

**SUSTAINABILITY STRATEGIES ADOPTED BY NON-  
GOVERNMENTAL ORGANISATIONS IN NAIROBI, KENYA**

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## DECLARATION

I declare that this is my original work and has not been presented in any other University or College for Examination or Academic purposes.

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## **DEDICATION**

This project is dedicated to my fiancée Diana Owino and grandma Dyanne Frazier who have been instrumental during my MBA studies and provided me with support and encouragement without tiring. Indeed you are partners in this life.

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## ABSTRACT

Much of the previous research into determining the sustainability strategies adopted by NGOs in has concentrated generally on cases and survey in the developed countries developed countries. Not much known local study has focused on the determining the sustainability strategies adopted by NGOs in Nairobi, Kenya. This study therefore sought to fill the existing research gap by carrying out a study to determine the sustainability strategies adopted by NGOs in Nairobi, Kenya. The main purpose of the study was to investigate the strategies being adopted by various the NGOs in Nairobi to be sustainable and be able to carry out their programs and projects in to the foreseeable future.

This research was conducted through a descriptive design. The target population of this study was the NGOs in Nairobi, Kenya. The study focused particularly on the departmental heads and project managers of these pivotal NGOs in the country. This study collected quantitative data using a self-administered structured questionnaire. The response received was analyzed by and from the findings, the study established from the majority of respondents that the factors considered by the NGOs in Nairobi, Kenya in its strategic positioning are better emphasized and internalized for performance to be effective to a very great extent. The study further established that most of the respondents were in agreement that the factors considered by the NGOs in Nairobi, Kenya in its strategic positioning were important measurement and mitigation method used for various organizations hence much important if effectively implemented and utilized.

This study recommends that in order to be sustainable and avoid many impediments facing the sector, the NGOs in Nairobi, Kenya should make sure that its strategies are prepared with greater involvement of the boards and staff and effective measures of implementation be put in place. Urgent attention need to be paid to the specific areas of the NGOs in Nairobi that will make them even more sustainable and enable them continue do what they do for the sake of the development of the nation.

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## ACRONYMS AND ABBREVIATION

INGOs	International Non-Governmental Organizations
NGO	Non-Governmental Organization
NGOs	Non-Governmental Organizations
SOB	School of Business
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Organizations are formed to pursue a given purpose for which they align themselves to achieve during their life. Environmental changes shape opportunities and challenges facing these organizations and hence the need to adjust accordingly to these changes to remain successful in future. Continuous evaluation of internal processes and the external environment is crucial to survival in the ever turbulent environment. To succeed, in achieving their goals, organizations need to formulate and implement strategies (Koigi, 2002). No one single industry or company seems able to escape the winds of change. It is pertinent that organisations develop long range plans for the effective management of environmental opportunities and threats, in the light of the organization's strengths and weaknesses. This includes environmental scanning, defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines (Dess, 1987). The answer to cope up with these changes lies in the ability of the organization to formulate relevant strategies for the each of the organizational aspects. With good operationalization and institutionalization of such strategies the organisation was able to serve the purpose for which it exists into the future.

Owing to the scarcity of resources and the inherent desire for accomplishment among every organization, there is a growing need to ensure that organisations thrive while benefiting the stakeholders which include the shareholders, customers, employees, management, government etc. The resource based view, for example, (Barney, 1991; Wernerfelt, 1984), resource advantage theory (Hunt, 2000), and the market orientation

discourse (Kohli & Jaworski, 1990; Slater & Narver, 1995) inherently reflect the need of organizations to leverage competitive advantage that leads to superior financial performance, ensuring organizational survival and growth. However, there is still quite a gap in the sense that the desire for excellence is not reflected in a similar emphasis in investment of resources and significance despite increased vulnerability and threats to organizational continuance (Mort & Weerawardena, 2008).

### **1.1.1 Sustainability Strategies**

Sustainability is development which meets the needs of the present without compromising the ability of future generations to meet their own needs (Elliott, 1994). Sustainability is about effectiveness of the organisation. The goods or services being served by a given organisation can only be expected in the future if the long term opportunities and threats are addressed in perspective. The customers must also need the services or goods of the organisation and hence justify why they should exist. For sustainability to be realized in a firm or organisation there must be clear direction and scope over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson, Scholes & Whittington, 2005)

Sustainability Strategy involves crafting strategies that take into consideration both efficiency and effectiveness. The organisation must remain relevant in the foreseeable future (Hammer 1996). The emphasis on the concept of sustainability strategies points out the need to extrapolate the present benefits accruing from the operations of a given organisation to the next generations. According to Banerjee (1999), in the past sustainability has been a subject of concern in environmental science but now both

academicians and practitioners are acknowledging the significance of human, financial, environmental or ecological and social sustainability and how they interact to create true sustainability

What every organisation does today determines its success tomorrow. It is therefore not enough just to craft the strategy around what works today but consideration into the question “shall we exist tomorrow” to do the same is essential. This gives room to thoughtful investment of the scarce resources of the firm, develop capabilities and make necessary adjustments for the future fit through improvements. The pace of change is accelerating and all organisations, if they are to benefit from continued survival, must be prepared not only to respond to, but to anticipate, change (Senior & Flemming, 2006). Sustainability will ensure there are jobs created by organisation to the future; services needed are provided, environment protected for generations to come and that the choices organisations make over time will limit constraints of continuity. Sustainability thought process will encourage institutions to be innovative and creative while reducing exposure to future uncertainties and risks arising from the turbulent business environment (Gicobi, 2006).

### **1.1.2 Non-Governmental Organizations in Kenya**

In Kenya, Non-Governmental organizations can be defined as organizations that are constituted outside the government but can act in the public sphere (Kasimbu, 2007). According to the NGO coordination board directory ([http://www.ngobureau.or.ke/search\\_ngo\\_by\\_district.aspx](http://www.ngobureau.or.ke/search_ngo_by_district.aspx)), there are Two Thousand Six hundred and Seventy Eight (2,678)\*NGOs operating in Nairobi spread over 53 sectors. Most of these NGOs are formed and serve to supplement the efforts of the government in

servicing the people while others exist to check the government by way of measuring the performance of the government of the day. Indeed nonprofits have a record of promoting literacy, providing healthcare, supporting arts, and offering a safety net for the poor that neither business nor government can match, Harvard Business Review on Non Profits (1999). Business does not satisfy these needs because it cannot do so profitably. Government does not satisfy these needs because there is not enough public support to do so. A nonprofit pursues a mission that is neither financially sustainable using a for-profit business model, nor for which there is public support sufficient to move government to action and the expenditure of taxpayer funds (Hansmann, 1980) Much of what is known about strategic management practices is based on studies of organisations based in the United States. Studies done in other nations have also primarily made references to American theories of strategic management. The sustainability of for-profit businesses has been the implicit primary focus of the strategic management literature over the last few decades.

Sustainability Strategy formulation for NGOs in Kenya is the development of long range plans for the effective management of environmental opportunities and threats, in the light of the organization's strengths and weaknesses. It includes environmental scanning, defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines (Dess, 1987). Although considerable work has been done on strategy formulation, types of strategies pursued and implementations, there exists gaps in regard to strategies that will enhance the NGOs sustainability. For a NGO, sustainability primarily means being able to survive so that it can continue to serve its constituency. At its core, nonprofit sustainability means that the organization was able to

fulfill its commitments to its clients, its patrons, and the community in which it operates. These stakeholder groups depend on the nonprofit to service a need and to deliver on the promise of its mission. Sustainability in this context means stakeholders can place their trust in that commitment for the common good (Ndegwa, 1993).

From a macro-economic perspective, sustainability in the nonprofit sector means that important societal needs will be met. Implementation of the chosen strategy is by any measure one of the most vital phases in the decision making process. It embraces all of those actions that are necessary to put the strategy into practice (Kangoro, 1998). Strategic thought has to translate into strategic action. Budgets, value system and procedures should then be developed in a manner to assist the strategic thought transform into action. NGOs must be seen to act in this direction with considerable investment of both time and financial resources to ensure that there is well thought step by step process that will help the organisation exist and succeed into the foreseeable future. And this should not be a luxury but a necessity to be treated with urgency.

In the realm of international development, NGOs have been characterized as the new “favored child” of official development agencies and proclaimed as a “magic bullet” to target and fix the problems that have befallen the development process (Edwards and Hulme, 1996, p. 3). NGOs are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. NGOs work both independently and alongside bilateral aid agencies from developed countries, private-sector infrastructure operators, self-help associations, and local governments. These organisations are humanitarian and developmental in nature while others are involved in religious activities. In most cases, most NGOs have diversified



interventions as they seek to fill the gaps that have not adequately been the preoccupation of the governments. In Kenya, NGOs are actively involved in health, education, promotion of human rights; provision of basic needs such water, shelter and food and development programs.

Whereas it is agreeable that the role of NGOs is unquestionable in improving the welfare of populations around the world, it equally faces enormous challenges that need to be addressed urgently. Scramble for limited resource from the donor agencies and countries is driving the NGO practitioners into competition at the expense of the communities they are meant to serve. The human resource at the NGOs are facing deteriorating trends yet their proposal writing, report writing and leadership skills is essential for the future of these organisations. Owing to its funding needs, NGOs have been targets of government and international agencies to champion for specific ideologies especially what became the talk of the day during the constitutional reform process in Kenya. The strengths of the NGO model also produce corresponding weaknesses in agenda-setting, decision-making, and resource allocation. Recent trends have seen expatriate workers in the NGO sector in Nairobi return to their country, white missionaries are increasingly being replaced by local missionaries whether with equal resource allocation in replacement or non. The NGO sector is also experiencing an increasing invasion by “secret profit hunters” in the name of not-for-profit. As Spar and Dail (2002) argue more broadly, it is inherently difficult to assess the performance of many NGOs if their outputs, like promoting democracy, are difficult to observe and so their strategies may need further scrutiny. There are areas as well where some NGOs have pulled out or terminated their services but sufficient investigations not done as to why, how and when this was reached.

## 1.2 Research Problem

The environment in which organizations operate is dynamic and changing meaning therefore that those organizations that will survive and succeed are those that will embrace change. The pace of change is accelerating and all organisations, if they are to benefit from continued survival, must be prepared not only to respond to, but to anticipate, change, Senior & Flemming (2006). Organizational sustainability depends on the determination by the management to position the organisation well enough to fit into the environment. There is need to make sound decisions at present in order to avoid limiting the choices of generations to come. When an organisation consumes virtually all its assets to serve the present users, it denies the benefits of the organisation's service to future users (Herzlinger, 1999).

Most NGOs in Kenya are preoccupied with emergencies, disease, illiteracy and poverty to the extent that investing for the future becomes a luxury that easily eludes attention. Preoccupation with raising funds for the core businesses in the NGO sector is also rampant and NGOs will soon find themselves disabled in other equally important aspects that should have captured their attention. It is also worth noting that whereas NGOs have been seeking for skills for management and funding from developed nations, there exist enormous potential to leverage from Kenya in terms of natural and human resource. Indeed it is not the best practice to be independent more than forty years yet ask for support in what can be developed locally.

Review of past empirical studies reveals that studies on NGOs that have been done mostly focus the role of the sector in development and their relationships both with the

government and the donor agencies. Not much has been done to address the issue of their sustainability even when it is generally agreed that they are needed to supplement the efforts of the government and government agencies. Previous studies on NGOs have focused on strategic choice and management practices (Ndiao, 2001, Warsame 2002). Amulyoto (2002) did a study on to establish the extent to which donor agencies in Nairobi have embraced the features of a Learning Organisation. Kamanu (2005) did a study to determine the extent to which strategic alliances are being formed in development Non-Governmental Organizations (NGOs) in Kenya. While these studies have unearthed various critical evidence on various conceptual concerns within the NGO sector, there is no known study that has focused on Sustainability Strategies among NGOs hence my interest to carry out this research in an attempt to explore how and what sustainability strategies are NGOs employing.

### **1.3 Research Objective**

The objective of this study was to determine the sustainability strategies adopted by NGOs in Nairobi, Kenya.

### **1.4 Value of the Study**

This study seeks to add to the existing knowledge base on the concept of sustainability strategy that is relevant to the time and setting of the NGOs in Nairobi. The study will examine whether NGOs in Nairobi are undertaking any sustainability strategies. This resource can then be used for comparative purposes and a reference material for further studies in the field of NGOs in Nairobi and may be used as a basis to establish the extent to which these strategies are being adopted across the country and East Africa as whole.

The results from the study will also be instrumental to NGO management in crafting sustainability strategies for their organisations operating in the country. The NGO council will also find this material and recommendations therein of critical importance in raising the standard requirements for NGOs operating in the country in regard to use and sustainability of both human, man-made and natural resources. Government agencies will appreciate the role of not-for-profit organisations in the development of communities through alleviation of poverty, creation of employment and information sharing on the rights and privileges of every citizen and the need to create a space for the practice of the NGOs in the country as partners in development.

This study will also recommend areas for further analysis by future academicians besides providing a basis for which to draw fundamental conclusions. The research will explore and raise questions that might call for extensive survey and scrutiny by strategic management students and practitioners.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of literature pertinent to the study as presented by various researchers, scholars' analysts and authors. The chapter will also look at both theoretical and empirical literature with regard to the concept of sustainability and sustainability strategies.

### **2.2 The Concept of Sustainability**

Njoya (2004) points out that the concept of sustainability has financial and institutional dimension. Some of the contributions to this concept are of highly prescriptive nature, both conceptual and empirical works. A number investigate the broad nature of sustainability strategies that organisations employ to achieve continuity but most examine environmental and/or financial sustainability organisations. Njoya has further argued intensely that for organisations to be successful at their mission there must be a coherent examination of the impact of the very mission on the factors at play such as stakeholders, environment etc. who in turn contribute to the continuity of the organisation. Johnson & Scholes (2002) has pointed out that there lack a broad perspective of strategic directions actually taken by the managements and those concerned on the holistic issues of sustainability at the strategic level as they strive to remain financially viable and more effectively deliver their services to satisfy the stakeholder need.

It is true that all organisations, whether for profits or not-for profits, are formed and sustained to serve specific needs of its stakeholders (Banerjee, 1999). These organisations

operate in an increasingly turbulent context where building sustainable organizations has emerged as a critical need. Past authors have discussed this important issue in a fragmented manner and have contributed to various aspects that are applicable even in the wake of the globalization of economies. It is worth noting that the success of any organisation is underpinned by the competitive resources and competencies both in knowledge and internal processes in order not just to survive but succeed into the future, Johnson & Scholes, 2002)

Johnson and Scholes (2002) relate the success or failure of sustainability strategies to three main criteria; suitability, acceptability and feasibility. Suitability is concerned with whether a strategy addresses the circumstances in which the organisation is operating. Acceptability relates to the expected return, the level of risk and the likely reaction from stakeholders. Feasibility is concerned with whether an organisation has the resources and competences to deliver the strategy.

### **2.3 Areas of Sustainability**

Organisations have a number of areas of strategies that can be adopted and maximized for the purpose of ensuring that their work continues into the foreseeable future. Regardless of the time and location of the organisation, there are factors that generally determine its ability to thrive in the dynamic environments and even better succeed. The areas of Sustainability for organisations include Human Resource Sustainability, Economic/Financial Sustainability, Social Sustainability and Environmental Sustainability.

Human Resource Sustainability is more concerned with internal effectiveness and efficiency. Every organisation is interested in performance. Performance is a matter not only of what people achieve but how they achieve it (Armstrong, 2006: 499/8). This aspect will involve intentional planning on skills transfer on management and leadership of organizations. Given that labor mobility is on the increase and many in organisations, local or regional, leave for greener pastures, retiring, deaths etc it is the highest opportunity organisations focused on building strong management teams. The use of working Board members will also go a long way in ensuring accountability and transparency as a measure of good corporate governance. It will also be fundamentally helpful for firms to plan for succession through massive delegation with authority and nurturing talent. Especially regarding managers in the workplace, demographic trends indicate that there are not sufficient numbers of next-generation leaders to replace retiring baby-boomers in organizations. Thus, succession management is an increasingly important priority (Senge, 1990). Management is responsible to ensure that the organization continually has high-quality operations and employees.

One of the most important practices to meet human resource stability is to conduct successful succession planning. Employees leave their jobs either on a planned or unplanned basis. Unplanned termination may occur because of sudden illnesses or death, or poor performance on the part of the employee. Organizational learning should take place through individuals and their interactions in the organization. As a result, managers must create an environment where this knowledge can be developed and transmitted to all in the organization. Organizations that will excel in the future was those that discover how to tap people's commitment and capacity to learn (Senge, 1990).

Economic sustainability is having a set amount of capital for a certain period of time. Those who consume that capital must also conserve it so that they will continue to enjoy it towards the end of the specified period. This means that organisations with long term intent to exist must preserve their resources as they consume them so that generations in the future can enjoy them as well. To achieve this, organisations must regenerate their resources at a rate that is equal to or faster than its consumption. This may include protection of assets, investment of surplus finances and standardizing remuneration especially for the Chief Executive Officers. In his analysis on how governments are gearing towards sustainability practices, Yabs (2010) underlines that there are major economic strides made in Kenya during the Kibaki administration with increased Gross Domestic Product and the question now is how this can be sustained to attain Vision 2030. Managers of organisations or governments should identify those internal processes that enable them to meet the expectations of customers in the target markets and those of the shareholders and seek to establish these into the organizational culture. Even among the not for profit organisations, has had a somewhat departure and there there has been a growing consensus that social entrepreneurs must have economic independence to continue their operations (Boschee & McClurg, 2003).

Social Sustainability is about social capital. Social capital is an important aspect of sustainability because it is through communities and organized civil societies that organisations can easily and inexpensively learn, grow and satisfy the needs of its customers. Without proper levels of social capital, it can easily deplete and violence as well as mistrust can take over. When that happens, societies and everything else that depends on them was destroyed. Through proper maintenance of and adherence to laws,



rules, and values that societies have developed for the common good, social sustainability can be achieved. Respect for the cultures, practices and values of the indigenous people are crucial. Given that organisations rely on the support of the local people and the goodwill of the government, it was inevitable that they pay attention to the set of values that exist among the communities they seek to deliver the product to and also in most instances, source of labor and raw materials (Njoya, 2004).

Any organisation that is a by-stander on the road to the future will watch its structures, values and skills become progressively less attuned to the industry realities owing to the ever changing environmental realities. The mission and vision of the organisation should address inherent culture and value system of the organisation in order to succeed in its implementation (Mintzberg et al, 2009). The value system of the organisation's internal operations should tally to some extent to that of the surrounding and should be seen to show concern for those communities that have accepted them to operate amongst them.

Environmental sustainability is important because it involves natural resources that organisations need for economic or manufactured capital. Materials taken from nature are used for solutions that address human needs. If nature is depleted faster than it can regenerate, organisations was left without raw materials for their functions. Furthermore, environmental sustainability also involves ensuring that waste emissions are at volumes that nature can handle. If not, all humans and other living things on Earth can be harmed to the point of extinction. Use of environmentally friendly energy sources such as biomass and solar energy should be encouraged by organisations who should lead by example. Yunus & Weber (2008) broadens approach to social business where the sustainability of a business is achieved through its ability to address real need in an

integrated approach respecting people and the environment. Sustainability is a complex, interlinked construct requiring more than simply the ability to address impacts on the physical environment but a change in the consumer-oriented lifestyles as well.

## **2.4 Sustainability Strategies**

Sustainability Strategies are short term and long term plans that an organisation puts in place to ensure that there is a futuristic success outlook in the way operations are carried out on a daily basis (Gicobi, 2006). These plans inform the management and other organizational stakeholders as to where resources should be directed to if the organisation has to succeed now and in the foreseeable future. Most organisations are skewed in their emphasis on the sustainability strategies owing to the choice and environmental factors at play at a given time. In all the cases, organisations must set objectives , commit resources and deal with environmental constraints decisively to achieve any meaningful progress (Hunger & Wheelen, 1995).

### **2.4.1 Human Resource Sustainability Strategies**

Organisations that are not strategic enough in their human resource may not sustain the best of their key staff. Senge (1990) argues that due to business becoming more complex, dynamic and globally competitive, excelling in such environment requires more understanding, knowledge preparation and agreement than one person's expertise and experience provides. According to Gicobi (2006), organisations differ in capabilities and these differences in capabilities are responsible for the way such organisations exploit the opportunities from the environment. Organisations that invest in research are better

placed in addressing threats from the environment and maximize the opportunities thereof.

High morale and competitive terms of service with a commitment of the management to sell the vision and mission to their teams is critical for organisations to excel (Barney, 1005). Maende (2010) points out that organisations are increasingly outsourcing human resource in search of cheap and quality labor. This has substantially reduced the focus on internal expertise and how to improve them. Maende goes on and exposes that executive managers of organizations must believe in the importance of cultivating leadership skills and act accordingly in this direction. The world is full of organizations who proclaim loudly that people are their most important asset, but do not devote adequate time or attention to the issue. Frequently, this trend is not motivated by ill intent. Many organizations devote nearly all available time, energy and resources to immediate problem solving efforts. Simply put, a great many senior level managers are just too busy, or at least they think they are. In reality, they merely postpone the damaging impact of their neglect

On the study of organisations in Germany, Vilain (2006) identifies staff issues such as; recruitment, assignment and layoff as well as human resources development and administration and everyday management of staff to have significant implication to the sustainability of organisations. Often organizations lacked a career structure in which staff could develop. In addition organisations were not good at budgeting for staff training. In situations where the organizations were expanding rapidly, it created problems for many who were unable to keep up with the demands of their work. Paid

staff members in not-for profits typically receive lower pay than in the commercial private sector.

#### **2.4.2 Economic/Financial Sustainability Strategies**

Aosa (1990) emphasizes that strategy being implemented by any organization should be realistic given the resources available at a given time. Organisations should be able to understand their financial capability and the opportunities that exist to expand the very capital base. Assets owned and those that can be accessed by the organisation are very critical in the achievement of the mission by any organisation (Gicobi, 2006). Strategic partnerships and collaborations can avail resources not necessary owned by the organisation for the accomplishment of a mission. These resources could as well be human resource expertise. For not-for-profit organisations, donor funding is a major source of revenue for most social institutions but it is worth noting that these funding relationships dries up (Stoll, 2003) and so organisations must address finance issues adequately.

There are a number of models that have been developed to aid firms determine their financial sustainability such as Havers (1996) in Johnson and Rogaly (1997) while analyzing Sustainability for Microfinance firms came up with the formula that sustainability index is equal to the percentage of total costs covered by income which is equal to total income earned from credit programs during the period divide by total program costs during the period multiply by hundred. And so, organisations must be able to put the income into right use that brings in stakeholder benefits and be quite

accountable for the resources whether donated or raised from NGOs, shareholders, relief agencies etc.

### **2.4.3 Social Sustainability Strategies**

Stoll (2003) hinges sustainability to the need for institutions to be a product of cultural and social interdependence. There is need for organisations to constantly analyze the political environment, the changing social needs such as increase in unemployment, crime, mobility of population, family units etc. These social attributes of the community not only informs the set of sustainability strategies an organisation engages in but it also does enlighten in terms of the sources of future human resource and potential stakeholder needs (Kusakabe, 2003). Identification of mutual benefits and consultations help organisations develop working memoranda that sustains their relationships and harmony with the community in which the organisation operates (Gicobi, 2006).

### **2.4.4 Environmental Sustainability Strategies**

Environmental Sustainability Strategy is basically concerned with the promotion of human development and well-being while protecting the earth's life support systems. Thus, long-term trends, and impacts on the environment are crucial factors that any successful sustainability strategy for an organisation should put into consideration. Environment has a big role in peaceful coexistence among communities and sometimes people and animals. Organisations should ensure that they do not limit people's ability to produce wealth in the future and that the health status of the communities in which they operate is protected.

According to Lovelock (1986), many of the essentials of human well-being require the production and consumption of needed energy and materials, habitation and transport, food and fiber, and water. For all of these, the processes of production and consumption threaten and impair essential life support systems. Of all these threats, only global climate and stratospheric ozone are truly systemic, namely that actions taken anywhere that affect them, affects the global system. Threats to the land, the air, the water, the oceans, the diversity of living things, and the services that ecosystems provide are essentially local and regional but become global problems in the sense that they are ubiquitous and occur in many parts of the world at the same time. These systems are also interlinked and it is difficult to separate them. Thus organisations must essentially be aware that their actions could in one way or another infringe on the benefits of others with regard to the environment.

## **2.5. Framework for Analyzing Sustainability Strategies**

A number of empirical studies on different conceptual issues have been undertaken in Kenya and beyond with regard to the subject of sustainability strategies (Herzlinger, 1999; Amulyoto, 2002; Warsame, 2002; Gicobi, 2006 and Kasumbi, 2007).

According to Herzlinger (1999), nonprofit organizations lack the simple elegance of a financial measure—such as profitability or shareholder returns—used by for-profit organizations to assess their performance. Herzlinger researched and found that there is a lot that the not-for profit organisations are doing today and can continue to do with the resources entrusted by the public. However, this confidence in the organisations is slowly shattering due to revelations of wrongdoing and mismanagement. If not-for profit organisations do not develop and maintain reputation beyond reproach, the stakeholders

will divert their resources into other alternatives to address societal concerns. Her study focused mainly on what the public perception is for not-for profit organisations and also focused on American organisations.

Amulyoto (2002) carried out a study on international donor agencies with offices located in Nairobi to understand issues relating to organizational learning among the organisations. The research found out that organisations have to some extent embraced organizational learning characteristics and revealed the role of age, education and position in the organisation in determining the extent of adoptability of the principles of learning organisation. This study did not relate the organizational learning principles to the need for sustainability of programs and/or projects or what emphasis the organisations were putting on sustainability.

In his study on strategic development practices, Warsame (2002) found that majority of the organisations in the relief and development sector did not put emphasis on how the activities being undertaken was sustained into the future. Warsame analyzed that the major concerns for these organisations included an impact on target beneficiaries; identification of society's needs, working relationship with the target communities; efficiency and consistency in service delivery; performance, expertise and abilities; accessibility to donors; credibility are positive reputation among donors and communities served; and resources. Yet for these critical organisations there is need to address the question of what next?

In his study on sustainability strategies adopted by Kenya Agricultural Research Institute, Gicobi (2006) unearthed critical conceptual and contextual issues with regard to

sustainability strategies and went forward to expose the challenges that face the institution in implementing the sustainability strategies. Gicobi found out that the general public sector depended on funds from the government and that donors play a major role in day to day operations of such institutions. In his recommendations, Gicobi conceded that most of the sustainability strategies are still at very initial stages where they existed and recommended studies to be carried out after a while to examine if they were pursued at all. His study, however, only focused on Kenya Agricultural Research Institute which is a government and donor funded institution.

Kasumbi (2007) in his study on the extent of stakeholder involvement in strategy formulation among the Non-Governmental Organisations in Nairobi studied 736 Non-Governmental Organisations based in Nairobi and in his findings concluded that there is a widespread practice of strategic planning and that to a large extent these organisations were found to involve stakeholders in formulation process. His interest was mainly the involvement of the stakeholders in the process but he did not put much emphasis on the underlying drivers for the process improvement. It is obvious in his study that stakeholders have varied interests and a portion of the stakeholders are short term hence the interest for sustainability of the organisation may quite not be their concern. In the shortest possible span of time, some stakeholders are already satisfied in terms of return. This necessitates a further study on the contributions by the stakeholders with the intention of sustainability of the organisation.

A well interlinked set of strategies is not pointed out by the studies carried above. There is an attempt to examine actions undertaken by the organisations but still there is clear



absence of a well-developed discussion of organizational sustainability at the strategic level and how this issue impacts the strategic characteristics of the organisations.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter sets out various stages and phases that the study used to answer the research question for the study. It provides step by step outline for the collection, measurement and analysis of data for the study. It provides information on research design, targeted population, sampling design, data collection instruments, data collection procedures and finally data analysis carried.

### **3.2 Research Design**

The central role of research design was to minimize the chance of drawing incorrect causal inferences from data. Design is a logical task undertaken to ensure that the evidence collected enables us to answer questions or to test theories as unambiguously as possible. The research has been designed in a way to identify the type of evidence required to answer the research question in a convincing way. Research design links the data to be collected and conclusions to be drawn to the initial questions of the study – it provides a conceptual framework & an action plan for getting from questions to set of conclusions. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way (Mugenda and Mugenda, 2005). This research design helped the researcher gather data that was analyzed in line with the research objective which is of interest to the researcher (Chandran, 2004). The researcher plans to use quantitative information to help in making inference to the research objective. •

### **3.3 Population**

The study sought to examine the characteristic features of all NGOs in Nairobi in regard to their approach to issues relating to sustainability strategies. The choice to carry out the study among the Nairobi NGOs is in agreement with Cooper and Schindler (2006), since this is a portion of all NGOs operating in Kenya and some of them are headquarters of those actually operating all over the country. This allowed for conclusion to be made on the basic ideas that affect the entire population (Sekaran, 2006). The study focused on the section, particularly targeting top and middle management staff (managers, directors and chief executives) who sit at the corporate headquarters and who are therefore involved in the strategic process on a daily basis for their organisations. The study examined the subject among NGOs involved in religion, Philanthropy, civil society, medicine and democracy. The study was carried between 1<sup>st</sup> and 15<sup>th</sup> of September 2011.

### **3.4 Sample Design**

The sample size was 106 NGOs in Nairobi being two from each sector as categorized by the NGO coordination board. The researcher used purposive non-proportional quota sampling technique which is less restrictive. In this method, the researcher specified the minimum number of sampled units in each category of the NGOs in Nairobi. This method is the non-probabilistic analogue of stratified random sampling in that it is typically used to assure that smaller groups are adequately represented in the sample (Nachamias & Nachamias (2000). The respondent was those in leadership, management or project officers of the NGOs in Nairobi. The NGOs that were involved in the study was those that have been in operation for more than a year now and they are fully registered with the NGO Coordination Board.

### **3.5 Data Collection**

Primary data was obtained through a drop and pick questionnaire that was given to key persons in management and leadership of NGOs i.e. project managers, project coordinators and chief executive officers of the NGOs. The questionnaire is structured and made up of two sections i.e. section one giving the biodata and section two describing the sustainability strategies of the NGOs. The researcher developed questionnaire that captures the details to be used in answering the research objective including the general information about the respondent's organisation, the state of sustainability strategies in the organisation. The respondents were persons in the organization who are knowledgeable about the organization and are allowed to disseminate information to the general public.

### **3.6 Data Analysis**

Data analysis usually involves reducing accumulative raw data to manageable size that allowed developing summaries, looking for patterns and applying statistical techniques. In this research study, raw data gathered from the respondents was sorted out, categorized, edited, processed and analyzed by content to reach a conclusion. After administering the questionnaire, coding was done and the data converted into numerical codes for statistical analysis. The coding system used took into consideration measures of reliability and validity of the study. Calculation of frequencies, percentages, the mean scores and standard deviations to measure and compare responses from the interviewees was adopted. The study results were presented by use of statistical graphs, tabulation of data and measures of central tendency to allow consistent interpretation of results.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents data analysis, and findings of the research. The findings are represented in tables. The study had one objectives, which was to establish the sustainability strategies adopted by NGOs in Nairobi, Kenya, primary data was collected through in-depth interviews with the authority's .The data was analyzed in relation to the study's objective and the findings are presented in the various categories below.

### **4.2 Response Rate**

The study targeted a total of 106 top and middle management staff (managers, directors and chief executives). However, 95 out of 106 respondents completely filled in their questionnaires and returned contributing to 89.6% response rate. This response rate was modest and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This response rate was due to extra efforts were made via personal calls and visits to remind the respondent to fill-in and return the questionnaires.

**Table 4.1 Response Rate**

	<b>Frequency</b>	<b>Percentage</b>
Filled questionnaires	95	89.6
Non responded questionnaires	11	10.4
<b>Total</b>	<b>106</b>	<b>100</b>

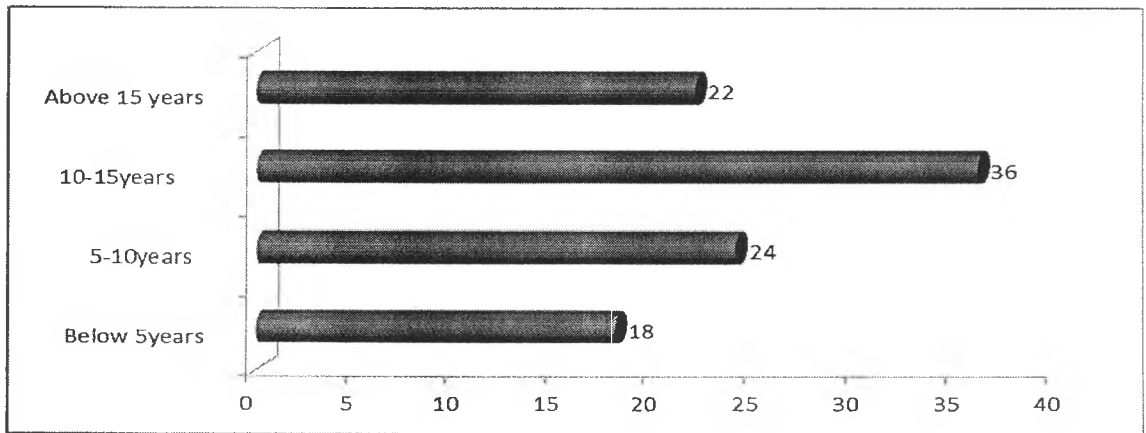
**Source: Research data, 2011**

## **4.2 Demographic Information**

The study found it important to establish the general information of the respondents since it structures the foundation beneath which the study can fairly entrance the relevant information. The analysis centered on this information of the respondents so as to categorize the different results according to their knowledge and responses.

### **4.2.1 Age of the Organization**

From the findings, most (36%) indicated that their organization had been in operation for 10-15 years comprising while 24% had been in operation for 5-10 years. 22 percent had been in operation for more than 15 years while 18% of the NGO's had been in operation for less than 5 years. This can be attributed to the increased information and conducive work environment for both local and foreign Non-governmental organisations intending to work in the country. Some of the organisations are clearly country offices of those operating in Africa or all over the world.

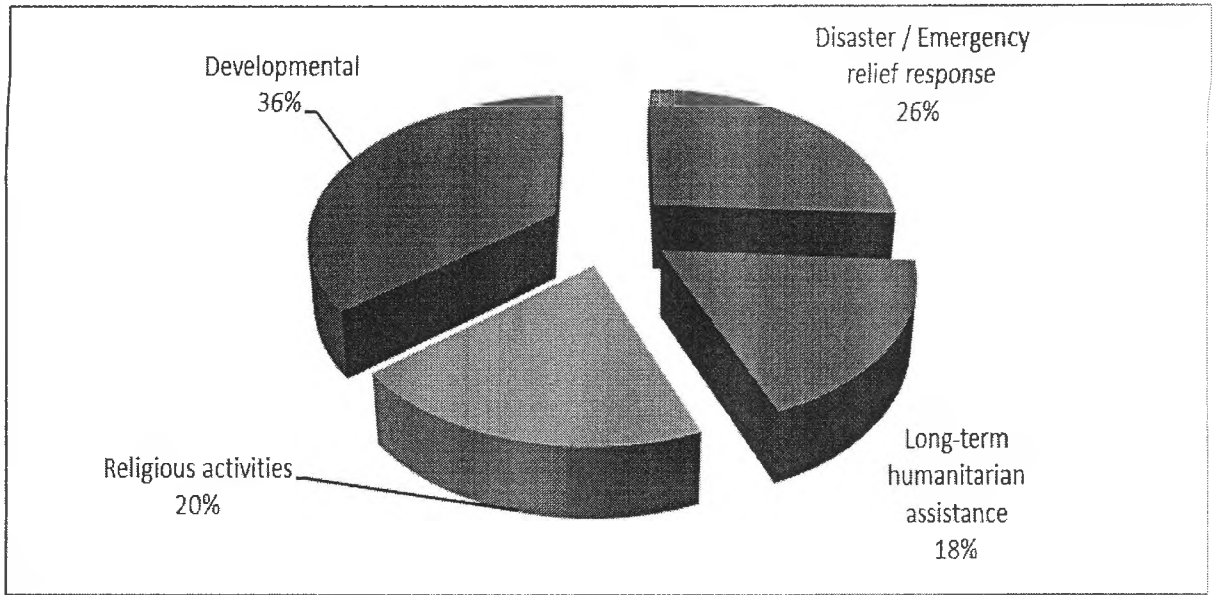


**Figure 4.1 Age of organization in Nairobi**

**Source: Research data, 2011**

#### **4.2.2 Area of Operation the Organization works**

The study sought to investigate the areas in which the organization mainly concentrated on. According to the data portrayed in figure 4.2 revealed that most NGO's were involved in developmental activities as was shown by 36% while 26% were involved in disaster/emergency relief response. 20% were involved in religious activities while 18% were involved in long term humanitarian assistance.



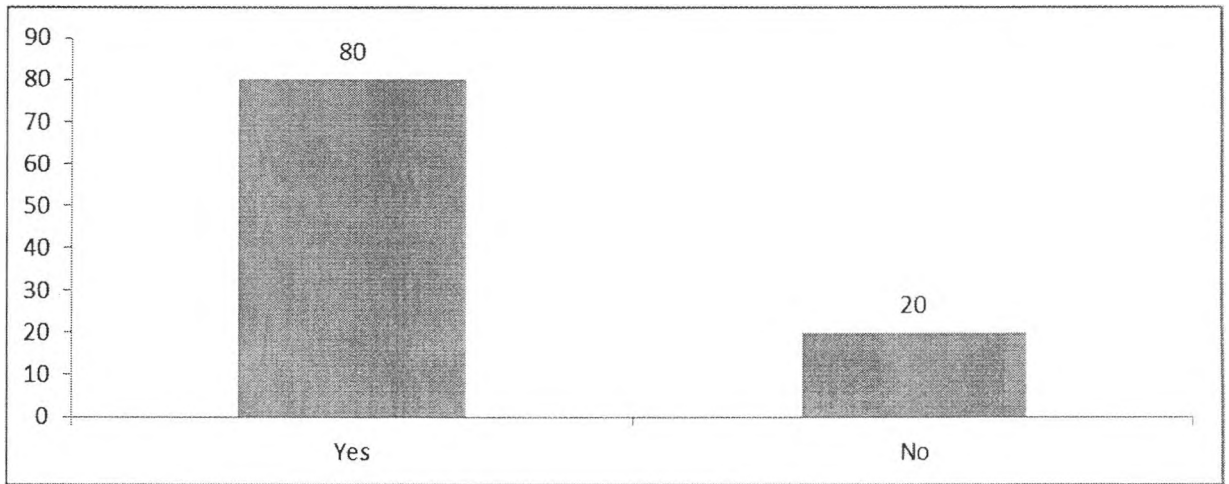
**Figure 4.2**Area of operation the organization works

**Source:** Research data, 2011

### **4.2.3 Existence of Strategic Plan**

Figure 4.3 depicts the aspect of the existence of the strategic plan within the organizations. Most respondents agreed that their organizations had a strategic plan as was shown by 80% while 20% disagreed.





**Figure 4.3 Existence of Strategic Plan**

**Source: Research data, 2011**

### **4.3 Sustainability Strategies Adopted within the Organization**

This section inquired on various statements that described the organization with regard to Economic/Financial Sustainability. This section utilized a likert scale where 1 =Not at all, 2=little extent, 3=Moderate extent, 4=Great extent and 5=very great extent.

#### **4.3.1 Economic/Financial Sustainability in the organization**

This area looked at what the organisations are doing in order to be financially/economically positioned to carry out their main objectives. All financial attributes of the firm were taken into consideration to ascertain their current financial capabilities and also establish whatever mechanisms were being put in place by the NGOs to ensure they enjoyed these financial benefits.

**Table 4.2 Economic/Financial Sustainability**

<b>Economic/Financial Sustainability</b>		<b>Not at all</b>	<b>little extent</b>	<b>Moderate extent</b>	<b>Great extent</b>	<b>very great extent</b>	<b>Mean</b>	<b>STDev</b>
My organization has adequate capital assets such as building, land, vehicles etc and has adequate plans to ensure the same are made adequate in the future.	<b>F</b>	20	71	4	0	0	1.83	0.018
	<b>%</b>	21.1	74.7	4.21	0	0		
My organization has a plan to ensure assets are utilized well and are made available to the foreseeable future	<b>F</b>	0	0	1	77	17	4.17	0.172
	<b>%</b>	0	0	1.05	81.05	17.89		
Does your organization intend in the near future to set up new partnerships and cooperation projects within the country and outside?	<b>F</b>	0	0	4	82	9	4.05	0.108
	<b>%</b>	0	0	4.21	86.32	9.47		
organization financially accountable and putting in place mechanisms to continue to be accountable in the long term	<b>F</b>	0	0	0	72	23	4.24	0.278
	<b>%</b>	0	0	0	75.79	24.21		
My organization is financially stable and has sufficient financial plans for the future.	<b>F</b>	0	2	17	63	13	3.92	0.944
	<b>%</b>	0	2.1	17.89	66.32	13.68		
My organization has clear and elaborate plans to sustain the major source(s) of funding.	<b>F</b>	0	0	11	69	15	4.04	0.560
	<b>%</b>	0	0	11.58	72.63	15.79		
My organization has formed or joined strategic management alliances with other organizations within and	<b>F</b>	20	71	4	0	0	1.83	0.018
	<b>%</b>	21.1	74.7	4.21	0	0		

outside the country.								
We share assets and resources with other organizations and have plans to be independent in the near future.	F	0	0	1	77	17	4.17	0.172
	%	0	0	1.1	81.1	17.9		
Some projects or programs lack adequate funding in our organization but are likely well financed in the long run.	F	0	2	17	63	13	3.92	0.944
	%	0	2.1	17.89	66.32	13.68		

**Source: Research data, 2011**

The researcher was inquisitive to determine the extent to which Economic/Financial sustainability in the organization were adopted. From the finding, majority of the respondent indicated that their organization were financially accountable and were putting in place some mechanisms to continue to be accountable in the long term at a great extent as indicated by mean score of 4.24. Almost the same number of the respondent purported that their share assets and resources with other organizations and have plans to be independent in the near future and that their organization has a plan to ensure assets are utilized well and are made available to the foreseeable future at a great extent as indicated by mean score of 4.17 in each case. On the same, some of the respondents argued that organization had an intension to set up new partnerships and cooperation projects within the country and outside at a great extent as depicted by mean score of 4.05. On the other hand, few of the respondents indicated that their organization had formed or joined strategic management alliances with other organizations within and outside the country and that had adequate capital assets such as building, land, vehicles etc and has adequate plans to ensure the same are made adequate in the future as illustrated by mean score of 1.83.

### 4.3.2 Human Resource Sustainability within organization

This area explored the investment and capacity building done on the human resources in the NGOs in Nairobi. The emphasis was on succession planning and transition management. The researcher was keen to establish the impact of boards on the running of the NGOs and the extent of the relationship between sustainability of the NGOs and the role of the boards.

**Table 4.3 Human Resource Sustainability**

Human Resource Sustainability		Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent	Mean	STDev
The Management is enlightening some organization's staff who lacks knowledge about the organization's mission.	F	0	8	12	52	23	3.95	0.213
	%	0.0	8.4	12.6	54.7	24.2		
My organization has a succession plan in place to ensure continuity.	F	0	0	5	48	47	4.65	1.047
	%	0.0	0.0	5.2	50.5	49.4		
The staff for my organization is adequate and there is an elaborate plan to replace them whenever there is need.	F	0	0	4	51	44	4.59	0.758
	%	0.0	0.0	4.21	53.6	46.3		
The technology we use in our organization is up-to date and the staff are skilled to use them.	F	2	22	46	7	0	2.23	2.275
	%	2.1	23.2	48.4	7.37	0.0		
Our organization undertakes	F	0	8	12	52	23	3.95	0.213

training needs analysis and carries out capacity building.	%	0.0	8.4	12.6	54.7	24.2		
The management has good human resource policy and as such we have low rates of staff turnover.	F	8	12	8	48	47	5.08	4.628
	%	8.4	12.6	8.42	50.5	49.47		
Our management emphasizes on equal opportunity for employment and recruits with priority on meritocracy.	F	0	0	5	51	44	4.62	1.038
	%	0.0	0.0	5.3	53.7	46.3		
Our management ensures that the staff is involved in decision making.	F	0	37	56	6	1	2.85	4.622
	%	0.0	38.9	58.9	6.3	1.1		
The organization has policies in place to listen and ensure that our staff are highly motivated	F	0	4	38	52	6	3.79	3.360
	%	0.00	4.2	40.0	54.7	6.3		
My organization has a management board of directors in place that is active and participates in decision making	F	0	8	5	40	47	4.48	0.519
	%	0	8.4	5.3	42.1	49.5		

**Source: Researcher, 2011**

The researcher requested the respondents to indicate the extent to which human resource sustainability were adopted within their organization. According to the findings, most of the respondents were of the opinion that management has good human resource policy at a very great and they have low rates of staff turnover as illustrated by mean score of 5.08. Other respondents alluded that their organization had a succession plan in place to ensure continuity is in progress at a very great extent. On the other side, respondents purported

that organization had policies in place to listen and ensure that our staff are highly motivated at a great extent as indicated by mean score 3.79. Additionally, some of the respondents contended that their management ensured that staff were involved in decision making as depicted by mean score of 2.85. Few of the respondents were of the opinion that they use technology at a little extent in their organization up-to then and that staffs were skilled to use it as indicated by mean score of 2.23.

It was clear that most organisations are putting in place measures to ensure there is a succession and good transition. The challenges would be that there has not been critical thinking as to when and how these transitions would be undertaken. Where there was the founder syndrome, there was even a greater challenge to place the organisation in the hands of new employees who would likely turn it to something else.

### **4.3.3 Social Sustainability**

The main intention of studying this area of sustainability strategy was to establish the networks that exist between organisations and the communities they serve. This also encompassed the concept of learning organisation to measure the ability of the NGOs to transform and adapt to changing social setups in the region. The questions were asked to elicit feelings on how the organisation was seen to be part and parcel of an existing larger community that it seeks to serve.

**Table 4.4 Social Sustainability**

Social Sustainability		Not at all	Little Extent	Moderate Extent	Great Extent	Very Great	Mean	STDev
My organisation has a research department or research agenda and is well equipped and financed.	F	10	14	17	18	29	3.22	1.256
	%	10.5	14.7	17.9	18.9	30.5		
All stakeholders have shared commitment and ownership of the vision of the organisation.	F	7	10	19	28	37	4.01	0.842
	%	7.4	10.5	20.0	29.5	38.9		
The management is continually flexible and effective in monitoring and evaluation of all our programs.	F	10	7	12	39	36	4.17	0.713
	%	10.5	7.4	12.6	41.1	37.9		
We have good leadership that embraces learning organisation	F	6	10	11	31	37	3.87	0.647
	%	6.3	10.5	11.6	32.6	38.9		
We share assets and resources with other organizations that are less developed like ours.	F	6	11	10	31	37	3.86	0.760
	%	6.3	11.6	10.5	32.6	38.9		
The organization implements programs in partnership with other organizations to deliver our humanitarian programmes	F	10	6	11	28	40	3.86	0.887
	%	10.5	6.3	11.6	29.5	42.1		

Source: Researcher, 2011

Table 4.4 above shows the extent to which social sustainability was adopted within the respective organization of the respondents. From the findings, respondents alleged that management was continually flexible and effective at great extent in monitoring and evaluation of the overall programs as illustrated by mean score of 4.17. A total of (37) respondent indicated that all stakeholders have shared commitment and ownership of the vision of the organization at a great extent as indicated by mean score of 4.01. While other respondents contended that their organization used research department or research agenda to a moderate extent and it was well equipped and financed as indicated by mean score of 3.22.

#### **4.3.4 Environmental sustainability**

This area of sustainability took into consideration that an organisation is a system and is part of the universe around it. Depending on the type of NGO, it may interact with the environment by exchanging mass, energy (including heat and work), labor, natural resources and in some cases, information may also be exchanged. The Environmental systems are vital to the human race and to all living organisms. Without the systems in place and working, we would all cease to exist. Rivers and streams are an example, if the system of this were to not work, then the whole system would collapse. The NGOs varied in how they related with their environment or even if they were aware of their environment in the first place. The findings were as follows.



**Table 4.5 Environmental Sustainability**

Environmental Sustainability		Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent	Mean	STDev
My organization incorporates the views of the community around	F	7	11	19	25	33	3.80	0.503
	%	7.4	11.6	20.0	26.3	34.7		
My organization does invest in the wellbeing of the people and the natural features around us.	F	5	14	17	22	37	3.77	0.315
	%	5.3	14.7	17.9	23.2	38.9		
We do not pollute environment and always carry out environmental impact assessment before starting a program or a project.	F	0	9	17	27	30	3.44	1.247
	%	0.0	9.5	17.9	28.4	31.6		
My organization is engaged in programs that improve on the environment such as planting trees, cleanup activities etc..	F	7	9	11	31	37	4.19	1.562
	%	7.4	9.5	11.6	32.6	38.9		
We have been issued with warning by National Environmental Authority before to caution us for side effects on the environment.	F	0	9	17	27	32	3.55	1.037
	%	0.0	9.5	17.9	28.4	33.7		
We participate in welfare improvement activities with the communities around us.	F	11	9	7	28	40	3.81	1.385
	%	11.6	9.5	7.4	29.5	42.1		

Source: Research data, 2011

The researcher requested the respondent to indicate the extent to which environmental sustainability strategies had been adopted within their organization. According to the findings of the study, most of the respondents argued that their organization had engaged in programs that improve on the environment such as planting trees, cleanup activities at a very great extent as indicated by mean score of 4.19. Some of the respondent argued that they participate in welfare improvement activities within the communities around them and that their organization incorporates the views of the community surrounding them at a great extent as indicated by mean score of 3.81 and 3.80 respectively. Other respondent affirmed that they had been have been issued with warning by National Environmental Authority before to caution us for side effects on the environment and that they do not pollute environment and always carry out environmental impact assessment before starting a program or a project at a moderate extent as indicated by mean score of 3.55 and 3.44 respectively.

It was clear that most NGOs are preoccupied with emergencies and had little time intentionally devoted to the development of the environment around them. Many did considerably conceive the idea of investing into their environment but tangible results and actions were yet to be seen in that direction.

#### **4.4 Discussion**

From this study, it is evident that there is quite a lot the NGOs are contributing to the development of the nation and beyond. Managers and senior board members of the NGOs are increasingly recognizing the critical role of sustainability in the development of their organisation. As a result, many leading NGOs have recently undergone significant changes, driven by the need to improve competitiveness and respond to

economic and social trends. These changes and transition will harness the donor confidence and also create a room to raise resources locally from well-wishers and corporates that want to undertake social course as a corporate social responsibility.

In this highly fluid environment, can any organisation continue doing things as they've always done them, using the same familiar tools, and expect to maintain the same growth in results, outcome and impact? The study reveals that there is need to cope up with the changing times. The government policies to invite and encourage NGOs to supplement its efforts in development has attracted many entrants into the NGO sector in the country meaning increased competition for scarce labor, financial resources and natural resources.

The study revealed pivotal issues, its implications for the role of management, the opportunities created by new ways of thinking and the risks of ignoring them. It is definitely time for NGOs to critically measure their outcomes and compare with investments made. Even more critically is the thinking of existing to deliver same services and goods to the communities. This requires more intentional thinking on sustainability strategies by the NGOs.

The study did uncover an obsession with short term results as a significant impediment to organizational sustainability, and also inertia – sluggishness to change. The relentless chase for short term name building and relevance may lead to instability and even serious economic crises for the NGOs in Nairobi. The government need to help set a level playground where NGOs can develop but also be more accountable to the communities they serve.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the data findings on the analysis of sustainability strategies adopted by Non-Governmental Organizations in Nairobi, the conclusions and recommendations are drawn there to. The chapter is structured into summary of findings, conclusions, recommendations, limitation of the study and area for further research.

### **5.2 Summary**

From the responses received, the study found that most of the NGO's had been in operation for 10-15 years in Nairobi comprising. On the area of operation, most NGO's were involved in developmental activities. Further, on the existence of the strategic planning, the study found that most organizations had a strategic plan.

On the area of sustainability strategies and the organisation with regard to Economic/Financial Sustainability, most respondents agreed that their organisations had clear and elaborate plans to sustain the major source(s) of funding, the organization had formed or joined strategic management alliances with other organizations within and outside the country, some projects or programs lacked adequate funding in the organisation but were likely to be well financed in the long run and that their organizations shared assets and resources with other organizations and had plans to be independent in the near future. However, some respondents agreed to a small extent that

their organisations had adequate capital assets such as building, land, vehicles etc. and had adequate plans to ensure the same are made adequate in the future.

On the area of human resource sustainability, most respondents agreed to a great extent that their organisations had a management board of directors in place that is active and participates in decision making, the management is enlightening some organization's staff who lack knowledge about the organization's mission and that their organisation undertakes training needs analysis and carries out capacity building. Indeed some of the respondents disagreed that their management ensures that the staff is involved in decision making and that the management had good human resource policy and as such there existed low rates of staff turnover in these NGOs.

On the area of social sustainability, majority of the respondents indicated that their organizations implements programs in partnership with other organizations to deliver their humanitarian programmes as was shown by a mean score of 4.7 and that their organizations shares assets and resources with other organizations that were less developed or endowed like theirs.

On the area of environmental sustainability, the research found that most respondents agreed that their organizations incorporated the views of the community around and that the organizations were engaged in programs that improve on the general environment such as planting trees, cleanup activities and that it did not pollute the environment and always carried out environmental impact assessment before starting a program or a project.

### **5.3 Conclusion**

The study concludes that the Non-Governmental Organizations continue to adopt various sustainability strategies as a means to ensure they continue to carry out their mission in the light of the existing circumstances. These strategies are aimed at ensuring economic/financial, human resource, social and environmental sustainability for the organizations. The overall effect of the adoption of these strategies is the effectiveness of the organization and a sense of confidence to operate into the foreseeable future. In return, internal effectiveness and efficiency, preservation of the organization's resources, proper maintenance of and adherence to laws, rules, and values of such organizations have developed for the common good.

Emphasis is being put on the need to develop business model as a way to raise income for the local programs especially for those NGOs that have head offices abroad. In fact, there is a significant synergy that is derived when local offices supplement the efforts of the headquarters. Where there were existing strategies to ensure sustainability, programs and projects being undertaken seemed to be more permanent than where such was not the case. This indicates then that there is a strong relationship between sustainability strategies and the expected future of the organization.

### **5.4 Recommendations**

This study recommends that non-governmental organizations need to be more intentional and realistic given the resources available at a given time. Organizations should be able to understand their financial capability and the opportunities that exist to expand the very capital base. Assets owned and those that can be accessed by the organization are very

critical in the achievement of the mission by any organization. The dependency syndrome need be fought in and out in order to allow the management of these NGOs to apply SWOT analysis in an attempt to utilize the environmental benefits that exist for them to be sustainable.

NGOs operating in Nairobi should start to think about the possibilities in program partnership or collaborations. Since most of the NGOs are trying to achieve the same ultimate goal for the communities in which they serve, there is need to consider working together around strengths and weaknesses and share resources where possible. Whereas there is an emerging competition for the scarce donor funding, it would help if the NGOs establish facilities such as common labor and financial pool. Such a pool can be made available for NGOs operating in specific fields. This can reduce unnecessary competition from organizations that may not necessary be operating in specified core business.

The NGO Coordination Board should also be very proactive in coordinating the activities of the NGOs to the extent that they help in strengthening possible partnership and sharing of resources among the NGOs. The NGO Coordination board can also be very instrumental if it extends its mandate to include mapping of needs for new entrants into the NGO sector. This was needed because most of the new NGOs seem to struggle in the search of the real needs and gaps that exist and need to be addressed in the community.

## **5.5 Limitations of the Study**

This study faced a hurdle of categorizing the NGOs in Nairobi more elaborately. There exists no known body that clearly classifies all NGOs operating in Nairobi. Many of them overlap in terms of their objects and end up multi-tasking in all the sectors of the

economy. This made it difficult to reach all the NGOs that could represent different views on sustainability strategies they have adopted to remain in the mission.

Some NGOs in Nairobi are attempting to adopt business models to supplement their resources but they do not know whether they have turned the whole NGO into a business or not. This presented a huge challenge in analyzing them as they could not clear know whether they were NGOs indeed or not. For some, only the registration certificates identified them as NGOs.

### **5.6. Suggestion for Further Research**

This study exposed areas that can be of interest for further studies among the NGOs in Nairobi. One of such area is the extent of adoption of business models by Non-Governmental organizations in Nairobi as an alternative to sustainability of the NGOs. The other area that can be explored further would be role of NGO's Coordination Board as a governing body for NGOs in the struggle for sustainability of NGOs in Nairobi Kenya. It would also be interesting to see the nature of relationships between NGO headquarters and local offices.



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## APPENDICES

### APPENDIX 1: Letter of Introduction

Leonard Chumo Falex

P.O. Box 27075-00100

Nairobi, KENYA.

**Dear Respondent,**

**RE: DATA COLLECTION**

This questionnaire is a tool I am using to carry out an academic study to determine the sustainability strategies adopted by NGOs in Nairobi. The information provided by the organizations will enable me to make conclusions concerning the above subject and make recommendations for further studies in the future.

Please note that the study was conducted as academic research and the information you provide was treated in strict confidence. Strict ethical principles were observed to ensure confidentiality and the study outcomes and report will not include reference to any individuals or organizations. Each questionnaire should be returned, answered or not, to the person delivering them to allow completion of the exercise.

The researcher requests that you kindly spare the next 20 minutes to complete the attached questionnaire.

Thank you in advance for your co-operation.

Yours Faithfully,

Leonard Chumo Falex



## APPENDIX II: Structured Questionnaire

**Instructions:** Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately.

**Confidentiality:** The responses you provide was strictly confidential. No reference was made to any individual(s) or organization in the report of the study.

### SECTION ONE: GENERAL INFORMATION

1. Name of organization: .....
  2. How old is the organisation in Nairobi: Below 5years [ ] 5-10years [ ] 10-15years [ ] Above 15 years [ ]
  3. What area of operation does your organization work in?
    - a) Disaster / Emergency relief response [ ]
    - b) Long-term humanitarian assistance [ ]
    - c) Religious activities [ ]
    - d) Developmental [ ]
    - e) Religious activities [ ]
    - f) Others [ ]
3. Does your organisation have a strategic plan? a) Yes [ ] b) No

**SECTION TWO: SUSTAINABILITY STRATEGIES**

The following statements describe your organisation with regard to Economic/Financial Sustainability. Indicate (tick) appropriately.

Economic/Financial Sustainability	1=Not at all	2=Little extent	3=Moderate extent	4=Great extent	5=very great extent
a. My organisation has adequate capital assets such as building, land, vehicles etc and has adequate plans to ensure the same are made adequate in the future.					
b. My organisation has a plan to ensure assets are utilized well and are made available to the foreseeable future					
c. Does your organisation intend in the near future to set up new partnerships and cooperation projects within the country and outside?					
d. Is your organisation financially accountable and putting in place mechanisms to continue to be accountable in the long term?					
e. My organisation is financially stable and has sufficient financial plans for the future.					
f. My organisation has clear and elaborate					

plans to sustain the major source(s) of funding.					
g. My organization has formed or joined strategic management alliances with other organizations within and outside the country.					
h. We share assets and resources with other organizations and have plans to be independent in the near future.					
i. Some projects or programs lack adequate funding in our organisation but are likely well financed in the long run.					

The following statements describe your organisation with regard to Human Resource Sustainability. Indicate (tick) appropriately.

Human resource Sustainability	1= Not at all	2= Little extent	3= Moderate extent	4=Grea t extent	5=very great extent
a) The Management is enlightening some organization's staff who lack knowledge about the organization's mission.					
b) My organisation has a succession plan in place to ensure continuity.					
c) The staff for my organisation is adequate and there is an elaborate plan to replace them whenever there is need.					
d) The technology we use in our organisation is up-to date and the staff are skilled to use them.					
e) Our organisation undertakes training needs analysis and carries out capacity building.					
f)The management has good human resource policy and as such we have low rates of staff turnover.					
g) Our management emphasizes on equal opportunity for employment and recruits with priority on meritocracy.					
h) Our management ensures that the staff is involved in decision making.					
i) The organisation has policies in place to listen and ensure that our staff are highly motivated					
j) My organisation has a management board of directors in place that is active and participates in decision making					

The following statements describe your organisation with regard to social sustainability. Indicate (tick) appropriately.

	1=Not at all	2=Little extent	3=Moderate extent	4=Great extent	5=very great extent
<b>Social Sustainability</b>					
1. My organisation has a research department or research agenda and is well equipped and financed.					
2. All stakeholders have shared commitment and ownership of the vision of the organisation.					
3. The management is continually flexible and effective in monitoring and evaluation of all our programs.					
4. We have good leadership that embraces learning organisation					
5. We share assets and resources with other organizations that are less developed like ours.					
6. The organisation implements programs in partnership with other organizations to deliver our humanitarian programmes					

The following statements describe your organisation with regard to Environmental sustainability. Indicate (tick) appropriately.

Environmental Sustainability	1=Not at all	2=Little extent	3=Moderate extent	4=Great extent	5=very great extent
a) My organisation incorporates the views of the community around					
b) My organisation does invest in the wellbeing of the people and the natural features around us.					
c. We do not pollute environment and always carry out environmental impact assessment before starting a program or a project.					
d. My organisation is engaged in programs that improve on the environment such as planting trees, cleanup activities etc..					
e. We have been issued with warning by National Environmental Authority before to caution us for side effects on the environment.					
f. We participate in welfare improvement activities with the communities around us.					
g. Our organisation understands the benefits of environmental conservation and conveys the same to the members of staff.					

**THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION**

### APPENDIX III: Gantt Chart

Activity	Mar	April	June	Sept	Oct	Nov
Formulate and clarify research topic	■	■				
Read literature	■	■				
Define objectives clearly and finalize objectives	■	■				
Proposal preparation			■			
Develop questionnaire			■			
Defense of research proposal				■		
Devise research strategy				■		
Pilot test and revise questionnaire					■	
Administer questionnaire					■	
Data Analysis and drafts preparation					■	
Final Project Defense						■
Submission of corrected final copy						■

## APPENDIX IV: The Budget

CORE ACTIVITIES	ITEMS/PARTICIPANTS	TOTAL COST
Equipment and Consolidation of literature	Secondary search - Travel expenses	2,500
Designing and developing research instruments	Typing and photocopying of research instruments	2,500
Research Induction and training	Transport for researcher and research assistant	5,000
Finalizing of research instruments typing and photocopying	Transport for researcher and research assistant	5,000
Main field/ data collection	Travel allowance for researcher and one research assistant	6,000
Data processing, coding and entry	Researcher and one research assistant 10*1000	8,000
Data Analysis	Statistical Data Manipulation	10,000
Report writing and Typing	Reports drafts and final copies	10,000
Others	Books, Reams of paper and Telephone	5,000
10% contingency and institutional costs	---	5,000
<b>TOTAL</b>		<b>59,000</b>