational structure e.g. division of labour; the distribution of power and decision-making procedures within the company, need consideration for effective control. Butler and Wilson (1990) have argued that an organization's success is to a large extent determined by the structural configuration it adopts. Peters and Waterman's (1982) observe that excellence in an organization's performance is, at least, dependent on the structural form adopted.

Regarding the external environment, Okumus (2003) observed that for successful strategic control, the organization needs to review internal and external factors or the uncertainty in the environment, which affect tasks. Finally, regarding evaluation of strategy before, during and after implementation, Laitinen (2002) suggested a well-organized system of performance measurement as the most powerful mechanism at management's disposal to enhance the probability of successful strategy implementation.

Conducting employee surveys to determine issues, measurement and control of gaps between desired and actual performance and periodic review of the internal organizational structure to facilitate effective control of strategy were the least used qualitative control strategies with mean values of 2.91, 3.14 and 3.18 respectively. Again, standard deviations greater than 1.0 for all indicated high dispersion about the mean values. Muralidharan (2004) also observes that strategic control systems that play the two

roles have been termed strategic implementation control and strategic content control respectively. Strategic content controls are systems that shape strategy content during the course of implementation. Strategic content control has two elements. The first involves evaluating the validity of key assumptions underlying strategy and changing strategy content to reflect new information and assumptions if original assumptions are found invalid. The second aspect involves monitoring the environment to detect changes that may undermine strategy and, if necessary, change strategy content to reflect the new environmental conditions.

4.4 Factors that influence, inhibit or facilitate Strategic Control

The second objective of the research was to establish the factors that influence strategic control in Faith Based Organizations. Respondents were asked to indicate on a scale of 1-5 (1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent) which factors of those listed below on Table 4.4.1 influence strategic control in their organizations. The results are as shown below.

	19	3.44	1.394
	19	3.33	1.348
	19	3.28	1.344
	19	3.25	1.341
	19	3.21	1.337
	19	3.16	1.319
	19	3.16	1.302
	19	3.00	1.247
	19	3.00	1.054

Table 4.4.1 Factors influencing strategic control

Factors	N	Mean	Std. Dev.
Communication and reporting	20	3.85	0.933
Managers and information specialist understanding of job content and knowledge management	19	3.68	1.057
Corporate culture	18	3.56	1.042
Comprehensive nature of financial performance measures e.g. financial and non financial	18	3.44	1.294
Management leadership and commitment	18	3.39	1.145
Integration between overall strategy and operational objectives	20	3.35	1.348
Budget	18	3.28	1.320
Clear focus on strategy and the measurable criteria for success	19	3.26	1.240
Compensation link	19	3.21	.976
Faith industry situation, competence and structure	18	3.17	1.295
Target setting for measure among the selected criteria to facilitate managing through measures	19	3.16	1.119
Performance measure content relevance, simplicity, applicability and cost effectiveness	19	3.16	1.302
Management information system adequacy for information support provision	19	3.00	1.247
Employee participation in performance measurement and corrective action	19	3.00	1.054

Source: Research Data

Communication and reporting, managers and information specialist understanding of job content and knowledge management and corporate culture were cited as the biggest challenges with mean values of 3.85, 3.68 and 3.56 respectively. Communication and reporting was the only challenge which seemed to affect all the respondents largely in the same way as shown by its standard deviation of 0.933 (which indicates a high clustering about the mean).

In the same way as Table 4.1.1, respondents were asked to indicate on a scale of 1-5, which of the factors inhibit or facilitate strategic control in their organizations. From Table 4.2.2, we see that out of the respondents, who answered these questions, 76.9% thought that communication and reporting facilitates strategic control while 23.1% thought that it did not. 92.9% thought that managers and information specialist understanding of job content and knowledge management facilitates strategic control while 7.1% thought that it did not. Finally, 76.9% reported that corporate culture facilitated strategic control while only 23.1% said that it inhibits.

In Franco and Bourne's (2003) study, communication and reporting were seen as the fourth important factor facilitating the use of Strategic Performance Measure systems in organizations whereas in the current study, this factor has assumed the highest importance. There will thus be a need to improve the communication and reporting process among the respondent firms. Managers and information specialist understanding of job content and knowledge management rated fifth by Franco and Bourne (2003) ranked second in this study, indicating a need of formal education and training processes for better manager's understanding of the SPM system and measures.

Corporate culture ranked third in this study was the foremost factor in Franco and Bourne's study. As seen, the corporate culture that encourages team working, ownership of problems and risk-taking or entrepreneurship or one orientated to continuous improvement and use of the Strategic Performance Measurement system. The organizational culture should encourage discussion, analysis, action and improvement and should not punish errors (in the name of control). Strategic performance measurement should bias towards improvement.

Employee participation in performance measurement and corrective action, management information system adequacy for information support provision and performance measure content relevance, simplicity, applicability and cost effectiveness with mean values of 3.00, 3.00 and 3.16 were the factors cited as being the least challenging in the strategic control process. Standard deviations greater than 1.000 indicated wide dispersion about the mean. *Involvement of employees* is another factor identified. From Table 4.4.2, employee participation in performance measurement and corrective action was thought to facilitate strategic control by 71.4% of the respondents and to inhibit by 28.6%; management information system adequacy for information support provision was thought to facilitate by 71.4% of the respondents and to inhibit by 28.6%; and finally, performance measure content relevance, simplicity, applicability and cost effectiveness was reported to facilitate by 85.7% of the respondents and to inhibit by only 14.3%.

Table 4.4.2 Factors seen as inhibiting or facilitating strategic control

	Inhibit		Facilitate		Total	
	Count	%	Count	%	Count	%
Managers and information specialist understanding of job content and knowledge management	1	7.1%	13	92.9%	14	100.0%
Corporate culture	3	23.1%	10	76.9%	13	100.0%
Integration between overall strategy and operational objectives	1	7.1%	13	92.9%	14	100.0%
Communication and reporting	3	23.1%	10	76.9%	13	100.0%
Employee participation in performance measurement and corrective action	4	28.6%	10	71.4%	14	100.0%
Compensation link	3	21.4%	11	78.6%	14	100.0%
Management leadership and commitment	2	16.7%	10	83.3%	12	100.0%
Comprehensive nature of financial performance measures e.g. financial and non financial	2	16.7%	10	83.3%	12	100.0%
Clear focus on strategy and the measurable criteria for success	3	21.4%	11	78.6%	14	100.0%
Management information system	4	28.6%	10	71.4%	14	100.0%

adequacy for information support provision						
Target setting for measure among the selected criteria to facilitate managing through measures	2	14.3%	12	85.7%	14	100.0%
Budget	2	14.3%	12	85.7%	14	100.0%
Faith industry situation competence and structure	4	30.8%	9	69.2%	13	100.0%
Performance measure content relevance, simplicity, applicability and cost effectiveness	2	14.3%	12	85.7%	14	100.0%

Source: Research Data

In this, there is consensus around the benefits of making everyone participate in the development of measures. Involvement in the selection and definition of measures can reduce employees and managers' resistance to the SPM system, and increase their usage level of performance measures. The sixteenth and last factor reviewed by Franco and Bourne (2003) is the *Measures content*: The relevancy of the measure to the business and the people was the measure's feature that seemed to be the most important one for enabling an organization to manage through measuring. The second measure's feature most cited was clarity and simplicity of the measures, followed by: the need of balance among financial and non-financial indicators, precision and accuracy of calculations and little number of metrics. The features of measurability, consistency and applicability came next. Sufficiency and focus of the measures were also mentioned, as well as

timeliness and cost-effectiveness. Additionally, respondents mentioned that measures should help to predict future outcomes, and that they should be linked to the individual more than to the team and should be relative more than absolute.

Majority of the respondents (30.8%) thought faith industry situation competence and structure to be the biggest impediment towards successful strategic control followed by management information system adequacy for information support provision employee participation in performance measurement and corrective action tied in at 28.6% a piece. These observations support Pettigrew (1979) argument mentioned earlier that belief or ideology-based organizations are likely to act in accordance with their ideological position regardless of changes in the environment around it which lead to slow, considered reaction to change, constrained by ideological, cultural and sometimes religious beliefs incompatible with today's fast changing environment.

The biggest facilitators were reported as follows: managers and information specialist understanding of job content and knowledge management (92.9%), integration between overall strategy and operational objectives (92.9%), target setting for measure among the selected criteria to facilitate managing through measures (85.7%), budget (85.7%), performance measure content relevance, simplicity, applicability and cost effectiveness (85.7%) and management leadership and commitment (83.3%).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings, draws conclusions relevant to the research, and makes recommendations on the same.

5.2 Summary of Findings

The first objective of the study was to establish the systems used by Faith Based Organizations in the process of strategic control. The key finding was that financial ratio analysis was the most frequently used quantitative control parameter, followed by operational productivity and cross sectional analysis. Documentation and tracking of metrics relating to key performance indicators, customer satisfaction surveys and computation of satisfaction indices and time series analysis were the least used. Configuration of organizational structure to facilitate free flow of information coordination and cooperation in organization, reviewing of the general external environment for trends that may affect strategic planning and evaluation of strategy before, during and after implementation were the most widely used qualitative strategic control parameters.

The second objective of the research was to establish the factors that influence strategic control in Faith Based Organizations. Communication and reporting, managers and information specialist understanding of job content and knowledge management and

corporate culture were cited as the biggest challenges. 76.9% of the respondents thought that communication and reporting facilitates strategic control and 23.1% thought that it did not. 92.9% thought that managers and information specialist understanding of job content and knowledge management facilitated strategic control while 7.1% thought that it did not. Finally, 76.9% reported that corporate culture facilitated strategic control while only 23.1% said that it inhibits.

Employee participation in performance measurement and corrective action, management information system adequacy for information support provision and performance measure content relevance, simplicity, applicability and cost effectiveness were the factors cited as being the least challenging in the strategic control process. Employee participation in performance measurement and corrective action was thought to facilitate strategic control by 71.4% of the respondents and to inhibit by 28.6%; management information system adequacy for information support provision was thought to facilitate by 71.4% of the respondents and to inhibit by 28.6%; and finally, performance measure content relevance, simplicity, applicability and cost effectiveness was reported to facilitate by 85.7% of the respondents and to inhibit by only 14.3%.

Finally, majority of the respondents (30.8%) thought faith industry situation competence and structure to be the biggest impediment towards successful strategic control, an observation that supported Pettigrew's (1979) argument mentioned earlier belief or ideology-based organizations are likely to act in accordance with their ideological position regardless of changes in the environment around it which lead to slow, considered reaction to change. The biggest facilitator as reported by the respondents was

managers and information specialist understanding of job content and knowledge management ranked so by 92.9% of the respondents.

5.3 Overall Conclusion

Based on the findings, it can be concluded that FBOs in Nairobi are engaged in activities that are associated with strategic control. These include both quantitative measures such as financial techniques and qualitative measures such as restructuring the firm to allow easier employee interactions. The study can also conclude that the nature of the Faith Based industry does contribute a lot towards inhibiting or making difficult the process of strategic control.

5.4 Limitations of the Study

As envisaged, the researcher was unable to meet the required proportion of Islamic faith based organizations (15 in all) as they all declined to respond. Additionally, some questions, especially the open-ended one were not answered.

5.5 Recommendations

The study recommends that FBOs should look towards reconfiguring their structures further in order to enhance strategic control as well as other attendant strategic planning activities. This is in view of the observation that industry competence and structure were seen as the biggest impediments to effective strategic control.

5.6 Areas for Further Research REFERENCES

Further inquiry could be conducted looking at the process of strategic planning in FBOs. This will include strategy formulation, evaluation and implementation. Such would then be complimented by the current study that focused on control.

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Appendix 1

Complementary Letter to the Respondents



University of Nairobi

School of Business

P.O. Box 30197

Nairobi, Kenya

Date:

Telephone: +254 (020) 732160

Telegrams: "Varsity", Nairobi

Telex: 22095 Varsity

To Whom It May Concern

The bearer of this letter: _____

Registration Number: _____ Telephone: _____

is a Master of Business Administration (MBA) student at the University of Nairobi.

The student is required to submit, as part of the coursework assessment, a research project report on a given management problem. We would like the students to do their projects on real problems affecting firms in Kenya today. We would therefore appreciate if you assist the student collect data in your organization to this end. The results of the report will be used solely for purpose of the research and in no way will your organization be implicated in the research findings. A copy of the report can be availed to the interviewed organization(s) on request.

Thank you,

The Coordinator, MBA program

Appendix 2

Part 1:

1. Name of Organization (optional) _____

2. How long has your organization been in Kenya? _____ Years

3. Which of the following attributes does your organization have:

○ Defines itself as faith based in its Constitution and Articles of Association;

Yes []; No []

○ Delivers at least one social service, including advocacy;

Yes []; No []

○ Affiliate with more than one religious congregation in some manner;

Yes []; No []

○ Independent in as much as it has its own board of directors.

Yes []; No []

4. Which of the below attributes does your organization possess:

○ A formal funding or administrative arrangement with a religious authority or authorities;

Yes []; No []

○ A historical tie of the kind mentioned above;

Yes []; No []

- o A specific commitment to act within the dictates of a particular established faith or a commitment to work together that stems from a common religion.

on a scale of 1 to 5 where:

Yes []; No []

1 = not at all; 2 = A little extent; 3 = Moderate extent; 4 = high extent; 5 = a

5. Do you require new recruits to bear witness before being formally awarded a job offer?

on a scale of 1 to 5 where:

Yes []; No []

Extent

Qualitative Control Parameters	1	2	3	4	5
Ratio analysis					
Cost analysis					
Linear research models					
Financial analysis					
Unit productivity					
Controlled metrics such as cost and delivery speed					
Use of networks by management to the extent of strategy					
Use of control systems through effective control					
Use of and track metrics relating to performance indicators (KPIs) e.g.					
Customer satisfaction					
Use of surveys and questionnaires					
Control indicators					

Part 2:

6. On a scale of 1 to 5 where:

1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent

indicate the extent to which the quantitative control parameters indicated below are used for purposes of strategy control in your organization

Extent

Quantitative Control Parameters	1	2	3	4	5
Financial ratio analysis					
Time series analysis					
Operations research models					
Cross sectional analysis					
Operational productivity					
Time based metrics such as cycle time and delivery speed					
Linking rewards to management to the achievement of strategy objectives through effective control					
Document and track metrics relating to Key Performance Indicators (KPIS) e.g.					
Conduct customer satisfaction surveys and compute satisfaction indices					

7. On a scale of 1 to 5 where:

1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent

Indicate below **any other** quantitative control parameters and the extent to which they are used for purposes of strategy control in your organization

Extent

Quantitative Control Parameters	1	2	3	4	5

9. On a scale of 1 to 5 where:

1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent

indicate the extent to which the qualitative control parameters indicated below are used for purposes of strategy control in your organization

Extent

Qualitative Control Parameters	1	2	3	4	5
Review general external environment for trends that may affect strategy planning					
Review industry specific trend that may affect the strategy planning process					
Periodically review the internal organizational structure to facilitate effective control of strategy					
Configure organizational structure to facilitate free flow of information, coordination and cooperation in organization					
Evaluate organizational culture to create an enabling environment for effective strategy control					
Measure & control gaps between desired and actual performance					
Evaluate strategy before, during and after implementation					
Conduct employee surveys to determine issues e.g. communication effectiveness, measurement and control of strategy					

10. On a scale of 1 to 5 where:

1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent

indicate **any other** qualitative parameters and the extent of their usage for purposes of strategy control in your organization

Extent

Qualitative Control Parameters	1	2	3	4	5

11. On a scale of 1 to 5 where:

1 = no extent at all; 2 = A little extent; 3 = Moderate extent; 4= high extent; 5 = a very high extent

indicate the extent to which the factors below influence inhibit or facilitate strategy control in your organization.

Factors	Inhibit	Facilitate	1	2	3	4	5
Managers and information specialists understanding of job content and knowledge management							
Corporate culture							
Integration between overall strategy & operational objectives							
Communication and reporting							
Employee participation in performance measurement and corrective action							
Compensation link							
Management leadership and commitment							
Comprehensive nature of financial performance measures e.g. financial & non-financial							
Clear focus on strategy and the measurable criteria for success							
Management Information System adequacy for information support provision							
Target setting for measures among the selected criteria to facilitate managing through measures							
Budget							
Faith industry situation-competence and structure							
Performance measure content-relevance, simplicity, applicability & cost-effectiveness							

Appendix 3

List of Faith Based Organizations in Kenya as at April, 2007

	NAME	PHYSICAL ADDRESS	TELEPHONE
1	ABANTU FOR DEVELOPMENT INTERNATIONAL	Vanga Rd off Gitanga Rd	254-020-570343/ 576284/574876
2	ABUNDANT LIFE MINISTRY	Church Road.	254-020- 443375
3	ACRES OF MERCY KENYA	Machakos Township	0723 836662- 0733472201
4	ACTION "AFRICA" IN NEED	Rhapta Road, Plot 87 Nairobi	254-020-4440961
5	ADVENTIST DEVELOPMENT AND RELIEF AGENCY INTERNATIONAL (SOMALIA PROJECTS)	3 Riverside Drive, Chiromo Rd. next to the Australian High Commission	254-020-4448392 8898/1682
6	AFRICA MINISTRY RESOURCES	Baptist Church, Ngong Road	254-020-2726896/ 568441
7	<i>AFRICA MUSLIMS AGENCY</i>	<i>Muthaiga, Kuwaiti Embassy, Off Muthaiga Road, Nairobi</i>	<i>254-020-760893 /765290/ 765293</i>
8	AFRICAN GROWTH MINISTRIES	Heron Court Hotel Room 30	254-020-3744880
9	AFRICAN MEDICAL RESEARCH FOUNDATION (AMREF)	Wilson Airport; Langata Rd.	254-020-501301-3 /500508
10	<i>AFRICAN MUSLIMS AGENCY KENYA</i>	<i>Thika</i>	<i>254-067- 30732/30748</i>
11	AFRICAN RELIEF AND DEVELOPMENT PROGRAMME	Nyambene House, 3rd Floor	254-020-240842/2 54-020-244908/ 254-020-241418
12	AFRICAN WORD DEVELOPMENT ORGANISATION		254-057-21448
13	AFRIKEN CHARITABLE ORGANIZATION	Shiloh Building on Rabai Road	254-020-785183/ 797199
14	AFRO – VISION FOUNDATION	westlands road	254-020-6752293
15	AKTION AFRICA HILFE E. V	Brightwoods Apartments, Block D, Door 3; Chania Avenue; Milimani	254-020-571978/9
16	<i>AL-MOMIN FOUNDATION</i>		<i>254 020 554743/ 2721678</i>
17	<i>AL-MUNTADA AL-ISLAMI TRUST</i>	<i>South C Nairobi</i>	<i>254-020- 350526/ 608790/557734/500573</i>
18	ARUPINY SEVENTH DAY ADVENTISTS REFORM MISSION MOVEMENT AND SANITATION WATER PROJECT		Homa Bay
19	ASSOCIATION FOR EDUCATION AND DEVELOPMENT	Haile Selassie Ave.Chai Hse,	254-020- 316804
20	ASSOCIATION OF CHRISTIAN RESOURCE ORGANIZATIONS SERVING SUDAN (ACROSS)		254-020-21033

21	ASSOCIAZIONE PER LA PARTECIPAZIONE ALLO SVILUPPO (ASSOCIATION FOR PARTICIPATION IN DEVELOPMENT)	Masaba Road No. 6,	254-020-575993
22	BIBLE TRAINING FOR PASTORS AND CHRISTIANS LEADERS MINISTRIES	Speed Past Hotel	254-054-30365
23	BIBLE TRANSLATION AND LITERACY (E.A)	Bilble Translation Center Masaba Road - Upperhill	254-020-2710920/ 2714942/2710811
24	CANADIAN BAPTIST - KENYA		254-020-2717199
25	CHILD CARE INTERNATIONAL-KENYA	Mt Kenya Road off kibwezi close.	254-053-215070/1
26	CHRIST UNLIMITED MISSION	Westlands Avenue	254-020-4445874
27	CHRISTIAN AID FOR SUDAN (CAS)	Zimmerman	254 020 862067
28	CHRISTIAN AIDS FOUNDATION	Reli Co-Op House, Nairobi	254-020-230332/ 230137
29	CHRISTIAN ALLIANCE BY FAITH IN SUDAN (CAFIS)	Dagoreti Corner, Nairobi	254-020-632017
30	CHRISTIAN CHILDREN'S FUND INC	AACC Building, Westlands	254-020-44444890/ 4444893/4440232
31	CHRISTIAN CONCERN MINISTRIES	Stall no. 633, Kibera City Council Market	254-020- 574925.
32	CHRISTIAN DEVELOPMENT SERVICES (CDS)		254-020-762526
33	CHRISTIAN HEALTH CENTRE		254-020-3748233
34	CHRISTIAN HOSTELS FELLOWSHIP		254-020-762526
35	CHRISTIAN MISSION AID	Ralph Bunche Road	254-2721872/2714435
36	CHRISTIAN MISSIONARY FELLOWSHIP		
37	CHRISTIAN PARTNERS DEVELOPMENT AGENCY		254 020 444/1994/ 3241/2838
38	CHRISTIAN REFORMED WORLD RELIEF COMMITTEE-KENYA (C.R.W.R.C)	AACC Building Waiyaki Way, 1st Flr, Nairobi	254-020-4445828
39	CHRISTIAN RESOURCE MANAGEMENT (CHRESMA)	Mwea Rice Farmers Sacco Building	254-060 48454
40	CHRISTIAN WOMEN AIDS AWARENESS PROGRAMME		254-020-2714444/ 2720822
41	CHURCH WORLD SERVICE AND WITNESS		254-020-4440652
42	COMMUNITY AND EVANGELISM DEVELOPMENT PROGRAMME	Information House, Mfangano St. Ground floor	254-060-21377
43	COMMUNITY EMPOWERMENT THROUGH NATURAL AND AGRICULTURAL RESOURCES TECHNOLOGY (CENART CONSORT)	Community Christian Centre,	
44	COMMUNITY OUTREACH CENTRES	Maragoli	Mobile: 0723 674856
45	COMPASSION INTERNATIONAL INC		254-020-575094/571- 324/683/549-577807
46	CONSECRATED CHRISTIAN MISSIONS		254-020-225363, 217028

47	CRESCENT OF HOPE	Clyde House, Kimathi Street	254-020-2721323/ 2712569
48	CROSS STYLE PEACE PROCLAMATION MINISTRIES	Ligege Village, Siaya District	254-057- 34299
49	DANOKO OUTREACH ORGANISATION	Juja Road No. 10	254-020-767997
50	DORCAS AID INTERNATIONAL AFRICA	Korogocho and Kilimani, Denis Pritt Road	254-020-2710038/ 560083 / 576057
51	EAST AFRICA RURAL DEVELOPMENT PROGRAMME	Tala Township, Machakos Town, Wima Chemistry	254-020-760028
52	EAST AFRICAN DEVELOPMENT MINISTRY		254-057-40276/ 254-057-40785/ 254-057-45251
53	EAST AFRICAN INLAND WATERS ENVIRONMENTAL CONCERN	Plot no. 409 Manyatta, Hessabu House	254-057-41887
54	EAST AFRICAN REFUGEE ASSISTANCE		c/o 254-020-767561
55	EASTERN AFRICA DEVELOPMENT SERVICES		254-020-2726258/ 2714246
56	EASTERN AFRICA RURAL RECONSTRUCTION ASSOCIATION		254-020-4448148
57	EBUKHANG'A MERCY FELLOWSHIP CENTRE	Ebukhang'a Bukura	Mobile: 0723-904659
58	EVANGELICAL LUTHERAN CHURCH IN KENYA		254- 058-20237
59	FAITH HOMES OF KENYA		254-020-798170
60	FULL GOSPEL CHURCHES OF KENYA DEVELOPMENT PROJECTS		254-020-568530
61	FUTURE LIFE CHRISTIAN MINISTRY	Nyalgunga sub- location	Fax
62	GOOD NEWS PRODUCTION INTERNATIONAL -AFRICA	Nyari Estate	254-020-522042-5
63	HARBINGER'S BIBLE AND MISSIONARY TRAINING INSTITUTE		254-053-62019
64	HORN DEVELOPMENT NETWORK	House No. 245. Mugoya Estate, South C	254-020-222202
65	HORN OF AFRICA RELIEF AND DEVELOPMENT AGENDA		254-020-212112
66	HUMANITARIAN ASSISTANCE FOR SOUTH SUDAN IN KENYA	LR. No. 734/928 - St. Austin's Road Lavington Estate, Nairobi	254-020-565551
67	INTERNATIONAL BIBLE SOCIETY	Denis Pritt Road	254-020-2711365
68	INTERNATIONAL CHRISTIAN MINISTRIES		254-054-20287
69	<i>INTERNATIONAL ISLAMIC RELIEF ORGANIZATION</i>	<i>David Osieli / Waiyaki Way</i>	<i>254-020-4446682/9</i>
70	INTERRELIGIOUS AND INTERNATIONAL FEDERATION FOR WORLD PEACE (KENYA)	Peace House, Haile Selassie Avenue	254 020 316801/ 250662
71	<i>ISLAMIC AFRICAN RELIEF AGENCY</i>	<i>Golfcourse PH 1 Hse 92 Ngombit Rd.</i>	<i>254-020-2713178</i>
72	<i>ISLAMIC CALL WELFARE</i>		<i>0721-603-710</i>
73	<i>ISLAMIC DEVELOPMENT GROUP</i>	<i>Mariakani South B</i>	<i>254-020-556720</i>

74	JAMIA MOSQUE RAILWAY LANDHIES AND ISLAMIA		254-020-2721678
75	JOY HOMES AFRICA SERVICE	Mai Mahiu, Longonot	254-066-73184
76	JUBALAND RELIEF AND REHABILITATION SERVICES		254-020-601683
77	KENYA CHRISTIAN INDUSTRIAL TRAINING INSTITUTE		254-020-766805/ 763571
78	KENYA EVANGELICAL RURAL AND URBAN DEVELOPMENT OUTREACH	Ngong Hills Township	254-020-574513
79	KENYA MISSIONS OF WORLD PRESBYTERIAN MISSIONS INC		254-020-521255
80	KENYA PEACE ASSOCIATION MINISTRY	Kariobangi North Kamunde Road.	
81	KENYA YOUNG MEN'S CHRISTIAN ASSOCIATION		254-020-2724116/7
82	KISIMA MINISTRY	Ziwani	
83	LIFE IN ABUNDANCE-KENYA	across house, lenana rd	254 020 575383
84	LIFE MINISTRY	Ralph Bunch Road	254-020-2723065/ 723153
85	LIGHT HOUSE OUTREACHES		254-020-40845
86	LITERACY AND EVANGELICAL FELLOWSHIP	Ngomo Estate	254 020 2722570/ 2729755
87	LOVE INTERNATIONAL KENYA	Buru Buru, Phase 5	254-020-2718285
88	MAASAI CHRISTIAN YOUTH FELLOWSHIP		
89	MAVUNO CHRISTIAN COMMUNITY DEVELOPMENT CENTRE		790444
90	MENNONITE CENTRAL COMMITTEE KENYA (MBEA)	No. 47 Rhapta Road	254-020-4442647/ 4443149
91	MISSIONARY BOARD OF THE CHURCH OF GOD	Denis Pritt Road LR 1/308, Nairobi	254-020-567012
92	MUNADHAMAT AL- DAWA AL ISLAMIA	South C Nairobi	254 020 606912
93	MUNDRI RELIEF AND DEVELOPMENT ASSOCIATION	Emerald Court, Ngong Rd	254-020-575915
94	MUSLIM EDUCATION AND WELFARE ASSOCIATION (MEWA)	MYTAC Hall Mombasa	254-041-495095
95	MUSLIM EDUCATION AND WELFARE ASSOCIATION (MEWA)		254-041-495095
96	MUSLIM WOMEN ASSOCIATION		24-020-566602/ 765799
97	NATIONAL CHRISTIAN YOUTH NETWORK CENTRE (NCYC)	South 'B' Golden Gate No. 14	254-020-530657
98	NATIONAL UNION OF KENYA MUSLIMS COAST PROVINCE	Makadara (Mombasa)	254-020-313260
99	NEO-FARM SUDAN (NFS)	AACC Building, Westlands	254-020-4446966/ 4448141
100	NEW LIFE MISSION, KENYA		254-020-891639

101	NOMADIC CHRISTIAN AND DEVELOPMENT ORGANISATION	Isenya Road- Kisanga	
102	OYANI CHRISTIAN RURAL SERVICE		254-059-20349
103	POVERTY AFRICA (EA) REGIONAL OFFICE	LR. No. 330/259 Thomson Estate, Naivasha Road, Nairobi	254-020-330378
104	RELIEF ASSOCIATION FOR SOUTHERN SUDAN	Bhavesh Centre, Ngara	254-020-3748869
105	REVIVE AFRICA INTERNATIONAL	254 020 317707/318244	
106	RURAL DEVELOPMENT COMMUNICATION ORGANIZATION (RUDCO)	Harambee Plaza	254-020- 226451/ 332986 ext. 28177
107	RURAL DEVELOPMENT MINISTRIES	Vihiga Municipal Council Mbale Town Muzulyu Road	
108	SAMARITAN'S PURSE	yaya towers	254-020-443075/98
109	SAVATI CHRISTIAN EDUCATION CENTER	Plot No.2116/xii/846 Site Service.	254-054-30352 /30753
110	SOLUTIONS FOR COMMUNITY DEVELOPMENT E.V		254-020-3748663
111	SOMA ACTION INTERNATIONAL FUND	Eastleigh Section 6	254-020- 761689
112	SOMALI CARE ASSOCIATION		
113	SOMALI COMMUNITY SERVICES INTERNATIONAL	Hse no.162, Mugoya, South C.	254-020-603025
114	SOMALI PEACE AND LIFE ASSOCIATION		223185
115	SOMALI RELIEF AND REHABILITATION ORGANIZATION (SORRO)	Hse no.225, Nairobi Dam Est	603191
116	SPIRIT OF FAITH LIMITED	Surveyors Court Woodvale Grove, Westlands	254-020-803620
117	ST. JOHN EVERLASTING GOSPEL CHURCH DEVELOPMENT ARM		254-020-601096
118	SUDAN MEDICAL CARE		254-020-600231/ 020-565857
119	SUDAN PRODUCTION AID	airport viw estate. Hse no. 80	254-020-604565
120	SUDAN SERVICE INTERNATIONAL - KENYA		254-020-2710066
121	SUMMER INSTITUTE OF LINGUISTICS	BTL Centre Masaba Road	254-020-2715942, 2714943/4
122	SURVIVAL MINISTRIES	Scheme 305, plot 14514	254-020-562008
123	TEACHERS FOR AFRICA	Longonot Place # 18 Harry Thuku Road	254-020-217012
124	TERRA NUOVA		254-020-4445511/2
125	TESTIMONY FAITH HOMES	Elgon View Road	Mobile: 0733633705 254-053-2062714/22473
126	<i>THE AL-SHEIKH ABDULRAHMAN FOUNDATION</i>		069-2225
127	THE ARMS OF JESUS CHILDREN MISSION INC	Thika Road, Broadways Store	254-020-862828
128	THE BIBLE LEAGUE	Ralph Bunch Road- Kugeria Apartments No. 4	254-020-2720329
129	THE CHRISTIAN CHAPTER FOR THE FUTURE (CCF)	Dandora phase IV plot no. 5814.	
130	THE CHRISTIAN ORGANIZATIONS RESEARCH AND ADVISORY TRUST OF AFRICA (CORAT AFRICA)	Bogani East Road	254-020- 890165
131	THE FATHER'S HEART MINISTRY		
132	THE GRACE MINISTRIES		254-020-4441170
133	THE GREAT ALTERCALL FELLOWSHIP MINISTRY	Kahawa Sukari Homa Bay St Plot No. 68. Registration number	254-020- 559911
134	THE HEIDELIBERG CHRISTIAN COMMUNITY AND MEDICAL CENTRE		254-020-565366
135	THE LIFE MINISTRY		254-020-2723065/ 2722153

136	THE NEW SUDAN COUNCIL OF CHURCHES	All African Council of Churches Bldg, Waiyaki Way	254-020-4448142/ 448141
137	TRANS WORLD RADIO (KENYA) 1		254-020- 560522/ 560572/ 560574
138	UNITED BIBLE SOCIETY	Ndemi Road, Off Ngong Road	254-020-571953/4/8
139	VICTORY VISION INTERNATIONAL		254-02-782655, 781695
140	WOMAN AID	Karen	254-020-560329
141	WORD OF LIFE – KENYA	Port Smith Road	254-020-632042
142	WORLD CONFERENCE ON RELIGION AND PEACE - INTERNATIONAL (WCRP)	Chania / Wood Avenue	254 020-608252
143	WORLD HOME BIBLE LEAGUE		254-020-2720329
144	WORLD REACH KENYA		254 -064-30226
145	WORLD STUDENT CHRISTIAN FEDERATION (WSCF)	Lenana Road, Jumua Place	254-020-2730220/22
146	WORLD URBAN AND RURAL SOCIETY INTERNATIONAL	Kariobangi Plot No. 46	254-020-763569
147	<i>YOUNG MUSLIM ASSOCIATION</i>	<i>Jamia Plaza, Kigali Street</i>	<i>254-020-229896</i>
148	YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF KENYA (Y.W.C.A)	Nyerere Road	254-020-2724789/ 2724699
149	YOUTH MINISTRY INTERNATIONAL KENYA BRANCH		254-020-226230/ 332038
150	YOUTHNET AFRICA	jamhuri estate	254 020 03875425