

**STRATEGIC ALLIANCES AND PERFORMANCE OF NON-
GOVERNMENTAL ORGANIZATIONS IN THE HUMAN RIGHTS SECTOR IN
KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

NOVEMBER 2018

DECLARATION

This research project is my original work and has not been presented for an award of a degree in any other University

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Declaration by Supervisor

I confirm that the work in this research project has been done by the candidate under my supervision. It has been submitted for examination with my approval as the supervisor.

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ACKNOWLEDGEMENT

This research project has been successful because of the contribution of very important people. I wish to express my most sincere gratitude to my supervisor, Prof. Martin Ogutu and moderator, Professor Evans Aosa for their aspiring guidance and support towards my project. Special thanks to my lecturers, classmates, family and friends during the course.

I also wish to appreciate the respondents who took their time to give information required for the research project in a short notice. May God bless you.

DEDICATION

I dedicate this project to God who has been my pillar and source of inspiration, knowledge and wisdom. I also dedicate this work to my husband, Antony Kuria; who encouraged and gave me support through the time. To my son, Eddysam Maina who has felt the impact of this project, my dad and mum, for always ensuring that I stay on course and my siblings, thank you so much for being my cheer leaders.

TABLE OF THE CONTENT

DECLARATION	ii
ACKNOWLEDGEMENT	iii
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Strategic Alliances	3
1.1.2 Organizational Performance	4
1.1.3 Non-Governmental Organizations in Kenya	5
1.1.4 Human Rights Organizations in Kenya	7
1.2 Research Problem.....	7
1.3 Objectives of the study	9
1.4 Value of the Study.....	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical foundation	10
2.2.1 The Resource Dependence Theory.....	10
2.2.2 Contingency Theory	11
2.2.3 Social Network Theory.....	12
2.3 Concept of Strategic Alliances.....	13
2.4 Determinants of Organizational Performance.....	14
2.5 Strategic Alliances and Organizational Performance.....	16
2.6 Summary of Knowledge Gaps	18

CHAPTER THREE	19
RESEARCH METHODOLOGY	19
3.1 Introduction	19
3.2 Research Design	19
3.3 Population of the Study	20
3.4 Sample Design.....	20
3.5 Data Collection.....	21
3.6 Data Analysis	22
CHAPTER FOUR.....	23
DATA ANALYSIS, RESULTS AND DISCUSSION.....	23
4.1 Introduction	23
4.2 Response Rate.....	23
4.3 Level of Funding.....	24
4.4 General Information	25
4.4.1 Classification of Human Rights NGOs	26
4.4.2 Years of Operation.....	26
4.4.3: Categorization of the Participating NGOs.....	27
4.5 Strategic Alliances.....	28
4.5.1 Formation of Strategic Alliances	28
4.5.2 Critical Factors for Strategic Alliances	29
4.5.3 Challenges HROs face in forming Strategic Alliances	31
4.6: Performance of the NGOs	31
4.7 Strategic Alliances and Performance of the NGOs.....	32
4.7.1 Regression Analysis	33
4.7.2 Performance Enhancement Solutions in NGO's	34
4.7.3 Technology	34
4.7.4 Monitoring and Evaluation.....	35
4.7.5 Stakeholder involvement	35
4.8 Discussions of the Findings	36

CHAPTER FIVE	38
SUMMARY, CONCLUSION AND RECOMMENDATIONS	38
5.1 Introduction	38
5.2 Summary	38
5.3 Conclusion.....	39
5.4 Recommendations	40
5.5 Limitation of the Study	41
5.6 Suggestions for Further Research	41
REFERENCES.....	43
APPENDICES.....	47
Appendix 1: Categorization of Human Rights Organization.....	47
Appendix 2: Sample population for the Human Rights NGOs.....	48
Appendix 3: Research Questionnaire.....	49

LIST OF TABLES

Table 4.1: Critical Factors for Strategic Alliances.....	30
Table 4.2: Performance in the Human Rights Organizations	31
Table 4.3: Regression Coefficient of determination	33

LIST OF FIGURES

Figure 4.1: Response Rate	24
Figure 4.2: Funding Level.....	25
Figure 4.3: Classification of HROs.....	26
Figure 4.4 Years in Operations	27
Figure 4.5: Category of the Participating NGOs	28
Figure 4.6: Alliances Formation	29

ABBREVIATIONS AND ACRONYMS

NGOs – Non-Governmental Organizations

PBO – Public Benefit Organizations

CSOs – Civil Society Organizations

HRO - Human Rights Organizations

ABSTRACT

This study sought to establish the nexus between strategic alliances and performance of the Human Rights Organizations. Over the years, non-governmental organizations have recognized the importance of forming strategic alliances as they seek to enhance their operations. Often, this is seen as an avenue for synergy between different organizations as they pool resources and maximize their benefits. To understand the connection between strategic alliances and performance in the human rights organizations, the study carried out a random sampling. Out of 142 human rights organizations in Kenya, 50 were selected as the samples across the 10 categories of the human rights organizations. The response rate was 86%. 45.2% of the sampled organizations were local and 40.5% were international organizations. A questionnaire was used to collect data, which was analysed and presented in graphs, charts and figures. The study indicated that 95% of the human rights organizations form strategic alliances. It was established that resource sharing, commitment and effective leadership are some of the factors that NGOs consider in forming alliances. However, challenges such as information gap, government approvals, and inadequate resources are major stumbling block to effective strategic alliance formation. A regression analysis was carried out which indicated that strategic alliances significantly influence performance of the organizations. Technology, monitoring and evaluation and stakeholders' involvement are some of the performance enhancement solution in strategic alliances. This study recommends that NGOs should systemize strategic alliances and partnership in their strategic planning. The study also recommends that management of Non-governmental organizations should execute capacity building of their employees when getting into a partnership or strategic alliance. The government agencies that regulate the NGOs should implement policies that guide the formation of strategic alliances in the Human Rights sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic alliances between business, government, non-governmental organizations and civil society are a growing feature in both developed and emerging economies. There is a valid relationship between strategic alliances and organization performance. Dyer, Kale & Singh (2012) point out that there is evidence suggesting organizations forming alliances experiences enhanced organizational performance. Using strategic alliances improves performance regardless of the type of competitive strategy used, the country of origin or the industry in which the alliances are established. The conviction surrounding this line of thought was prevalent for so long that empirical analysis of the relationship between strategic alliances and performance received little attention (Dyer, Kale & Singh 2012). Jabar et al. (2011) examined the relationship between organizations' resource availability and absorptive capacity as well as type of alliances with organizational performance. The result indicated that collaborations and partnerships is a factor of consideration to enhance capabilities and performance. This means that firms planning to improve their performance need to consider alliances with other firms especially those in manufacturing sector.

The study considered and effectively assessed literature from various studies. Indeed, most organizations operate in an environment characterized by enormous resource constraints. From the literature, this study identified three essential theories; Resource dependence theory; contingency theory and social network theory. Resource dependence

theory claims that organizations form partnerships with other institutions within their operation mandates to effectively obtain resources for their operations. The theory formulates the strategy on restructuring and reduction of dependency. Contingency theory emphasizes that performance can be attained in numerous ways so long as the outcomes are well comprehended. On the other hand, social network theory evaluates the interaction of individuals, entities and groups as they work towards attaining specific goals and objectives. The three theories clearly emphasize on the need for collaboration between organizations.

NGOs working on human rights are broadly described and majorly entail those organizations that deal with protection of the dignity and rights of human beings. They are accurately categorized in numerous ways such as economic rights, child rights, and labor rights among others. Strategic alliance is evident among the human rights organizations (Lorenzen, 2012). NGO council contends that most NGOs in Kenya deal with issues related to education, health, agriculture, environment and population. In addition, most NGOs in Kenya are located in Nairobi. To attain meaningful performance for these organizations through alliances, collaboration is paramount. In addition, most organizations in the world focus on differentiation aspect to distinguish them from their competitors. As a result, their point of differentiation is established through provision of quality services, their customization, quick and novel innovations and flexibility (Wang, 2014). This study focused on strategic alliances and performance of nongovernmental organizations in the human rights sector in Kenya.

1.1.1 Strategic Alliances

Strategic alliances concept is defined as that cooperative effort that entities put in place to form partnership and pursue a particular course. Normally, the alliances are voluntary collaboration between organization and they take advantage of that collaboration. Dyer, Kale & Singh (2012) define this concept as a strategy to cooperate whereby organizations combine their abilities and resources and as a result they gain competitive advantage. Generally, strategic alliance revolves around obtaining mutual benefits for the organizations that agree to form a particular defined working relationship. Organizations thus jointly agree to pursue a particular goal. In the world of the NGOs, a certain trend has been established especially in their registration. In addition, with the turbulent environment, the organizations have to make strategic choices in order to remain competitive and relevant (Doz & Hamel, 2008).

Alliances are essential building blocks for organizations to achieve stronger and more effective operational presence. Alliances are not only a fact of life for entities, but also an important piece of current operations as well as future strategy (Elmuti & Kathawala, 2011). A strategic alliance as a strategic concept is changing the structure and dynamics of competition throughout the world. Organizations prefer to cooperate than compete even with their competitors. Strategic alliance relationships create more value and develop additional resources and capabilities as the foundation for new competitive advantages. Firms unite to reach objectives of a common interest, while retaining their autonomy. In general, to create successful alliances, a company must understand when alliances make strategic sense and how to manage them for business results. From a

longer-term perspective, an alliance that is not fundamental to achieving a business objective today could become critical in the future (Kamanu, 2005).

Inter-organizational collaboration is elevated by enhanced acknowledgement of the fact that no organization can manage to have all the required resources and expertise to pursue its objectives and goals especially in a heterogeneous and very dynamic market. Strategic alliances have gained much recognition in the past few decades. Ndung'u (2011) describe strategic alliances as engagements in which firms synergizes and partner in forming partnerships to achieve a common goal. Therefore, a strategic alliance can be termed as a mutually beneficial link formed between two or more organizations with the view of achieving certain objectives and address explicit business needs.

Normally, alliances can be significantly essential in areas characterized by improbability and in situations where an organization does not have the capacity to pursue certain goals on its own (Baker, 2007). In forming alliances, organizations are able to complement their efforts and reinforce their competitive edge (Johnson and Scholes, 2014). Even though strategic alliances are beneficial for the partners, they face challenges. Among the challenges is having the capacity to manage such partnership and having the right skills to implement projects that are on the process for the partners.

1.1.2 Organizational Performance

Most entities perceive their performance in terms of their ability to attain their goals effectively. Most NGOs for instance tend to associate organizational performance with the outcome of the programs. In addition, there are organizations that seem to link performance to the ability to efficiently manage their resources. This is associated to the

notion of optimally utilizing resources to attain the desired results (Bryson, 1995). Usually, entities come up with performance targets focusing on the outcomes of their programs. Such output would entail profits or quality of the programs. Performance in an entity is either evaluated internally or externally to assess their capacity to achieve their targets.

In an organization, performance entails actual results as they are assessed against the set goals and objectives. Ghalayani and Noble (2011) contend that performance in organization entails three facets of the organization output; shareholders returns, financial performance and performance in the programs. Recently, most organizations have focused on managing performance through the use of balanced scorecard models whereby organizations track and measure performance in several measurements; financial performance, customer satisfaction, social responsibility among others Ghalayani and Noble (2011).

1.1.3 Non-Governmental Organizations in Kenya

Non-governmental organizations (NGOs) are legitimately established establishments and they may be created by people to operate autonomously from the government. NGOs operate autonomously and in most cases they don't make profit nor are they formed for commercial benefits, In Kenya, NGOs are coordinated by an established board under the Act of Parliament of 1990. There are two main categories of NGOs in Kenya; national and international organizations. National NGOs are those which are formed and operate locally. On the other hand, international NGOs are registered in other countries and have their operations in various countries. In instances where NGOs are wholly or partially

funded by the states, such NGOs retain their non-governmental status through secluding representatives of the government from the membership of the entity. The definition of NGO is not legally embedded. In various jurisdictions, the NGOs are referred to as the civil society organizations among other names.

NGOs operate in various sectors of the economy. For instance, in agriculture, health, environment, education, refugee welfare, human rights among others. They also face a set of challenges which affect their operations. For instance, political intrusion, competition as well as duplication of efforts are some of the challenges that the organizations face. Such encounters compel organizations to devise plans and structure to insulate them from turbulent environment.

Austin (2007) postulates that non-governmental organization's substantial contribution to the growth of the economy is noticeable. They often complement the efforts of the government to deliver services to the citizens and to alleviate poverty. Their contribution is enormous especially on humanitarian engagement, development agendas and advocacy whereby they enable governments to come up with sound policies.

Most NGO's rely on donations to carry out their activities. Therefore, NGO activities are majorly driven by donors. There is a growing rivalry competition in the NGOs' engagements as a result of competition for donor fund. In such turbulent environment, NGOs are left with no choice but to strategize on their survival and try to remain relevant. On the other hand, donors strictly emphasize on prudent use of their funding. They often evaluate their returns on investment on the basis of the performance of the organizations funded (NGO Coordination Board, 2013).

1.1.4 Human Rights Organizations in Kenya

The human rights organizations have existed since Kenya obtained its independence. Nevertheless, before the introduction of multi-party democracy, most organizations could not operate freely since the government denied them freedom of expression. Normally, there are numerous human rights organizations in Kenya focusing on areas such as economic rights, social and cultural rights, children's' rights, health rights, land rights, women's rights, minority rights, and labor rights. In total, there are 142 human rights organizations in Kenya (NGO Coordination Board, 2016).

A report from Freedom House shows that organizations dealing with human rights often face challenges especially when their engagement seems to contravene the interest of the political class. There are human rights issues that seem to have unresolved issues, for instance women's rights and minority rights. Other issues emanated from the post-election violence that occurred in 2008 in Kenya (NGO Coordination Board, 2013). Every year there are various human rights NGOs entering the market. The organizations both foster the continuous human rights activities and add knowledge base regarding the human rights engagements.

1.2 Research Problem

The idea behind forming strategic alliances and collaboration in the NGOs is to foster performance in their operations (Brudan, 2010). Strategic alliances have the potential to enable organizations access global markets and thus they become internationally recognized.

Several studies focus on the sectors that are heavily funded by the donors such as the health sector, environment and agriculture. In Kenya, the non-governmental organizations in the health sector alone are approximately 3000 (NGO Coordination Board, 2013). Certainly, such competition demand competitive strategies especially in the formation of alliances. Nevertheless, in comparison with other sectors, the human rights organizations operating in Kenya are about 142 in number (NGO Coordination Board, 2013). In addition, most studies in the human rights context have evaluated the calculated value of strategic alliances in diverse organizations in Kenya. For instance, Kamanu (2005)'s study tried to find the link between strategic alliances and NGOs development in Kenya. Agare (2012)'s study observed that dependency on donors is the main characteristic of Kenyan NGOs. Others have focused on the competition side where majority of the researchers base their studies on establishing the competitive strategies adopted by the non-governmental organizations while forming strategic alliances. The studies left a gap in demonstrating how organizations build networks created through strategic alliances and more importantly checking on the performances in the light of the founded strategic alliances.

This study intended to trace the strategic alliances formed in the human rights non-governmental organizations and interrogate the interplay between the alliances' management and performance of the organizations as they work towards achieving the set objectives. How do strategic alliances affect the performance of nongovernmental Human Rights organizations in Kenya?

1.3 Objective of the study

The objective of this study was to establish how strategic alliances affect the performance of non-governmental organizations in the human rights sector in Kenya.

1.4 Value of the Study

This study may be significantly beneficial to researchers and academicians. It will add more information into the present body of literature and offer them a platform where they could advance their research on areas related to strategic alliances in non-governmental organizations. Their criticism and improvement to the study will contribute to the body of knowledge and improve the existing theories and practises.

Various human right organizations will benefit from the findings of this study. Generally, the study will offer effective information regarding the processes involved in forming strategic alliances, how to manage performances and the strategies that could be adopted to enhance effective strategic alliances. It will keep managers of NGO's informed on the need to invest in strategic alliances inorder to acquire strategic capabilities which help them to foster collaborations hence improving performance.

This study will be imperative to the policy makers since it provides substansive literature that could help them formulate better policies that would foster effective cooperation between various non-governmental organizations. They may use the findings in the preparation of adequate policy documents that are useful in eliminating challenges faced in the implementation of strategic alliances.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the existing literature from the studies conducted by different scholars on similar topics. The section begins with the theoretical foundation which lays the footing of the study. The section makes an empirical review and later outline the summary of the literature review.

2.2 Theoretical foundation

The concept of strategic alliance's scope is huge and there are numerous theories that expound on the concept. There are several theoretical hypotheses that can explain the motivation for formation of the alliances in NGOs. This study was basically anchored on three theories; resource dependence theory, contingency theory and stakeholders' theory.

2.2.1 The Resource Dependence Theory

This theory is grounded on the premises that environmental dynamism creates uncertainty and organizations over rely on external resources (Pfeffer and Salancik, 1978). Hillman et al (2009) contend that organizations are deficient of recourses to carry out their operations hence they have to depend on other organizations for survival. Interdependence of the entity shows that one organization's action often affects the operations of the other. The situation of uncertainty is created as organizations try to survive and their success is not guaranteed since the managers do not have control of the

other partnering organization (Pfeffer and Salancik, 1978). In an attempt to reduce interdependence, organizations often create strategic alliances (Barney, 1991).

Resources are crucial in shaping the level of reliance or uncertainty and it triggers organizations to respond by forming strategic alliances (Pfeffer and Salancik, 2003).

Resources are fundamental and when they are scarce, organization's survival is at stake.

Organizations with the ability to control vital resources have an upper hand over the ones that depend on them. Strategic alliances are created to curtail the power and influence that one organization has over another by lessening the dependency level (Kaplan & Norton, 2001; Elmuti & Kathawala, 2011; Berquist, Betwee, & Meuel, 1995).

Resource dependency theory describes resources as the ground to which organizations have to rely on to succeed. Most organizations compete to obtain the scarce resources and the grant which in most cases is not adequate. Therefore, organizations in some cases adopt market-oriented techniques but do not provide effective and quality services.

2.2.2 Contingency Theory

This theory contends that organizations' performance, management and decision making has no formal best way of doing it. Therefore, such aspects are dictated by either internal or external environment dictates and organizations have to choose their optimal course of action. Managers apply their style of leadership based on the current situation (Thompson & Strickland, 1993). Therefore, the styles of management put in place heavily rely on situations faced by an organization. The same case is replicated in strategic planning of most NGOs whereby the places are based on the strength of their finances, organizational

structure, functions among others. Thus, organizations choose the framework that suits them. This theory is associated to the way the structure of an organization is adjusted to suit the internal environment such as technology, human resources and the external environment such as the political and legal influence (Kotabe and Swan, 1995).

Environment surrounding an organization is a major factor that determines the strategic planning. Contingency theory posits that environments are constituents that are beyond organizations' limits and are likely to influence the entire organization (Koza and Lewin, 1998). Elmuti & Kathawala (2011) noted the complexity and uncertainty of environments and as such organizations require effective plan to caution themselves from the uncertainties. Therefore, organizations should be flexible and be able to adapt to the dynamic environment.

2.2.3 Social Network Theory

This theory offers a sociological view on how links are developed and maintained. According to the theory, organizations that are located centrally especially within the network have a special social capital and they can easily gain access to resources and partners (Agare, 2012). The social capital is considered an effective prerequisite for the transfer and use of special knowledge between partners. It determines the synergies of the partnering organization and it is imperative for long-term success of any association.

Similar to the resource dependency theory, this theory also suggests that if organizations do not have adequate resources to prevail in the organizational environment, they seek to establish links with others so that they acquire the required resources. Therefore, organizations often change their dependence associations through ensuring that other

organizations rely on them rather than them relying on others. Within such a view, entities are seen as coalitions with structures and behavior patterns geared towards maintaining external resources required (Dyer, Kale & Singh, 2012).

2.3 Concept of Strategic Alliances

Strategic alliances entail the view of competitive advantage where organizations that form strategic alliances have an added advantage in terms of competition. Nevertheless, it has recently been viewed to be ambiguous because the word competitive has been replaced with synergy especially focusing on the created value between various organizations rather than within a single organization. That notwithstanding, for alliances to have value for the organizations engaged, the major element encountered in the literature is the deliberate tactical selections of mutual partnership between two or more organizations that encourage inclusive performance (Todeva and Knoke, 2005).

Going through literature, two dominant perspectives of strategic alliances are obtained; the economic and process perspectives. Economic view suggests that once an organization acquires perfect information from the networks created through strategic alliances, it is capable of making rational decisions (Bleeke & Ernst, 1993). On the other hand, the process method views the replacement of rational solutions with the decisions that are behavioral without having the perfect information (Elmuti & Kathawala, 2011). SME alliances' decision making significantly rely on the nature of the members forming the alliances and it can be based on links that are interpersonal rather than intentionally selecting partner. The second aspect is that of the individual firm's decision making process. In both circumstances, there is limited dependence on perfect information in

order to make decisions. Thus, the process approach is more evident in most organizations. The process entails capacity of the management, target setting, implementation of activities, internalization and knowledge development (Bleeke & Ernst, 1993).

Kibira (2015) assessed the impact of strategic alliances on commercial banks' competitive advantage in Kenya. The study indicated that the decision of banks to develop strategic alliances with other entities was geared towards generating that a bank's decision to create strategic partnership with other firms in order to gain market share and obtain high profits. Other mentioned reasons that led to strategic alliances formation included the zeal to lessen operational costs, sluggish market penetration, sharing risks, gaining knowledge and skills, socio-political benefits, enhance efficiency, providing quality services and elimination of competitive threats. The study revealed that the prevalent strategic alliances substantially predisposed the banks' competitive advantage.

A study by Elmuti & Kathawala (2011) that focused on the entry into novel technical sectors in an industry found that pre-entry alliances are prevalent. The study revealed that entities utilized the alliances to obtain value especially by using specialized assets and obtaining information regarding an emerging market. Therefore, the authors argued that the alliances were paramount and a critical avenue to test new technology and understand market strategies in the emerging subfield (Bleeke & Ernst, 1993).

2.4 Determinants of Organizational Performance

The achievement of clear and good results in comparison with the desired target determines organizational performance. This portrays the entire economic outcome from

organizations' activities. Currently, managers all over the world are mandated to elevate performance and productivity of their entities even as they are faced with high uncertainty and dwindling resources (Berquist, Betwee & Meuel, 1995). Ricardo & Wade (2001) found two unique measures of performance; those connected to performance of the finances and the strategic performances. The ones associated with performance results from an organization's ability to compete with others, its market strengths and the prospect it has for the future engagements.

There are authors who on the other hand indicate that performance of an organization can only be measured through the dividends it offers, return on investment, cash flows, price of its stocks, and profits it makes. Measurement on financial performance focuses on financial associated strategies such as profitability (Ricardo & Wade, 2001). In most cases, profitability is calculated using qualitative measures for instance the revenue growth, cash flow, market share, new products, relative prices, direct costs, investment return variation, among others.

Baicl utilizes the aspect of performance contracting and appraisal system of performances as the tools of operation. The study revealed that organizations develop clear and attainable goals and the staff is motivated to help organizations realize their objectives.

Such performance management system highlights the manner in which work should be carried out and it generates an environment of motivating and rewarding workers when they have attained significant achievements. Through performance contracting, the organizations managers and executives are able to execute change initiatives (Baicl, 2015).

2.5 Strategic Alliances and Organizational Performance

The link between formation of alliances and the performance of an organization indicate contrasting evidence among the prevailing literature. Thompson & Strickland (1993), Varadarajan & Cunningham (1995) and Ziegelbauer and Farquhar (2004) found a positive link between formation of alliances and the performance of the organizations. Callahan (2006) measured the elevation of operating risks and the negative effects on performances of an organization. In connection to this, surveys taken among the top managers reported the alliances' failure to range between 50 and 70 percent (Ricardo & Wade, 2001). Nevertheless, those were subjective views of the managers and it may not necessarily have a clear connection with the financial performance measures. The managers could be having other objectives while forming alliances. Therefore, they might consider the firms have failed whereas the performance has increased.

Kotabe and Swan (1995) revealed that organizations outstrip its competitors through engagement in franchises and long standing supply partnerships. Any of the strategies offered incentives and motivation to organizations to form alliances to pursue a common objective. The equilibriums in the organizations' strategic moves in the past could have led to the distinctive and strategic conduct during the past years which may lead to characteristic and recognizable networking nature in the following years, thus contributing to the predictable network structures. The study indicated that firms that had policies that created advantage were ingrained in a rare network structure that would lead to non-equal partnership in future. On the contrary, organizations that had enormous

advantage-enhancing motives were entrenched in solid network connection that could foster equity based partnership.

Elmuti and Kathawala (2011) found that alliances can occur in one area or in various facets. Through collaborative research and development, organizational skills and practices are likely to be fostered and this significantly enhances creation of competent and effective social networks which can be an indicator of the learning levels of an institution. Elmuti & Kathawala (2011) acknowledged that through collaborative marketing strategies, firms were able to effectively prepare themselves against market environment uncertainty. This significantly assists organizations to become highly competitive in the international markets and they substantially lessen their transactional costs. In a similar manner, alliances lead to better information symmetry especially in regards to their partners and customers and thus they are able to add value to their activities.

Gari (1999) contends that vertical strategic partnerships with complementarity generate desirable competitive edge. In a move to develop competitive strategy, most firms in the world are engaged in forming mergers. The mergers significantly lessen uncertainties of the market and the firms become more competitive. Nevertheless, such competitive edge is short-term compared to the benefits obtained from horizontal and vertical, premeditated and consistent alliances.

George, Zahra, Wheatley, and Kan (2001) found out that having well-adjusted alliances creates value compared to competition that is characterized by uncertainty. To

successfully commercialize various discoveries, firms create alliances with various partners and they exchange vital resources and information.

2.6 Summary of Knowledge Gaps

Humanitarian organizations substantially contribute to the improvement of the human race by safeguarding their rights whenever they are infringed. Due to intricacy and competition within the NGOs' operations, many organizations form alliances to generate value. To achieve effective results in strategic alliance, the collaborating institutions require clearly defined objectives and well-set goals. More importantly, there should be agreement and effective strategies.

Several studies that have been carried out on this topic are inclined towards health, environment and agriculture. In addition, most global and local studies have focused on the competition side where majority of the researchers base their studies on establishing the competitive strategies adopted by the non-governmental organizations while forming strategic alliances. The studies have not captured the link between strategic alliances and organizations' performance. This study brings out a different perspective by tracing the nexus between strategic alliances formed and performance of the organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology for the research, which will be utilized in the study. Therefore, it includes the research design, population for the study, method of data collection and sampling design, data analysis and the presentation of the findings.

3.2 Research Design

Research design, being the plan framework and a strategy for carrying out investigation, aimed at obtaining answers to a collection of questions (Montgomery, 1991). This study aimed at utilizing a descriptive cross-sectional research design. Dowdy & Wearden (1983) refers descriptive cross-sectional design to as an all-inclusive design which allows large data amounts to be collected with limited time frame and be subjected to quantitative analysis.

Questionnaires were administered, and data was collected in a span of a month. Preference for a descriptive research design was because of its accuracy and authenticity. According to Montgomery (1991) cross sectional designs focus on establishing the level of a certain attribute. In many studies, participants are engaged at fixed time to obtain vital information. Based on the information they provide; categorization is made based on the characteristic of the attribute.

3.3 Population of the Study

According to Mugenda and Mugenda (2003), the target population is the entire member set whether it is hypothetical or real and it may include events, subjects or people that the researchers are interested in drawing participants from. Similarly, according to Collins & Millsap (1998), population is the whole group of subjects or individuals that a researcher has interest in making general conclusions about.

Overall, there are 142 human rights NGOs in Kenya, which are categorized into 9 categories as indicated in appendix 1. This study's target population entails 109 human rights organizations Located in Nairobi. The categories entail children's right; Economic, social and cultural rights; health rights; women's rights; environmental rights; youth rights; minority rights; land rights; and labor rights organizations with their numbers being 43 (30%), 30(21%), 21(15%), 14 (10%), 11 (8%), 9 (6%), 7 (5%), 6 (4%) and 1 (1%) respectively.

3.4 Sample Design

Levy & Lemeshow (1999) define sampling as the process by which researchers can find things, places or people. In addition, sampling frame entails a list of all the units in a population and this is where the sample is drawn. This study's population was 142. The researcher targeted the top executives from various human rights organizations. Therefore, the study used stratified sampling technique to obtain participants from the NGOs in the nine categories of human Rights. This sampling technique is the kind of random sampling that most researchers settle on due to its sporadic quality, usefulness and simplicity.

In this technique, the human rights NGOs were grouped into nine categories and later participants were randomly drawn based on the percentage of the NGOs engaged in a category. The categories with higher percentage had more participants compared with those with fewer NGOs. Nevertheless, the samples drawn represented the total population. From the total population, a sample of 50 organizations was selected as indicated in table 3.2 below. The following were the samples drawn from each categorization; Children rights (15), Economic, social and cultural rights (11); human rights (8); women's rights (5); environmental rights (4); youth rights (3); minority rights (3); land rights (2); and 1 labor rights organization.

3.5 Data Collection

This study utilized both primary and secondary sources of data. This basically involved questionnaires which were administered to the sampled participants. The researcher administered the questionnaires to one top executive in every organization sampled.

According to Montgomery (1991), questionnaires increase the degree of reliability in a study since they give room for variety of representative samples. In addition, questionnaires are efficient and comparatively cheap to administer. The questionnaire captured the demographic data, strategic alliances and performances as well as the relationship between strategic alliances and performances.

3.6 Data Analysis

After the collection of data, the researcher checked them for accuracy, completeness and consistency. To analyze the quantitative data, descriptive statistics was used. This included the mean score, percentages and standard deviations. The responses gotten from the 5-point scale questions were put through a simple regression analysis

Maxwell & Delaney (1990) posits that descriptive research is better presented in form of graphs, charts, pie charts and frequency charts to display information obtained and make it easy for the reader to comprehend the outcome of a research.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This Chapter presents data analysis and the study findings following the steps outlined in the research methodology. The study sought to establish the link between strategic alliances and performance of non-governmental human rights organizations in Kenya. Data was collected using a questionnaire that depicted the objective of the study. An analysis of the data was made, and the findings displayed in form of charts, figures and tables.

4.2 Response Rate

This study targeted 50 participants. Questionnaires were administered to managers and top management in 50 non-governmental human rights organizations. Nevertheless, the response rate was 86% as indicated in figure 4.1 below. Only 42 participants filled in their questionnaires. The response rate was sufficient for the analysis.

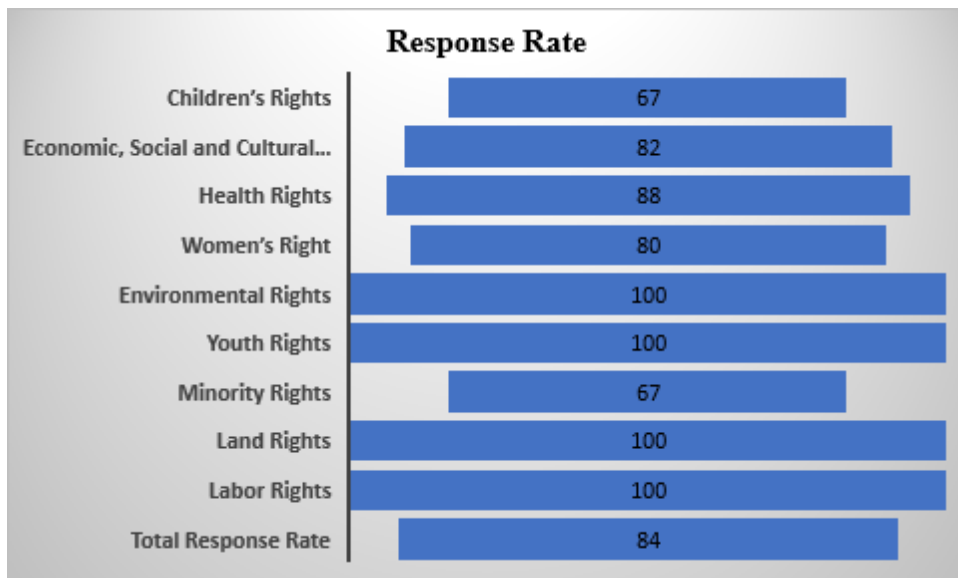


Figure 4.1: Response Rate

The response from youth, Environmental, Land and labor rights NGOs was 100%. The category that recorded the lowest response was that of children rights with only 10 NGOs having responded out of 15 that were issued with the questionnaires.

4. 3: Level of Funding

The study established that the human rights organizations receive a significant level of funding to carry out their operations. The figure below indicates the funding level of non-governmental HROs in Kenya.

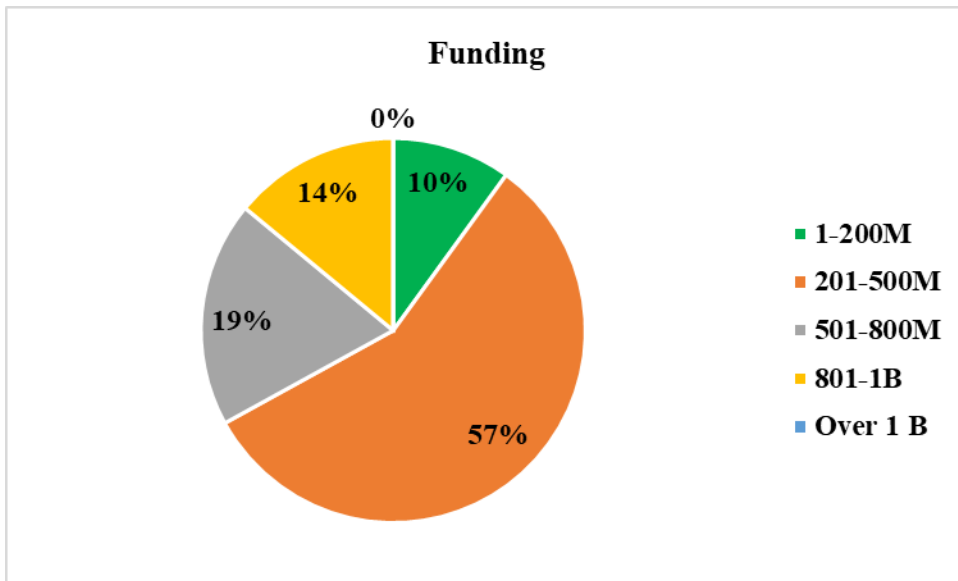


Figure 4.2: Funding Level

Source: Author, 2018

Majority (57%) of the organizations receive between Ksh. 201 Million and Ksh. 500M annually to carry out their operations. A significant number of organizations (19%) receive funding to a tune of Ksh. 800m. However, there were no organizations that were funded above Kshs. 800 Million.

4.4 General Information

The study checked on the background of the Human Rights NGOs. This included the classification, the number of years an organization has been in operation and the category within which each fell. The findings are as presented below.

4.4.1 Classification of Human Rights NGOs

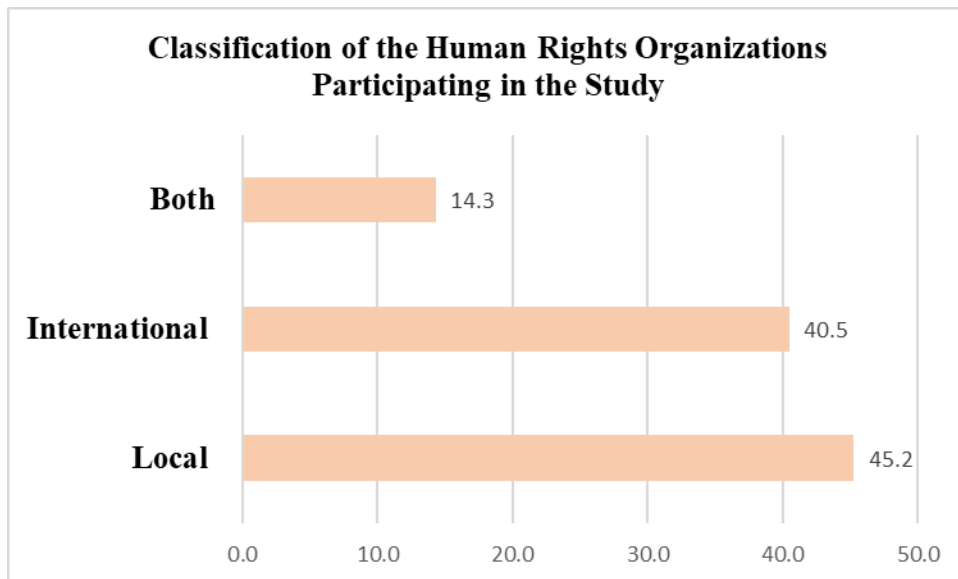


Figure 4.3: Classification of HROs

Source: Author, 2018

The findings indicate that 45.2% of the organizations involved in the study were local whereas 40.5% of them were international, 14.3% were locally owned but have extended their mandate to other regions globally. This is consistent with the study of Kamanu (2005) which revealed that locally owned non-governmental organizations are more in number than the international organizations. It can be inferred that the Human Rights Organizations involved in this study were both locally and internationally owned.

4.4.2 Years of Operation

The participants were requested to indicate the number of years their organizations were in operation. The results indicate that majority of the organizations were in operation for

more eleven years as indicated in figure 4.3. This is an indication that they have been in the sector long enough to understand the value of strategic alliances.

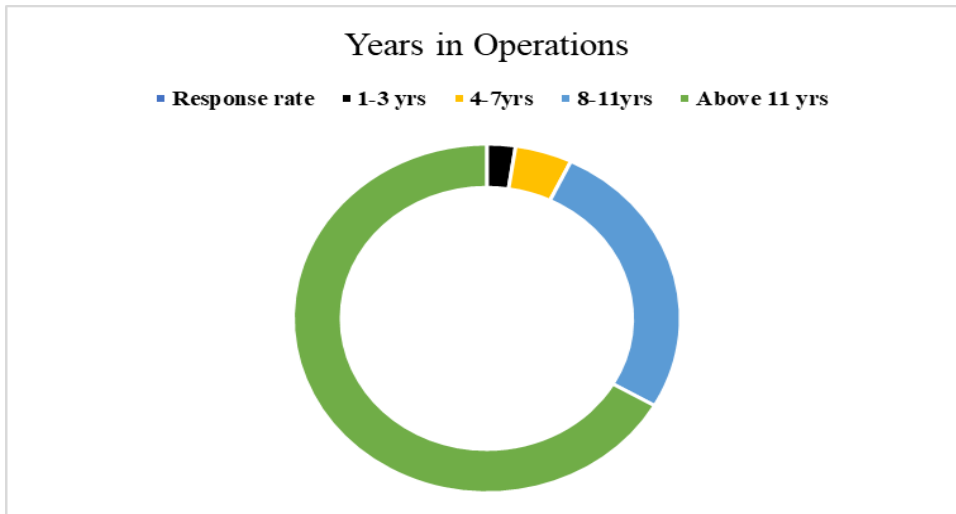
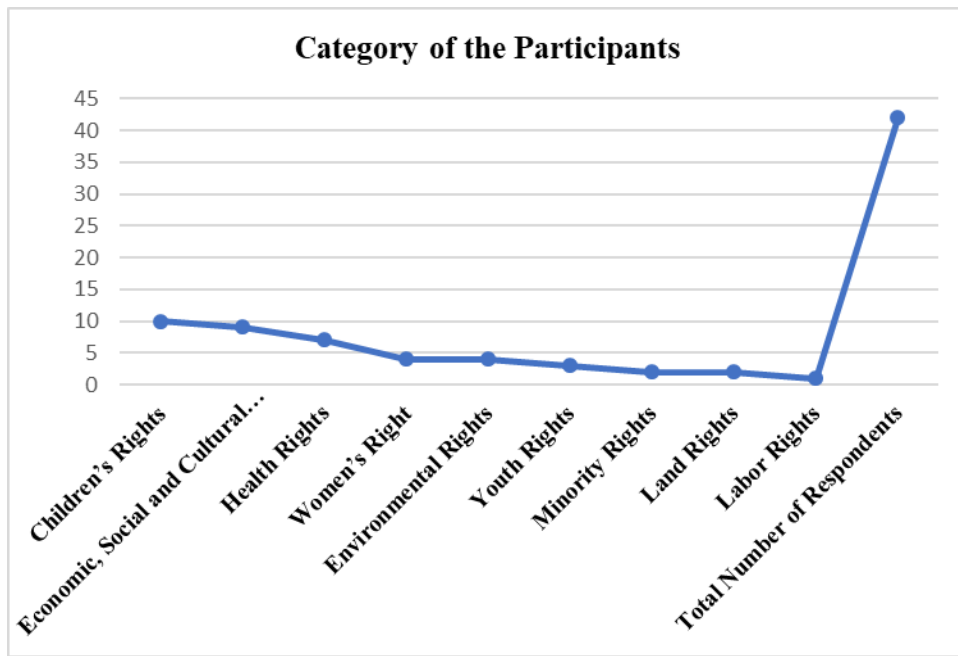


Figure 4.4 Years in Operations

4.4.3: Categorization of the Participating NGOs

Children rights category recorded the largest number of the respondents who submitted filled questionnaires. The lowest category was the labor rights with only one organization taking part in the study as indicated in figure 4.2.4 bellow;



Source: Author, 2018

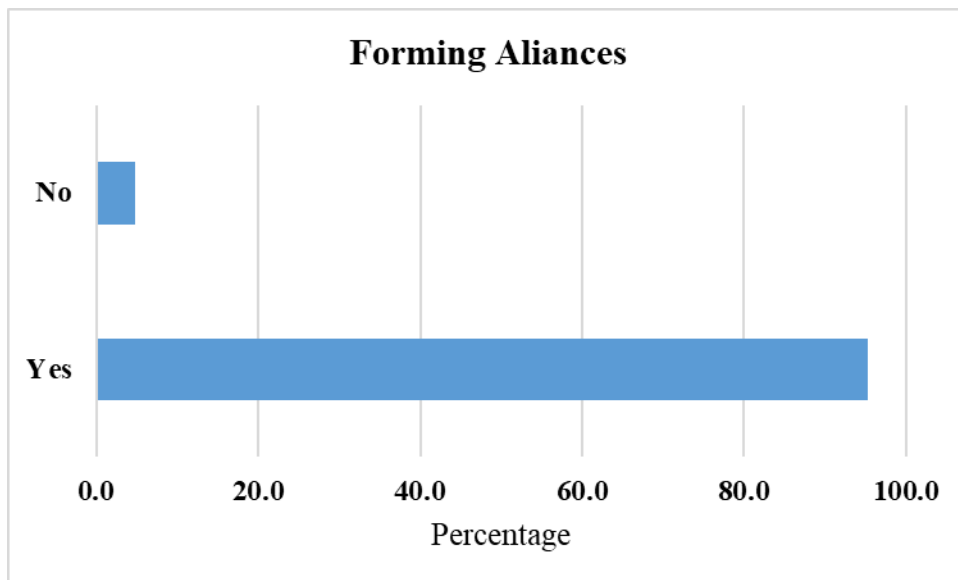
Figure 4.5: Category of the Participating NGOs

4.5 Strategic Alliances

The aim of the study was to establish the nexus between strategic alliances and performance in the human rights non-governmental organizations. The study established the following;

4.5.1 Formation of Strategic Alliances

This study sought to understand whether human rights organizations form alliances. It was established that 95% of the organizations in the field form strategic alliances as indicated in figure below;



Source; Author 2018

Figure 4.6: Alliances Formation

The study found out that on average (mean of 4.1429) human rights organizations form strategic alliances to a great extent. This means that majority of the organizations recognize the need to form partnerships with other organization in enhancing their operations.

4.5.2 Critical Factors for Strategic Alliances

The study explored the critical aspects in forming strategic alliances among the HROs. The Likert scale was used in drawing responses and the scale was as follows: **5-** Very great extent; **4-** Great Extent; **3-**Moderate Extent; **2-** Little Extent; **1-**Not at all. After calculating the mean and standard deviation, the findings were as presented in table 4.1;

Table 4.1: Critical Factors for Strategic Alliances

Scale Factors in Strategic Alliances	Mean	Std. Dev
Clear Vision is important in strategic alliances	3.8333	0.9857
Outlining partnership objectives determines strategic alliances	3.9524	1.1252
Having employees sharing commitment and ownership	4.1905	0.8622
Prompt monitoring and evaluation of the partnership	4.0000	0.9106
Having effective leadership in executing partnership's mandates	4.1667	0.9349
Having clear enforceable lines of reporting	4.0000	0.8554
Mutual benefits in strategic alliance	4.1667	0.9349
Sharing resources between partnering organizations	4.3095	0.8968

Source: Author, 2018

From the findings, sharing resources between partnering organizations was regarded as a critical factor that determines formation of strategic alliances with a mean of 4.3. It indicates that organizations are cautious on how they share resources when forming contracts. In addition, commitment and ownership sharing by the employees in the joint organizations was critical. Other critical factors included agreement on mutual benefits, effective leadership, agreement on monitoring and evaluation and clear enforceable lines of reporting. Other factors that are moderate in influencing the formation of strategic alliances include clarification of vision and an outline on the partnership objectives as indicated with a mean of 3.87 and 3.95 respectively. The findings are in concurrence with a study by Doz & Hamel (2008) which revealed that organizations form partnerships and

alliances which help them reduce liabilities, enhance their sustainability and improve their image.

4.5.3 Challenges HROs face in forming Strategic Alliances

The study explored the challenges that the organizations interviewed face while forming strategic alliances. The findings indicated that there is a range of issues that act as impediments to alliances; the most critical ones included information asymmetry during alliance formation (where some organizations are reluctant in sharing information), donor influence during alliance formation, government’s approvals and influence, inadequacy of resources and teething problems during execution of partnership projects.

4.6: Performance of the NGOs

This study has significantly uncovered that strategic alliances have led to increased performance in the human rights organizations as indicated in the table 4.2 below. The Likert scale was used in drawing responses and the scale was as follows: **5-** Very great extent; **4-** Great Extent; **3-**Moderate Extent; **2-** Little Extent; **1-**Not at all. After calculating the mean and standard deviation, the findings were as presented in table 4.2;

Table 4.2: Performance in the Human Rights Organizations

Performance of organizations	Mean	Std. Dev
Our organization has increased the number of donor agencies over time.	4.0952	0.9055
Financial resources have been put to best use to achieve goals and objectives.	4.2143	0.8705
Our organization has always ensured that the value for money in our	4.0238	1.0704

organization is achieved.		
Our organization has effectively utilized non-financial resources such as time, staff and expertise to achieve desired outputs.	4.4762	0.7067
Our organization has been preparing reports and handing them over to the relevant stakeholders	4.1667	0.7938
Our organization has put in place a binding contract for the partners	4.2619	0.8281
We have embraced the use of technology to enhance efficiency	4.3571	0.7594

Source: Author, 2018

From the findings, it is apparent that the human rights organizations have recognized the utilization of non-financial resources as a factor that has increasingly enhanced performance as indicated by a mean of 4.48 in the Likert scale. The use of technology significantly improves performance of the organizations and they have also ensured there is a binding contract for the partners. The use of financial resources to attain the objectives and goals of the organization has been key among the HROs. In addition, the organizations are keen on preparation of reports and ensuring that the project is effective and has value for money. The human rights organizations have recorded an increase in the number of donor agencies willing to partner with them to deliver their services.

4.7 Strategic Alliances and Performance of the NGOs

This study aimed at establishing how strategic alliances affect performance in the non-governmental Human rights sector. The respondents were required to suggest how strategic alliances would be helpful in enhancing the performance.

4.7.1 Regression Analysis

To establish the relevance of strategic alliances on performance of human rights NGOs in Kenya, a regression analysis was carried out as shown below;

The model equation for this study was given by;

$$P = \alpha + \beta_1 SA_1 + \epsilon$$

Where:

P was the performance of the NGOs

SA was the strategic alliances

A & β were the coefficients

And ϵ was the error term

Table 4.3: Regression Coefficient of determination

Model	Coefficients		t	p
	beta	Std error	beta	
Strategic alliance	0.3768982	0.082157	4.22	0.004
constant	54.57835	8.249702	6.22	0.000
			R squared	71.8%
			Adjusted R	67.8%

Source: Author, 2018

After the regression, the equation can be broadened as;

$$P = 54.58 + 0.3768982 SA + \epsilon$$

The study indicates a significant link between strategic alliances and performance. The equation indicates that a unit change in strategic alliance causes a 0.3768982 change in the performance of the human rights NGOs. Both at 95% and 5% confidence level, the strategic alliances are statistically significant (0.004). This indicates that the relationship is strong. It can be concluded that strategic alliances significantly influence performances of the NGOs. The model is significant and strategic alliances explain with a 67.8 % the effects they have on performance.

4.7.2 Performance Enhancement Solutions in NGO's

The respondents gave various suggestions that would help to improve performance in their organizations. The recommendations that were drawn include; improvement in the use of technology, improvement of management in the partnering organizations through monitoring and evaluation, involvement of all stakeholders in the management process, engagement of joint planning in the alliance formation and meeting the expectations of all team players.

4.7.3 Technology

The use of technology in the organizations is important during formation of alliances since it guides in choosing the best design of governance structure. While the partnering organizations form the strategic alliance, the structure makes it easier to implement.

Technology also informs the appropriate duration of time for a collaborative engagement to ensure the best results are realized. The process of picking the right partners to form

alliances is done by use of technology where information regarding the partners is sourced and used to gauge how best they can work together.

4.7.4 Monitoring and Evaluation

In order to account for the usefulness of the strategic alliances, monitoring and evaluation is used to check for the effectiveness. Management is able to keep a trail of the implementation and outcome of the strategic alliance process and also detect when there is need for changes.

To measure the quality of the alliance formed, it has to undergo evaluation and when a positive outcome is realized, it becomes easy to demonstrate how effectively the programme was carried out.

4.7.5 Stakeholder involvement

During the process of strategic alliance formulation, stakeholders are involved in its process. These stakeholders include management, employees, government agencies alliance partners, members etc. Proper communication of the organizations aims and objectives is done to stakeholders before implementation.

Joint planning ensures that the right information reaches all the stakeholders which builds a positive attitude towards the project. This ensures that all team players expectations are achieved leading to satisfaction and success of the alliance.

4.8 Discussions of the Findings

The aim of this study was to establish the nexus between strategic alliances and performance in the non-governmental organizations. It brought to light the important success aspects that strengthen strategic alliances in the non-governmental Human rights organizations in Kenya. These factors included; the importance of clear vision in strategic alliances, partnership objectives that determine strategic alliances, constructive leadership, clear and enforceable methods of giving reports, monitoring and evaluation, mutual benefits for partners and equality in sharing resources between the partners. This is concurrent with Ziegelbauer and Farquhar (2004) study which exerts that in order to achieve success, cooperation among partnering members is important because it has a positive impact on the performance. There should be a clear vision while forming strategic alliances and resources should be shared equally to ensure satisfaction of partners.

The study also demonstrated that the challenges that non-governmental human rights organizations face in executing strategic alliances were asymmetry during alliance formation where some organizations are reluctant in sharing information, government's approvals and influence, the influence of donors during alliance formation, lack of adequate resources and teething problems during execution of partnership projects. Austin (2007) reported that some of the impediments faced while forming and implementing strategic alliances are improper governance, interference by donors, asymmetry in sharing information and inadequate resources. Kotabe and Swan (1995) also reported that dealing with factors such as technology, human resources and the

external environment like the political and legal influence should be arranged in such a way that the structure of an organization is adjusted to suit the internal environment.

This study further unraveled that the performance of human rights NGOs has upgraded in that the financial resources have been utilized well to achieve objectives and non-financial resources such as time, staff and expertise have been utilized to achieve desired outputs. This is in line with Bryson (1995) study which asserted that in order to achieve the required goals, one has to make good use of resources available. Organizations have also been optimally transparent and accountable, and stakeholders have been involved in the implementation of the alliances.

It is therefore evident that strategic alliances influence in a great way the performance of human rights NGOs. The results of this study show that strategic alliances contribute remarkably to the performance of the non-governmental human rights organizations in Kenya. George, Zahra, Wheatley, and Kan (2001) in their study revealed that alliances and absorptive capacity together influence the performance of organizations by increasing the knowledge flow in alliances thus increasing the possibility of acquiring new markets.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study findings, conclusion, policy recommendations and suggestions for future research. The aim of the study was to determine the link between strategic alliances and organization's performances in the human rights sector in Kenya.

5.2 Summary

This study revealed that strategic alliances are crucial in the human rights organizations. Such relationships are formed to achieve a certain goal and to enable organizations to access resources for their operations. With increased capacity to mobilize resources, the HROs' programs effectiveness is witnessed through enhanced performances in the organizations in delivering their mandate. It was also revealed that the locally formed NGOs are the majority (45.2%) followed by international NGOs with a share of 40.2%. 14.3% of the NGOs were formed in Kenya but have extended their wings to other nations. It is thus clear that strategic alliances are considered important in the Human Rights Organizations.

It was clear that among the factors that most human rights organizations are much interested in formulating a modality for sharing resources between them and their partners. This dimension was considered important based on the fact that most originations depend heavily on donations. Human rights organizations also consider

sharing of commitment and ownership of the program by employees as a critical factor that determines the success of a strategic partnership formation. This means that employees need to have a sense of ownership of the programs developed by partner organizations. In forming strategic alliances, their agreement on how they could mutually benefit from partnership is crucial. The HROs are keen on how they should benefit from the partnership before forming them. Effective leadership is also another aspect that organizations need to critically identify when forming alliances. Additional factors that are crucial in the formation of alliances includes having clear reporting frameworks, prompt M&E, having clear vision, and outlining partnership objectives.

The study significantly indicated a strong correlation between formation of strategic alliances and performance of the organization. A regression analysis revealed that a change in formation of alliances causes a change in performances of the HROs. NGOs indicated having experienced improved performances as a result of formation of alliances. More importantly, the organizations have experienced better utilization of non-financial resources, they have in place binding contracts and adoption of technology has boosted their efficiency in operations. In addition, the HROs have utilized their finances effectively and continuously prepare reports and hand them over to the stakeholders. Through alliances, organizations have managed to get value for money, perhaps through better control and management.

5.3 Conclusion

This study concludes that across different categorization of Human Rights Organizations, strategic alliance is considered key in the verge of enhancing better service delivery.

Human rights organizations in Kenya vary widely. Majority are locally formed with their area of operations being Kenya alone. There are a significant proportion of the internationally formed organizations, which in most cases form alliances with the Kenyan organizations. There are some organizations which were formed in Kenya, but they expanded their operations to other countries.

The study significantly established the importance of strategic alliances. As such, organizations consider various aspects while forming partnerships. Some of these factors include working on modalities for partnership especially on sharing of resources, ensuring there is mutual benefits, putting in place clear reporting structure, an outline of objectives, clarified vision, and a monitoring and evaluation structure.

Finally, the study revealed that the strategic alliances formed have enhanced performance in the human rights organizations. From a regression analysis, it was clear that positive changes in strategic alliances results in positive changes in performance. Better utilization of non-financial and financial resources was evident in the study when alliances are formed. In addition, the use of technology has boosted their performance and at the end they get value for money.

5.4 Recommendations

Human rights organizations are crucial in the country as they advocate for rights that affect diverse groups in the society. Based on the nature of the human rights organizations, they cannot make profit; nonetheless, their services are crucial. The study has established a link between strategic alliances and performance. Therefore, the study recommends that the human rights organizations should form alliances to help improve

their performance. Partnership has been found to be beneficial even in the delivery of an organization's mandate.

The study recognized that the use of technology is significant in boosting performance. Therefore, the study recommends that organizations should always look for innovative ways to improve their efficiency as they deliver partner programs.

The study also recommends that the government and international bodies should formulate a policy that encourages organizations to form strategic alliances. Once the policies are formed it becomes easier for organizations to come together and collaborate hence sharing resources and improving their performance.

5.5 Limitation of the Study

The study encountered several limitations, the first one being obtaining responses. The questionnaire targeted the top management in every organization. It was increasingly difficult obtaining response on time since majority of the managers were in meetings and others had travelled abroad.

The study also used structured questions which limited the responses. Structured questions may have compelled the respondents to give answers without a clear understanding of them.

5.6 Suggestions for Further Research

The study suggests that there is need to establish the nature of strategic alliances formation to have an in-depth understanding of the variance across different

organizations. Understanding the dynamics in strategic alliances will be crucial and it will inform scholars who may be interested in developing and testing theories that explain strategic alliances formation.

In recognition of devolution in Kenya, the study suggests that a study be carried out to investigate the unique nature of strategic alliances of the organizations located in various counties. This will help in making comparison.

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APPENDICES

Appendix 1: Categorization of Human Rights Organization

Category	Number	%
Children's Rights	43	30%
Economic, Social and Cultural Rights	30	21%
Health Rights	21	15%
Women's Right	14	10%
Environmental Rights	11	8%
Youth Rights	9	6%
Minority Rights	7	5%
Land Rights	6	4%
Labor Rights	1	1%
TOTAL	142	100%

Source: NGO Coordination Board, 2013

Appendix 2: Sample population for the Human Rights NGOs

Category	Number	Sample	%
Children's Rights	43	15	30%
Economic, Social and Cultural Rights	30	11	21%
Health Rights	21	8	15%
Women's Right	14	5	10%
Environmental Rights	11	4	8%
Youth Rights	9	3	6%
Minority Rights	7	3	5%
Land Rights	6	2	4%
Labor Rights	1	1	1%
TOTAL	142	50	100%

Source: Author, 2018

Appendix 3: Research Questionnaire

STRATEGIC ALLIANCES AND PERFORMANCE OF NONGOVERNMENTAL ORGANIZATIONS IN THE HUMAN RIGHTS SECTOR IN KENYA.

This questionnaire intends to gather information on the nexus between strategic alliances and performance of the human rights non-governmental organization in Kenya. The questionnaire targets respondents at the management levels in different categories of the human right organizations. Information gathered through this questionnaire will only be used for academic purposes of this research and interviewees will remain anonymous.

SECTION A: GENERAL INFORMATION

1. How would you classify ownership of your organization?

International Organization Local organization both

2. How long has the NGO been in operation?

Less than 1 year 1-3 years 4-7 years 8-11 years above
11 years

3. Under which category does your organization fall?

Children Rights women's rights environmental rights

Human rights minority rights land rights

Youth rights Economic, Social and Cultural Rights

Labor rights

Having employees sharing commitment and ownership					
Prompt monitoring and evaluation of the partnership					
Having effective leadership in executing partnership's mandates					
Having clear enforceable lines of reporting					
Mutual benefits in strategic alliance					
Sharing resources between partnering organizations					

8. What challenges does your organization face in forming strategic alliances?

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SECTION C: ORGANIZATIONAL PERFORMANCE

9. What is the approximate level of funding your organization receives on a yearly basis.

Give the amount in Kenya shillings. (tick where appropriate)

1-200 million [] 200-500 million [] 500-800 million [] 800- 1 billion []

Over 1 billion [] others (specify the level) []

10. In relation to your organization's performance, please indicate the extent to which you agree with the statements? (By ticking in the appropriate box (√))

Scale: **5-** Very great extent; **4-** Great Extent; **3-**Moderate Extent; **2-** Little Extent; **1-** Not at all;

Performance of organizations	5	4	3	2	1
Our organization has increased the number of donor agencies over time.					
Financial resources have been put to best use to achieve goals and objectives.					
Our organization has always ensured that the value for money in our organization is achieved.					
Our organization has effectively utilized non financial resources such as time, staff and expertise to achieve desired outputs.					
Our organization has been preparing reports and handing them over to the relevant stakeholders					
Our organization has put in place a binding contract for the partners					
We have embraced the use of technology to enhance efficiency					
We have managed our program/project risks effectively					
Donors have greatly influenced our program's operations					
The quality of services provided by our organization has been satisfactory					
The outcome of our organizations programs has been achieved					

11. What do you think would enhance performance in strategic alliances?

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