

**EFFECT OF STRATEGIC CHANGE ON STRATEGIC CHOICE
OF INTERNATIONAL NON-GOVERNMENTAL
ORGANISATIONS IN KENYA**


FREDRICK AMBANI MWALE

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, FACULTY OF BUSINESS AND
MANAGEMENT SCIENCE, UNIVERSITY OF NAIROBI**

2021

DECLARATION AND APPROVAL

I, Fredrick Ambani Mwale, hereby declare that this MBA research project titled “Effect of Strategic Change on Strategic Choice of International Non-Governmental Organizations in Kenya” is my original work and has not been presented to any institution, college or university for award of any certificate, diploma or degree.

Signature:  _____ Date: 1/12/21

FREDRICK AMBANI MWALE

D61/35579/2019

MBA Program

SUPERVISOR’S APPROVAL

This research project prepared by Fredrick Ambani Mwale has been submitted for examination with my approval as the appointed University Supervisor.



Signature:

Date: 1ST DECEMBER 2021.

PROF. JAMES M. GATHUNGU PhD, CPS(K)

Department of Business Administration

Faculty of Business and Management Science

University of Nairobi

ACKNOWLEDGEMENT

I am obliged to the Lord for the good health and wit He has granted me throughout my life and studies. I am grateful to all academic and non-academic staff in the faculty for making this journey a success. My distinctive support goes to my able supervisor Prof. James M. Gathungu for his dedication and understanding during the course of this research project.

I thank the University of Nairobi for making this dream possible by sponsoring me through their scholarship program. I do not take for granted the support I received from my friends and classmates in the program. I may not be able to list your names here but may God bless you abundantly and fill you with happiness.

DEDICATION

I dedicate this project to my lovely mother, Mary Masitsa and my entire family. Thank you for believing in me and giving me the resilience to keep going.

ABSTRACT

Environmental forces continue to define how organisations behave. Strategic change has been adopted by organizations to respond to these forces. Organizations must understand the circumstances under which strategic change is to be implemented (Van de Ven & Poole, 1995). The study aimed establishing how strategic choice of INGOs in Kenya is influenced by strategic change. The study is anchored on Behavioural Theory and supported by Strategic Choice Theory and Kotter 8-Step Change Model. Descriptive cross-sectional research design was applied. The population of study included 1079 international non-governmental organizations in Kenya from which a sample of 108 organizations was drawn using stratified and simple random sampling techniques. A questionnaire with closed-ended and open-ended questions was applied as the research instrument. The study revealed that international non-governmental organizations in Kenya practise strategic change to a high extent. The study determined that the relationship between strategic change and strategic choice was positive but of a moderate strength with correlation coefficient of 0.589. The data was statistically significant with F-Value of 9.703 and p-value of $0.000 < 0.05$. International non-governmental organizations in Kenya have experienced success after implementing strategic change by forming powerful coalitions with their employees. From the findings, the study recommends that international non-governmental organizations in Kenya should only focus on strategic change programs that will ensure organizational success in order to maximise on the scarce resources. The regulator should digitize records and automate key processes such as registration and dissolution to increase efficiency in the sector. NGOs should focus on programs that are critical to the society. They should push the government to put in more resources and formulate effective policies in important sectors such as education and health. This will ensure long-term sustainability of NGOs as they channel their scarce resources towards other important and neglected areas.

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ABBREVIATIONS

BOARD	NGOs Coordination Council
BT	Behavioural Theory
CBO	Community Based Organization
COUNCIL	NGOs Council
CEO	Chief Executive Officer
INGO	International Non-Governmental Organisation
NGO	Non-Governmental Organization
SCT	Strategic Choice Theory
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations experience radical change resulting from the external and internal environment. Managers and leaders must therefore put in place proper mechanisms for change management. Organizations face the challenge of choosing one or more choices among the many available alternatives (Christensen, Rayner & McDonald (2015). The process of choosing the best alternative among the many options is hectic (Hickson, Bustler, Cray, Mallory & Wilson, 1986). Economic and technological changes have necessitated organizations to champion for change (Burnes (2004). For instance, alliances, new services/products, changing of structure and new technology are vital for an organization.

The study is anchored on Behavioural Theory (BT) by Cyert and March (1963) and supported by Kotter 8-step change model by Kotter (1996) and strategic choice theory (SCT) by Child (1972) in determining the effect of strategic change on strategic choice of international non-governmental organisations in Kenya. Behavioural theory defines the mechanisms and decisions which an organization should embrace in order to survive and remain competitive. Strategic Choice theory elaborates the environmental factors that a firm should consider when making decisions and how decisions should be made. The Kotter 8-step model demonstrates how change process should be conducted in an organization.

NGOs undertake different activities that are very essential in the community (World Bank 1995). They are classified into various categories such geographical location and

the purpose they serve. International non-governmental organizations are non-organizations that have operations beyond Kenya and are allowed to carry out their activities in Kenya by a registration certificate (Kenya Law Reports 1990). There were one thousand seventy-nine international non-governmental organizations at the end of August 2021. The total non-governmental organizations in Kenya by end of 2020 was nine thousand two hundred fifty-five (NGOs Coordination Board, 2021). Coordination, supervision and regulation is vested in the NGOs Coordination Board. Non-Governmental Organizations Council is responsible for bringing all non-governmental organizations in Kenya together (NGOs Council, 2021).

1.1.1 Strategic Change

According to Hofer and Schendel (1978), strategic change involves re-examining the strategy of an organization by reapportioning synergies and resources to achieve a major breakthrough. Strategy comprises of the decision-making rules in partial ignorance scenarios (Ansoff 1979). Change is the overall process of moving from a current situation to a future situation that is unknown and uncertain (Ozturk 2016). The process of change never stops. According to Farmer (2013), it is a continuous process that involves realigning and reengineering in order to affirm to the environment. Strategic change focuses on incorporating the recommended change in the firm (Pfeifer & Bisenins, 2002). It also matches the organization and ecosystem.

Organizations implement strategic change in order to counter forces from the internal and external environment. According to Kotter (1999), internal and external forces can be legal, economic, social or technological. An organization has no control over external forces as they affect the entire market and industry. Firms must therefore develop strategies to maximise on the opportunities and mitigate on the threats in the

external environment. Strategic change can be implemented through restructuring which helps to mitigate threats present in the external environment. It is also perpetual in the sense that it involves regular revision of internal systems and structures (Nutt, 2001).

Organizations must first understand the strategic direction before implementing strategic change (Johnson & Scholes, 2010). Concepts in management that try to expound on the challenges that organizations face in the environment has increased in the recent past. Matching the organization to its environment involves redefining the organization's strategy by reapportioning resources efficiently to achieve success in the organization (Hofer & Schendel, 1978). Entities with structures and systems that are difficult to alter are likely to perform badly and end up collapsing (Holland, 2000).

1.1.2 Strategic Choice

Strategic choice is set of decisions taken by an organization to define its strategy. Strategic direction of an organization is established through strategic choice. According to Bagire, Aosa and Awino (2003), in the context of non-governmental organizations, strategic choices involve the services and programs that the organizations offer to their clients. According to Child (1997), it is the process through which the people who lead the organization deliberate on the best option that maximizes the firm's value. Managers must decide the best alternative that not only increases the firm's value but ensures that long-term sustainability.

Decisions taken in the organization by manager and leaders shape the strategy of the organization. Competitive advantage can only be achieved by adopting decisions that are advantageous to the organization. High ranking members of the organizations must therefore think analytically and critically when making decisions for the organization.

Many researchers have examined the strategic change choice in organizations (Simerly & Mingfang, 2000 & Kreidler, 1999) Even though different scholars have examined this concept, majority resonated with Miles and Snow (1978) framework and put less emphasis on not for-profit entities.

1.1.3 International Non-Governmental Organizations in Kenya

Non-profit organizations are non-public entities that pursue various objectives which focus mainly on uplifting the society (World Bank, 1995). A non-governmental organization is an association of people with a similar objective that does not aim on maximizing profit but ensuring a good environment (Kenya Law Reports, 1990). Non-governmental organizations are clustered as either national or international. International non-governmental organizations operate in Kenya using a registration certificate issued by the NGOs Coordination Board. National non-governmental organizations do not have ventures and interests outside Kenya (Kenya Law Reports, 1990).

Non-governmental organizations are classified in different ways such as level of cooperation and geographical area presence. International non-governmental organization have been in existence for close to two centuries. In early 20th century, there were close to one thousand eighty-three international non-governmental organizations globally (Davies, 2008). According to Kenya Law Report (1990), the Non-Governmental Organizations Co-ordination Board is responsible for overseeing the operations of non-governmental organizations in Kenya. The Council has the mandate of bringing all non-governmental organizations in Kenya together (NGOs Council, 2021). According to the Board, there were one thousand seventy-nine international non-governmental organizations in Kenya as at August 2021.

1.2 Research Problem

Survival of firms is determined by how firms adopt strategic change. Implementation of strategic change is done in various such restructuring and amending culture (Muathe & Amir 2018). These strategic change management practices greatly impact on non-governmental organizations success. According to Munjua (2012), communication of strategic changes should be done in time. Timely communication ensures that the change achieves its intended objective. Resistance to change is greatly reduced and mitigated by timely communication of strategic change. Implementation of strategic change and brings excellence in the organization.

Turbulence in international non-governmental organizations is very high. If external threats are not properly handled, they can negatively affect the operations of the organization. International non-governmental organizations must draft mechanisms and strategies to counter the dangers posed by external threats and turbulences in the environment. Developing these mechanisms and strategies calls for implementation of change. Feasible of change programs must be assessed prior to change implementation. This helps mitigate on the negative effects of the change programs. Legitimacy of non-governmental organizations is questioned to a little extent in Africa (Bagire et al. 2014 & Brass 2010). Non-governmental organizations have found themselves in conflict with the state precipitating the state to enact laws that undermine their operations and activities. Non-governmental organisations are coupled with insufficient funding which is detrimental to them. Resources are scarce in the sector since all organizations strive to have share of these resources especially funds. Insufficient funding rations and constrains the impact of non-governmental organizations services and programs.

Many scholars have explored the concept of strategic change and strategic choice and have come up with varying and conflicting results. Muathe and Amir (2018) pioneered a study to determine how performance of organizations is influenced by strategic change. The study failed to incorporate strategic change in its variables necessitating need for more research. Jalagat (2016) conducted a study to establish how achievement of corporate objectives and goals is affected by change management and change. The context of the study is not in international non-governmental organizations which creates a contextual gap. There is also a conceptual gap in the study since it did not incorporate strategic choice. Namatsi (2018), did a study to sought out how performance is influenced by strategic choice. The study dwelled on deposit-taking cooperative societies resulting in a conceptual and contextual gap. Bagire et al. (2014) did a study to determine legitimacy of NGOs in Africa and their strategic inclination. Brass (2010) did a similar study to determine how legitimacy of the state is affected by NGOs. The study focused on legitimacy of non-governmental organizations creating a conceptual gap. Bagire et al (2014) was carried in Uganda thus resulting in contextual gap. Munjua (2012) did a research to determine change management practices assimilated by non-governmental organizations. This was a case study and ignored the concept of strategic choice creating methodological and conceptual gaps.

Even though the preceding studies are critical to the concept of strategic change and strategic choice, evidence shows that there exist knowledge gaps. The study strived to fill these research gaps by answering the question: How is strategic choice of international INGOs in Kenya affected by strategic change?

1.3 Research Objective

The objective of this study was to determine how strategic choice of INGOs in Kenya is affected by strategic change.

1.4 Value of the Study

The results of this research are important in utilization of Behavioural theory, strategic choice theory and Kotter 8-Step change model. Behavioural theory examines and explains the traits of organizations how they associate with their stakeholders. The theory is applicable in drafting plans to maximise on available opportunities in the market by sighting critical issues of incentive the boundaries of the organization. When implementing change programs, firms can employ the Kotter 8-step change model for fruitful change execution. Kotter 8-step model elaborates the best way on how to initiate change in the organization and the requirements of each stage of change implementation. Strategic Choice Theory elaborates on how managers and leaders of an organization interact amongst themselves, those they lead and with other internal and external stakeholders.

Other scholars can adopt the results of this study in filling in research gaps in other studies. The concept of strategic choice and strategic change will gain more meaning from the finding of this study. By overcoming limitations in this study, future studies can produce more accurate and reliable findings. Since this is the first research on this topic, the methodology develop will shape and act guideline for future research on the concept and context.

Stakeholders from different sectors will benefit from this study. Results of this study can be applied by the government in formulating better policies and regulations for the

sector. Through policy formulation, the government will be able to establish an environment that will ensure the sector thrives. The negative effect of changes in the external environment can also be mitigated by adopting efficient policies using the result so this study. Managing strategic choice and strategic change will also be easy as since this study will lay out a precedent on how to implement change in the organization. Planning in the sector be benchmarked on the findings of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section debates works of other scholars and is arranged systematically from theoretical literature, the main discussion section, review of literature and abstract of empirical studies and research gaps.

2.2 Theoretical Foundation

Strategic management is a function of strategic change and other important concepts. Strategic change is made up of the decisions that the firm takes to shape its strategic direction and improve its competitive advantage. Compared to other organizations, non-governmental organizations are not spared from regularly reviewing their strategy in order to excel.

2.2.1 Behavioural Theory (BT)

Behavioural theory was included in organizational economics by Barney and Ouchi (1986). Behavioural theory analyzes the activities in the organization, how inventory is handled, how scheduling of activities and production are handled. The theory expounds more on decisions that are beneficial to the organization. Identification of organizational boundaries and matters incentive that add value to the organization are important in BT.

The theory focuses more on the how to make valuable decisions in the organization. It also outlines the criteria in which the decisions are to be made. The theory demonstrates the basic principles in economic theory and complex organizations theory (Cyert &

March, 1963). Organizations ignite the strategies and information that is used as basis for decision making.

2.2.2 Kotter 8-Step Change Model

The model strives to determine how change should be undertaken in an organization. The model was formulated by Kotter (1996) to shape decision making in regard to change in the organization. In most cases the model is applied at the corporate level of the organization. The model stipulates that change has to involve a number of processes for it to be successful. There need to build urgency, form coalitions, having a clear goal, setting up a benchmark, reducing challenges that may be encountered in implementation, creating short-term wins, ensuring faster implementation and institutionalizing the change.

Change usually encounters resistance since people never accept to move into the unknown. Moving into the unknown comes with risks such losing status among others. This ignites people to resist change process and thus impacting negatively on change results. Bringing around a sense of urgency allows employees to commit fully to the change campaign (Muathe & Amir, 2018). According to Kotter (1998), forming of partnerships minimises resistance to change and increases the benefits of change program.

2.2.3 Strategic Choice Theory (SCT)

The postulation affirms that the best course of action in the organization is a function of different facts such as strategy orientation. According to Chandler (1962), the concept of strategic choice and it affects strategy and structure first came into limelight in 1962. Strategic choice forms a critical component of organization theory (Chandler, 1962 & Child, 1972). According to Miles, Snow, Meyer and Coleman (1978), the

structure and processes of an organization are greatly affected by the decisions that firms take.

Achievement of organizational objective is impacted by the organization's strategic choices. Resource allocation is made easy by use of strategic choice as it allows for efficient allocation and redeployment. It allows those in leadership to interact with other members of the organization and among themselves. According to Whittington (1989), the theory sees organizations as adaptable and flexible and emphasizes the importance of people the planning process.

2.3 Strategic Change and Strategic Choice

Carton (2004) established that implementation of strategy involves transfiguring strategic choices into measures that are strategic to facilitate the organization realize its craved level of performance. An organization's objectives and performance are affected by strategic choices taken. Muathe and Amir (2018) carried out a study to determine how performance of NGOs is influenced by strategic change. Evidence from the study reveal that organization culture highly influences performance and that the association between communication and participation of employee is positive.

Services and programs offered by non-governmental organizations are important to the community. Bagire et al. (2014) rolled out a study to determine how NGOs in Africa position themselves strategically and their relationship with the government. Evidence from the study revealed that there are varying views on NGOs relationship with the government, how they position themselves strategically, funding, role, operations and how they can operate in the long run. Results from the study release evidence that reveals how active non-governmental organizations are in ensuring economic growth and stability. These organizations receive huge funding and they support the

government in offering basic services to the citizens. Even though non-governmental organizations provide basic services to the community and assistance the government in ensuring economic growth, they have faced challenges from the same governments. The governments perceive these organizations as threats to their legitimacy and they try to punish them by enacting laws that are punitive to them. The findings by Brass (2010) resonate with Bagire et al. (2014) as she confirms that non-governmental organizations face challenges from the government when they oppose some their public policies that seem to undermine justice and rights of its citizens.

For an organization to succeed and survive, organisations need to embrace change. Despite this, implementation of strategic change will not result in default success. Gitonga (2014) carried out a study to establish how performance is influenced by strategic change and developed a positive association between performance of a firm and technological change and transformation of structure. Implementation of strategic change should only be implemented upon the management carrying out the necessary tests to ensure that it has done all that is relevant in ensuring success of the program. This will help ensure success as the flaws in the process or program are spotted and corrected in time. Aligning the change program to the objective of the organization is very essential in ensuring success (Jalagat, 2016).

Product and service improvement increases customer satisfaction and ensures survival of the organization (Namatsi, 2018). Brand and product positioning are highly influenced by the quality of product or service offered to the market. According to Porter (1985), it is therefore necessary for organizations to continue innovating and creating new products in order to remain relevant and out do their competitors. It is important to ensure a match between the interests of the members of the organization and the objective and strategic choices of the organization. Involvement of stakeholders

in strategic decisions is important for the success of the decision to be implemented (Munjua, 2012).

Non-governmental organizations operate in environment that is unstable and customized with turbulence. These organizations tend to set up presence in even high volatile environments full of political instability and other risks. According to Kamasak, Yavuz and Ozturk (2017), in order to remain visible in the industry, firms must develop competitive advantages that will ensure their survival and robustness. Those in management and leadership have the sole responsibility of revising the strategy to ensure that it is in tandem with the demands of the environment. According to Bagire et al. (2014), proper application of resources as financial resources is very critical for the success of non-governmental organizations. According to Fraser and Pong (2009), non-governmental organizations have been on the spotlight with regard on how they apply the funds received from donors and other partners. These organizations must therefore be open and accountable on how they use the resources received.

Leadership and management of organizations are vested with responsibility of sighting issues and events that can affect and shape the strategic direction of the organizations (Dutton & Duncan, 1987). According to Tushman and Romanelli (1985), the management must use intuition in forecasting the impact of external environment on the firm's strategic direction. Poor analysis and projection of these opportunities and threats will influence success negatively.

According to Tushman and Romanelli (1985), organizations grow organically through very stages that are full of turmoil. They also tend to step by step change in order to mitigate on negative impact and externalities. Management will respond differently to strategic matters arising in their organizations depending on the prevail circumstances

(Dutton & Duncan, 1987). These because the objectives, goals and strategic choices are different and have different horizons.

When drafting the strategy of an organization, strategic change is given a great weight since it shapes the overall performance of the strategy. According to Andrews (1971), the strengths inherent in the organization must be utilized to properly to eliminate the internal weaknesses and capitalize on opportunities while mitigating on threats. Firms need to adopt approaches such as incremental, rational and intuitive when drafting strategic choices for them to remain relevant (Daniels, 1988). Risk taking is also necessary when implementing strategic change in the organization. According to Hambrick and Mason (1984), firms must stop being rigid by sticking to the status quo in order to increase their value.

Entities should establish a model for change that will ensure overall success. Strategic changes such as reengineering, restructuring and changing organizational culture improve the performance of an organization (Van de Ven & Poole, 1995). Management must therefore adopt models and theories of change that are feasibility. It is important to note circumstances under which each model and theory applies. Before implementation of strategic change, a feasibility study must be done to determine how the change will affect various functions and units of the organization.

Kamau (2013) determined that strategic change highly influenced performance of large printing firms in Nairobi. Organizations must embrace good strategic change practices in order to achieve success and remain competitive. Strategic change is operationalised through practices such as strategic alliances. Alliances can be marketing and technological among others. According to Akewushola, Tijani and Adelekan (2018), strategic alliances positively affect an organization's performance.

2.4 Review of Related Literature

Jalagat (2016) demonstrated that having a clearly laid down mechanism of strategic change implementation is very important as it matches the change program to its goals and vision. Muathe and Amir (2018), found out that strategic change and how a firm performs are greatly related. These two studies did not touch on the concept of strategic choice and their contexts were not in INGOs. The study Carton (2004) also failed to focus on strategic change as it dwelled on how strategic choices influence performance.

Study by Namatsi (2018) established the importance of continuous improvement in organizations in order to be sustainable. Product and service innovation was found to be critical. The study was on a different concept which created a conceptual gap. Van de Ven and Poole (1995) determined that organizations must have proper mechanisms for change implementation. They need to evaluate the circumstances under which strategic change is to be implemented and decide on the best change management theory and model to apply. This study overlooked strategic choice resulting in a conceptual gap. Methodology applied in the study was review of literature which brings about a methodological gap. Studies by Kamau (2013) and Akewushola et al (2018) focus on how strategic change influences performance. This also results in a conceptual gap.

Brass (2010) and Bagire et al. (2014) established that legitimacy of the government is less affected by the presence and operations of non-governmental organizations. People view this issue differently have varying opinions on it. The study by Bagire et al. (2014) explains the strategic orientation of these organizations and how they are engaged in community activities. Even though the two studies were in the context of non-governmental organizations, they did not focus on determining how strategic choice is

influenced by strategic change. Munjua (2012) found out that it is critical to involve all organizational members in managing strategic change. Managing resistance to change is also a key aspect in the success of the change program. This study resulted in a methodological gap as it was a case study. Study by Kamasak et al. (2017) concluded that NGOs need to draft strategies in order to survive since they operate in a dynamic environment. Fraser and Pong (2009) also explained that must explain and demonstrate how they apply resources received. There is a conceptual gap in the two studies as they bypass the concept of strategic change.

2.5 Summary of Empirical Studies and Research Gaps

Organizations practise strategic change to achieve various objectives. The concept of strategic change has been argued in different contexts by various writers. This has helped understand how strategic change relates with different variables in the organization. Literature on strategic change reveal contradicting results on how strategic change relates with variables such as strategic choice. Organizations require strategic change in order to enhance effectiveness, efficiency and overall organizational success. Strategic change has proved to be a key factor in organization survival and continues to play a key factor in strategy implementation.

Table 2.1: Summary of Empirical Studies and Research Gaps

Study	Author	Key Findings	Methodology	Research Gaps	Current Study Focus
A Synthesis of the Strategic Orientation and NGO legitimacy in the African Economic Setting	Bagire et al (2014)	People view orientation in strategy differently. There are questions about legitimacy.	Exploratory research design	Excluded concept of strategic change. Methodology was different in the that it adopted exploratory design.	Dwells on strategic change. Applies descriptive design.
Explaining Development and Change in Organizations	Van de Ven & Poole (1995)	Strategic change influences firm performance. Organizations must identify change theory and model that suites their circumstances.	Review of Literature	The methodology applied was a review of literature. The study concentrated on firm performance rather than strategic choice.	This was descriptive research design. Focuses on strategic choice and strategic change.
NGOs in Kenya: Increase State Legitimacy or Undermine Popular Support?	Brass (2010)	People have limitation on getting in touch with non-governmental organizations. There is perception that NGOs are reliable than the state.	Exploratory research design	Applied exploratory design. Focused on popular support and legitimacy of NGOs	Uses descriptive design. Dwells on strategic change and choice.
Relationship Between Strategic Change and Organizational Performance of Large	Kamau (2013)	Strategic change influences performance of entities.	Descriptive design	Involved printing companies in Nairobi Kenya. Focused on strategic and strategic choice	Current study concentrated on INGOs in Kenya. Focuses on strategic change and strategic choice

Printing Firms in Nairobi Kenya					
Strategic Alliance and Firm Performance: A Focus on Service Industry	Akewushola et al (2018)	Strategic alliances positively influence firm performance	Descriptive design	Study focused on service industry in Nigeria. Concept was on strategic alliance and performance	Focused on INGOs in Kenya. Concept was on strategic change and strategic choice.
Strategic Change and Performance of Non-Governmental Organisations in Mandera County, Kenya	Muathe & Amir (2018)	Culture, structure and leadership have a direct association with performance	Descriptive survey	Dwells on performance and ignores strategic choice	Dwells on strategic choice
Strategic Change Management Practices at the Agency for Cooperation and Research in Development in Kenya	Munjua (2012)	Practices such as groups within the organizations, enriching resource base and change communication are practised.	Case study	It was a case study Ignored strategic choice.	Applies descriptive design. Stresses concept of strategic choice.
The Effects of Strategic Change on Organization Performance. A Case Study of Capital Markets Authority, Kenya	Gitonga (2014)	Organization performance is highly influenced by strategic change	Case study	Analysed few events. It focused on performance and strategic change.	Uses descriptive design. Incorporates strategic choice as study variable

The Impact of Change and Change Management in Achieving Corporate Goals and Objectives: Organizational Perspective	Jalagat (2016)	Developing mechanisms for minimizing change resistance is important. Leaders are critical in the change process. Change and objectives should be matched.	Explanatory research design	Uses exploratory design.	This is a descriptive design
The Creation of Momentum for Change Through the Process of Strategic Issues Diagnosis	Dutton & Duncan (1987)	Momentum of change is affected by feasibility and urgency of change.	Descriptive design	Concentrates strategic change and the issues around them.	Revolves around strategic change and choice
The Link Between Strategic Choice and Performance of Deposit-Taking Cooperative Societies in Kenya	Namatsi (2018)	Innovation is key in organizational performance	Regression analysis	Focused on performance The context is in deposit taking Saccos	Dwells on strategic change Studies INGOs

Source: Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the scientific methods assumed by the study. Research methodology involves the assessment of the key procedures in research (Kothari, 2004). Methodology helps to answer a question in research by explaining and predicting a phenomenon.

3.2 Research Design

This is strategy assimilated in handling research questions and puzzles. This research arrogated a descriptive design. Research design is the plan initiated in examining a given research phenomenon (Kothari, 2004). Description of how a variable influences another variable is done by application of a descriptive research design. It also gives more reliable explanations about a given phenomenon or construct.

Descriptive design gives an actual representation of study variables that are associated with the study objective (Creswell, (2014). It best describes how a variable associate with another variable under study. Descriptive design also strives to covariation among research variables. According to Cooper and Schindler (2014), correlation analysis allows one to extract the relationship between or among variables.

3.3 Population of the Study

Any research must focus towards coming up with generalisation about a given genus of objects or individuals. A genus of objects or individuals with defined traits is called a population (Ogula, 2005). Our objects of study in this research are international non-

governmental organizations operating within the boundaries of Kenya. According to Kenya Law Report (1990), INGOs are entities registered to operate with the objective of non-profit but with presence in other countries apart from Kenya. As at August 2021, Kenya had one thousand seventy-nine registered INGOs. International non-governmental organizations contribute greatly to the economy and the gross domestic product of a country. These organizations have greatly implemented strategic change in the recent past and still continue to embrace it.

3.4 Sampling Procedure and Sample Size

Ogula (2005) indicates that sampling is the criteria of choosing representative member(s) from a genus of individuals or objects with homogeneous traits. Sample design involves extracting meaning insights within a family of objects and developing conclusions about the family (Cooper & Schindler, 2003). Sample frame includes the elements in a population out of which sampling is administered.

Sampling technique is the criteria applied in selecting members of a sample (Cooper and Schindler, 2003). The study relied on stratified random sampling technique because it helped grouped the organizations into distinct strata called typologies for accurate analysis. Strata are groups of objects within a population exhibiting similar characteristics out which the final sample is drawn for analysis (Mugenda & Mugenda, 2003). The essence of applying stratified random sampling is because INGOs demonstrate heterogenous traits and characteristics. In selection of respondents to fill in the research instrument, purposive sampling demonstrated a great reliable. A group of objects selected from a population define a sample (Oladipo et al., 2015).

The two typologies were operational with total of seven hundred ninety-seven organizations and advocacy with a total of two hundred eighty-two organizations. The

total number of organizations that formed the sample was one hundred eight organizations which were reached at by application of stratified and simple random sampling. Random method technique was also adopted in selecting the member of the sample where random numbers were generated to increase reliability and validity. This sample size formed ten percent of the entire population. If a population is large and you draw at least thirty members from it, the results of your study will still be reliable and valid (Kothari, 2004). Sampling was conducted as dispensed in Table 3.1 that follows

Table 3.1: Sample size

Typology	Population	Population %	Sample Size
Advocacy	282	26	28
Operational	797	74	80
Total	1079	100	108

Source: Researcher (2021)

3.5 Data Collection

This is a very critical stage as it enables the researcher to gather all the information needed for the research from the population. The process of collecting data involves deducing information in reference to a given variable of study so that you can develop generalisations about a given population. Data collection enables a researcher to gather viable and critical information that increases reliability of research results. Secondary and source data was used in this study. Publications including annual reports formed secondary data. Source data was gathered through employment of a questionnaire which was the research instrument. Questionnaires offer an advantage in data collection since they help keep objectivity, confidentiality and are easy to answer if the question are well crafted (Owens, 2002). Questions contained on the instrument were structured to cover the critical areas of the constructs and concept of study.

A member of management was selected as responded to the questionnaire. The research instrument had three sections viz A, B and C. First section focused on gathering data on strategic choice. Second section focused on gathering data about strategic change. Third section gathered data on strategic change and strategic choice. This enabled the researcher to gather maximum information about the study variables.

3.6 Operationalization of Study Variables

Study variables must be manipulated, measured and observed in order to build meaningful constructs during the research process. The variables of study were operationalised as contained in Table 3.2

Table 3.2: Operationalization of Study Variables

Variabl e	Operational Indicator	Measureme nt	Measureme nt Scale	Data Collection Tool	Data Analysis
Strategi c Change	Technological advancement	Likert	Interval	Questionnai re Section B	Descripti ve statistics
	Strategic alliances	Likert	Interval	Questionnai re Section B	Descripti ve statistics
	Transformatio n of structure	Likert	Interval	Questionnai re Section B	Descripti ve statistics
	Introduction of new products/servic es	Likert	Interval	Questionnai re Section B	Descripti ve statistics
Strategi c choice	Programs and services	Likert	Interval	Questionnai re Section C	Descripti ve Statistics Inferentia l analysis

Source: Researcher (2021)

3.7 Reliability and Validity

The study checked for reliability and validity to maximise on consistency and accuracy of the questionnaire.

3.7.1 Reliability of Research Instrument

According to Altheide and Johnson (1994), reliability is the consistency in research instrument that ensures quality of results. The main intent of reliability is to ascertain shortcomings of research instrument so as to maximize on the quality of the research.

According to Creswell (2005), reliability measures the length to which the research instrument's questions and their scores exhibit all the practical questions about the skill or content.

The study applied the Cronbach's Alpha Test to measure the questionnaire's consistency. In social sciences, Cronbach's Alpha value of at least .6 is acceptable and demonstrates that the research instrument is reliable (Mohamad, Sulaiman, Sern, & Salleh, 2014). Evidence of the test is as demonstrated in Table 3.3

Table 3.3 Summary of Cronbach's Alpha Reliability Coefficients

Variable	Components of Variables	Cronbach's Alpha	Number of Items	Decision
Strategic Change	Technological advancement, Strategic Alliances, Transformation of Structure and New Products/Services	.706	4	Reliable
Strategic Choice	Programs and Services	.662	4	Reliable

Source: Field Data

From the table, Cronbach's Alpha was greater than .6 which is within the acceptable limits. This affirms that the questionnaire is consistent and reliable.

3.7.2 Validity of Research Instrument

According to Mohamad et al. (2014), validity is the process of ensuring that the independent scores of a research instrument make sense and facilitate the researcher to extract excellent conclusions from the sample being analysed. This study checked for construct, criterion and content validity with the aim of maximizing on the accuracy of the findings and deriving acceptable meaning of the constructs of scrutiny (Creswell, 2005). Content validity helped check if the questions and the scores on the research instrument represent all the possible questions about the constructs.

Construct validity helped establish if the scores on the instrument are meaningful and

significant. Criterion validity helped determine how well the questions on the instrument can forecast the outcome of the research.

A pre-test of the questionnaire using three international non-governmental organizations in Kenya was conducted. Pre-test of questionnaire enables one to check for errors and omissions among other shortcomings (Bryman & Bell, 2011). The study also applied the random number technique during sample selection which improved randomization and mitigation of biasness. Experts were also involved in developing the questionnaire which ensured that all possible and critical areas were covered. The study adopted the Pearson Correlation to determine validity of the research instrument as demonstrated below

Table 3.4: Pearson Correlation Test for Validity

Question	Pearson Correlation	Sig. (2-tailed)	df	Critical Value	Decision
Has your organisation adopted new technology?	.503	.000	75	.2242	Valid
Has your organisation entered a strategic alliance?	.652	.000	75	.2242	Valid
Has there been structural transformation in your organisation?	.681	.000	75	.2242	Valid
Has your organization introduced new product/service?	.704	.000	75	.2242	Valid
How has new technology impacted your services and programs?	.640	.000	75	.2242	Valid
How has alliances impacted your services and programs?	.553	.000	75	.2242	Valid
How has restructuring impacted services and programs?	.692	.000	75	.2242	Valid
How has innovation of new service/product impacted services and programs?	.612	.000	75	.2242	Valid

Source: Field Data

The obtained Pearson correlation values are greater than the critical values and the significance value is .000 which concludes that the data is highly significant and the questions on the research instrument are valid.

3.8 Data Analysis

Verification of data to confirm if it was free from biases, errors and other shortcomings was conducted to ensure quality of results. Analysing data involves putting it into meaningful use that can help deduce generalisation of the population (Cooper & Schindler, 2014). Content analysis was useful in processing qualitative data. SPSS was used in processing descriptive data. Likert scales helped rate different constructs of strategic choice and strategic change. In drawing inferential statistics, the study relied on multiple regression model. The prediction model below

$$SC = A + B_1C_1 + B_2C_2 + B_3C_3 + B_4C_4 + D$$

Where;

Y= Strategic choice

A= Constant

B_1, B_2, B_3, B_4 = Coefficients

C_1 = Technological advancement

C_4 = New products and services

C_2 = Strategic alliances

D= Error term

C_3 = Transformation of structure

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section outlines data analysis, results and discussion in line with the study objective. An in-depth questionnaire administered to management personnel in various departments of INGOs in Kenya who are involved in strategic management was used to gather primary data. Out of the 108 target respondents, 78 respondents turned out in time giving a feedback rate of 72 percent. According to Kothari (2004), a feedback rate of at least 50 percent is sufficient enough to draw conclusions about a population. Analysis of data was done in obedience to the study objective and the results are outlined in different sections listed below.

4.2 General Information

Members of a population have defining features that determine how it behaves. In this study, features such as experience and department were extracted from the respondents. This research aimed at determining demographic characteristics of research participants. This section of the study encompasses part A of the findings and its key focus was to determine the participants level of management, how respondents are involved in strategic management, the spell they have performed in the position and the duration the organisations have been operational.

4.2.1 Work Department

The study aimed to demonstrate the respondents' work departments and the outcomes are as demonstrated in below

Table 4.1: Respondents' work department

Department	Prevalence	%
Finance and Accounting	20	26
Administration, Operations and Planning	27	35
Human Resource	6	08
Procurement and Logistics	4	05
Information Technology	4	05
Research and Development	3	04
Chief Executive Officer	3	04
Other	11	14
Total	78	100%

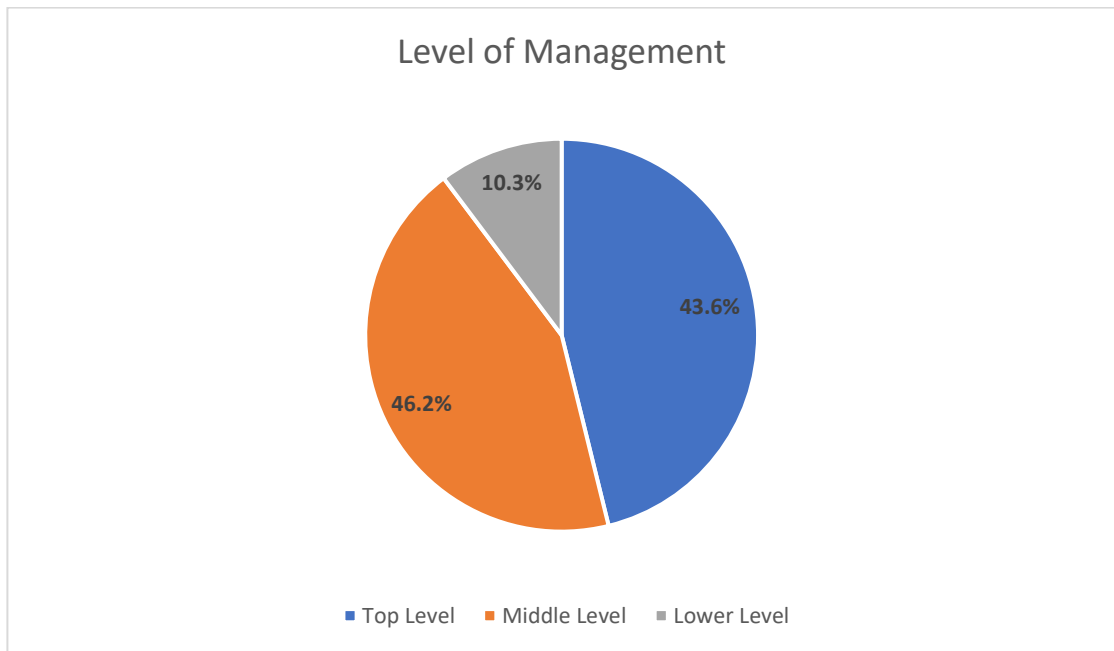
Source: Field data

These findings reveal that majority (35%) of the respondents were in Administration, Operations and Planning department. 26% were in Finance and Accounting, 08% in Human Resource, 05% in Procurement and Logistics, 05% were in Information Technology, 04% were in Research and Development, 04% were CEOs and 14% were in other departments.

4.2.2 Level of Management

INGOs have different hierarchical structures. However, the hierarchy is usually classified into three levels. This research sort to know the hierarchy of the respondents. The study aimed at establishing the level of management of the participants. The conclusions were as displayed in the figure below

Figure 4.1: Respondents' Level of Management



Source: Field data

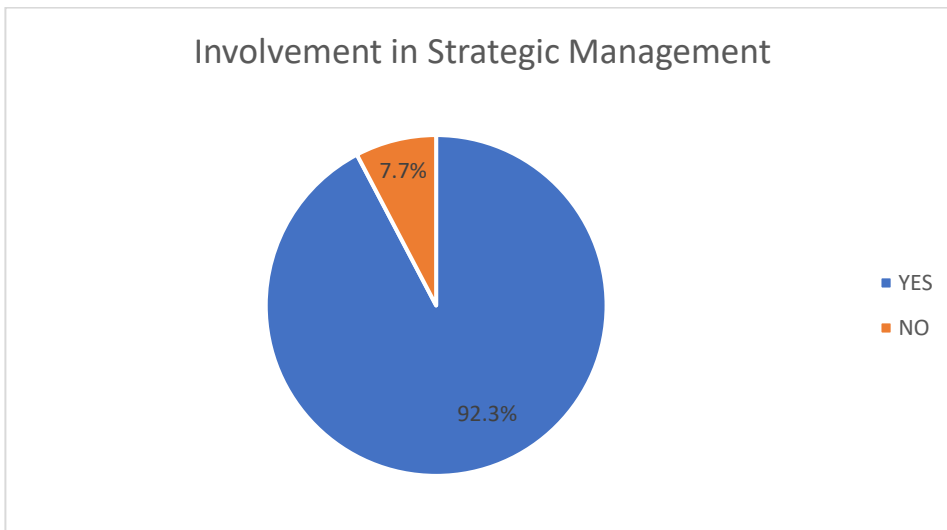
From the figure above, it is demonstrated that 46.2% of the pollees were in middle level, 43.6% were in top level and lower level had 10.3%.

4.2.3 Involvement in Strategic Management

The study focused on determining if participants are involved in strategic management.

The results are demonstrated in the Figure 4.2 that follows

Figure 4.2: Respondents' Involvement in Strategic Management



Source: Field data

In the above figure, 92.3% of pollees were involved in strategic management while 7.7% were not involved. This confirms that employees of Kenya’s INGOs are highly engaged in strategic management.

4.2.4 Years worked in present position

The study aimed at establishing how long the respondents have been placed in their current positions. Findings of the study are listed in Table 4.2

Table 4.2: Respondents' Duration Worked in Present Position

Years	Prevalence	%
> 5	25	32
5 – 10	35	45
Over 10	18	23
Total	78	100

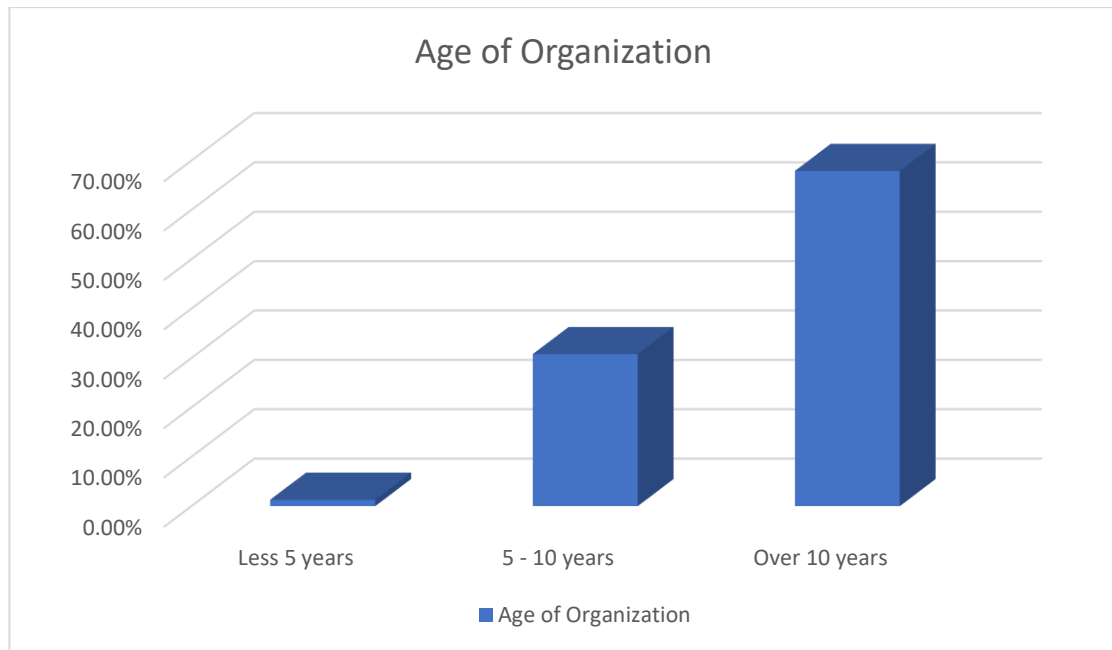
Source: Field data

Majority (45%) of the pollees have worked for 5 to 10 years in their current positions whereas 32% of the interviewees performed not more than 5 years. Minority (23%) of the pollees have performed for over 10 years in their current positions.

4.2.5 Duration the Organization has been Operational

The study focused on determining how long the study organizations have been operational. The results are demonstrated in the figure that follows

Figure 4.3: Duration the Organization has been operational



Source: Field data

Most (67.9%) of the organizations have been operational for more than 10 years. 30.8% of the organizations have operational for 5 to 10 years and only a few (1.3%) have been operational for less than 5 years.

4.3 Strategic Change

The study aimed to determine how strategic change has been operationalised and how successful the implementation of strategic change has been. The findings are as demonstrated in the table below

4.3.1 Strategic Change Adopted

The study focused on establishing how strategic change has been operationalised in international non-governmental organisations in Kenya. The results are showcased in the schedule that follows

Table 4.3: Operationalisation of Strategic Change

Statement	Has your organisation adopted new technology?	Has your organisation entered a strategic alliance?	Has there been structural transformation in your organisation?	Has your organization introduced new product/service?
Not at all	2 (2.6%)	7 (9%)	3 (3.8%)	11 (14.1%)
Little Extent	5 (6.4%)	14 (17.9%)	12 (15.4%)	5 (6.4%)
Moderate Extent	16 (20.5%)	24 (30.8%)	22 (28.2%)	15 (19.2%)
Great Extent	29 (37.2%)	21 (26.9%)	22 (28.2%)	25 (32.1%)
Very Great Extent	26 (33.3%)	12 (15.4%)	19 (24.4%)	22 (28.2%)
N	78	78	78	78
Mean	3.92	3.22	3.54	3.54
Std. Deviation	1.02	1.18	1.14	1.35

Source: Field data

Most of the pollees confirmed that adopting new technology, structural transformation and introduction of new product/service has been implemented to a great extent with a mean of 3.92, 3.54 and 3.54 respectively and standard deviation of 1.02, 1.14 and 1.35 respectively. The findings also reveal that strategic alliance is implemented to a moderate extent with a first moment of 3.22 and variance of 1.39. From these findings, it is evident that international non-governmental organisations in Kenya implement strategic change by adopting new technology, transformation their structure and introducing new products/services to a great extent and entering strategic alliances to a moderate extent. These findings conform to the findings of the study by Van de Ven and Poole (1995) which dictate how organisations alter their strategic orientation through various ways such as restructuring and re-engineering among others with the sole objective of incorporating the necessary change processes in the organisation.

4.3.2 Organisation Success in Implementing Strategic Change

This research focused at finding out if the implementation of strategic change in international non-governmental organizations has been successful. The results are explained in the schedule below

Table 4.4: Respondents' Experience with Implementation of Strategic Change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	3	3.8	3.9	3.9
	Yes	74	94.9	96.1	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		78	100.0		

Source: Field data

Majority (94.9%) agree that the implementation of strategic change has been successful while 3.9% disagree that implementation of strategic change has not been successful. From the findings we can conclude that INGOs in Kenya have achieved the goal of the strategic change programs implemented.

4.4 Strategic Change and Strategic Choice

The study aimed at investigating the effect of strategic change on strategic choice of international non-governmental organizations in Kenya. This was done by determining how adoption of new technology, entering strategic alliance, structural transformation and introduction of new product/service affect strategic choice. The results of the findings are demonstrated in the table below

Table 4.5: Descriptive Statistics for Measures of Strategic choice

Questions	\bar{x} (mean)	Variance	CV	Skewness	Kurtosis
How has technological advancement impacted your services/programs?	3.87	1.21	0.28	-1.19	1.07
How has strategic alliances impacted your services/programs?	3.49	1.39	0.34	-0.60	-0.49
How has restructuring impacted your services/programs?	3.56	1.39	0.33	-0.72	-.09
How has innovation of new products and services impacted your services/programs?	3.35	1.77	0.40	-0.70	0.67
Average mean score	3.57	1.44	0.34	-0.80	0.29

Source: Field data

The table above elaborates respondents' responses on how various strategic change practices affect strategic choice. As per the findings, adoption of new technology greatly affects strategic choice with a \bar{x} of 3.87 and variance of 1.21. These results demonstrate that technological advancements have a great effect on the overall performance of the organisation. These results agree Gitonga (2014) who established that implementation of technological changes affected the direction of an organization.

The findings also reveal that strategic alliances affect strategic choice to a moderate extent with a \bar{x} of 3.49 and variance of 1.39. This demonstrates that an organisation entering into a strategic alliance may only experience an average impact on its programs and services. These findings disagree with the findings of Kamau (2013) who found that strategic alliances have a high impact on the overall direction of an organization. A different study by Akewoshola et al (2018) established that strategic alliances have high impact on the performance of an organisation. Management of organizations must therefore embrace strategic alliances as a means defining the direction of the organization.

The results postulate that transformation of organization structure great impacts the strategic choice of the organisation with a \bar{x} of 3.56 and variance of 1.39. This connotes that restructuring the organisation will have a high effect on the strategic choice of the organization. These findings support the results of study by Van de Ven and Poole (2013) where it was noted that restructuring an organization has high impact on its performance and strategic direction. Organization can therefore apply restructuring to ensure success of its strategy (Chandler, 1962).

The findings also reveal that introduction of new products/services affects the strategic choice of international non-governmental organizations in Kenya to a moderate extent with a \bar{x} of 3.35 and variance of 1.77. This implies that organizations will not realize high impact from enriching their product/service lines. Kamau (2013) found that product re-engineering high impacts the performance of an organisation.

4.4 Inferential Analysis

Multiple regression model was adopted to deduce inferences and predictions in order to achieve the study objective. According to Hair et al (2010), multiple regression analysis helps demonstrate the association between research variables. The following prediction model was applied:

$$SC = A + B_1C_1 + B_2C_2 + B_3C_3 + B_4C_4 + D$$

Where;

Y= Strategic choice

A= Constant

B_1, B_2, B_3, B_4 = Coefficients

C_1 = Technological advancement

C_3 = Transformation of structure

D = Error term

C_2 = Strategic alliances

C_4 = New products and services

The results of the model are demonstrated below:

Table 4.6: Regression Results for Effect of Strategic Change on Strategic Choice

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
Strategic change operational indicators		0.589	0.347	0.311	0.70022	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
Strategic Change operational indicators	Regression	19.030	4	4.757	9.703	0.000
	Residual	35.792	73	0.490		
	Total	54.822	77			
Coefficients						
Model		Unstandardized Coefficients		Standard Coefficients	t	Sig.
		B	Std. Error	Betta		
(Constant)		1.751	.363		4.818	.000
Strategic change operational indicators	C_1	.025	.088	.030	.281	.780
	C_2	.222	.076	.311	2.930	.005
	C_3	.114	.092	.154	1.241	.219
	C_4	.168	.076	.268	2.207	.030
Dependent Variable: Strategic choice						
Predictors (Constant), Strategic change operational indicators						

Source: Field data

From the above table, F-Value was 9.703 and was statistically significant with a p-value of $0.00 < 0.005$. Demonstrating that the prediction model gave little explanatory strength and the all-inclusive prediction model is good. The findings reveal that advancement in technology, partnerships with other stakeholders, structural transformation and introduction of new products/services can be applied to predict strategic choice of international non-governmental organizations in Kenya.

From the findings, R Square of 0.347 was noted. From this result, we are justified to conclude that introduction of new technology, entering strategic alliance, transforming

structure and introduction of new product/service can only explain up to 34.7% of change in strategic choice of international non-governmental organizations in Kenya. From the table, we note that the correlation coefficient between strategic change and choice was 0.589. This demonstrates that there is curvilinear association of moderate strength between adoption of new technology, partnering with other stakeholders, restructuring and introduction of innovation of products/services and strategic choice of international non-governmental organizations.

The results resulted in the following regression and prediction model equation:

$$SC = 1.751 + 0.025C_1 + 0.222C_2 + 0.114C_3 + 0.168C_4 + D$$

The final model was:

$$\begin{aligned} \text{Strategic Choice} &= 1.751 + (0.025 * \text{Technological advancement}) + \\ & (0.222 * \text{Strategic Alliance}) + (0.114 * \text{Structural Transformation}) \\ & + (0.168 * \text{Introduction of new product/service}) + D \end{aligned}$$

4.5 Discussion of Results

Evidence from this research reveal that international non-governmental organizations in Kenya implement strategic change to a great extent. Implementation of strategic change enables international non-governmental organizations in Kenya adapt to their environment. These findings are in consistent with Behavioural Theory by Cyert and March (1963) which states that organizations need to analyse the environment and develop mechanisms that will help them adapt to the environment. The study reveals further that international non-governmental organizations tend to pursue specific set of goals. As per BT, INGOs in Kenya tend to pursue specific programs and goals. They give priority to their primary objectives.

The study findings demonstrate that international non-governmental organizations in Kenya involve their employees greatly in strategic management. This has helped reduce resistance to change during change implementation. These findings conform to the tenets of Strategic Choice Theory by Child (1972) and the Kotter 8-Step Change model by Kotter (1996) which advocate for building powerful coalitions during strategic change formulation and implementation. As per SCT, leaders of INGOs in Kenya influence their employees by getting them involved in decision making such as strategic change implementation. INGOs in Kenya have specific visions which they aim towards achieving through implementation of programs and services. This finding agrees with the Kotter 8-Step Change model which calls for organizations to develop clear vision in order to make organization stakeholders understand why they need to behave in a certain way or perform certain actions.

Study findings reveal that the relationship between the study variables curvilinear but of moderate strength. These findings tally with the findings by Akewushola et al (2018), Muathe and Amir (2018), Kamau (2013) and Namatsi (2018) who found that strategic change influences the direction of an organization positively. However, these findings differ with the findings by Gitonga (2014) who found that strategic change highly influences performance of an organization. From these findings, INGOs in Kenya must determine and implement strategic change programs that contribute positively to organizational success.

From the findings, international non-governmental organizations implement strategic change through ways such as adoption of new technology, entering strategic alliances, transforming their structures and introducing new products/services. This finding conforms to the finding by Van de Ven and Poole (1995) who found that organizations transition from one state to another through ways such as restructuring and product

reengineering with the sole purpose of promoting the necessary change processes in the organization.

Strategic change practices such as adoption of new technology, strategic partnerships, restructuring and introduction of more products/services influence the strategic choice of international non-governmental organizations in Kenya to considerable extent, average extent, high extent and average extent respectively. This uncovering agree with uncovering by Namatsi (2018) who found that product development strategies and introduction of new products help improve performance of an organization. Akewushola et al (2018) found that strategic alliances positively impact firm performance. Muathe and Amir (2018) also found that organization structure has positive correlation with performance of NGOs in Mandera County in Kenya.

From the findings, international non-governmental organizations in Kenya experience challenges such as inadequate funding which negatively affects the impact of their programs and services. This uncovering consistent with the uncovering by Brass (2010) who found that NGOs in Kenya experience funding challenges. International non-governmental organizations in Kenya must thus utilize resources efficiently in order to achieve their goals and objectives.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines a summary of the research findings, conclusion and recommendations in regard to the objective of the study which was to establish the effect of strategic change on strategic choice Kenya's INGOs.

5.2 Summary of the Study

This study established that international non-governmental organizations in Kenya embrace strategic change to a high extent. Organizations have implemented strategic change through practices such as adopting new technology, entering strategic alliances, transforming their structure and introducing new products and services. It is also noted that international non-governmental organizations in Kenya have successfully implemented strategic change programs. This therefore implies that organizations have managed their strategic change programs efficiently and effectively and have been able to realise the intended objective of the change programs. This success can be attributed to the fact that international non-governmental organisations highly involve their employees in strategic implementation. This fact resonates with Kotter (1996) who affirmed that in order to have a successful change program, organizations need to form powerful coalitions. Employees are key allies in change management.

Pertaining organizations advancing their technology, the study established that international non-governmental organizations have adopted new technology to a great extent. Adoption of new technology has also affected the programs and services of INGOs in Kenya to a great extent. Adopting new technology has improved turnaround

time, complimented field work thus reducing operational costs, enhanced service delivery, automation of internal controls and improved communication with donors and clients. However, technological advancement has also affected INGOs in Kenya whereby people have resisted change affecting operations and delay in service delivery in case of a failure.

INGOs in Kenya have adopted strategic alliances to a moderate extent. Organizations have partnered with other organizations for strategic advantages. Implementation of strategic alliances has affected services and programs of INGOs in Kenya to a great extent. This means that strategic alliances have shaped the programs and services of organizations. Through strategic alliances, organizations have been able to access resources of partner organization(s), upgraded skills of staff, better benchmarking and process management, get sponsors and impact factor of their programs and services. Despite this positive impact, some organizations have not been able to achieve envisaged synergies from the strategic alliances. There has been no positive change in attitude of staff after entering strategic alliances.

On structural transformation, INGOs in Kenya have implemented changes in their structures to a great extent. These changes have impacted programs and services to a great extent. Through transformation of structure, organisations have been able to reshuffle roles and responsibilities, improve flow of information, enhance innovation, clarify responsibilities thus increasing performance and align structure to strategy to achieve overall success.

From the findings, it is evidenced that INGOs in Kenya have introduced new services and products to a large extent. However, the new products and services have only affected their programs and services to a moderate extent. Introduction of new programs

and services has enabled organizations to have satisfied clients, encouraged formation of alliances as new products and services introduced attract strategic alliances, reach a wider audience for those offering advocacy and increase the value of the organization and impact of programs and services.

From inferential analysis, study findings reveal that technological advancement, strategic alliances, transformation of structure and introduction of new product/service determine the strategic of choice of international non-governmental organizations by a moderate extent. Therefore, change in strategic choice of international non-governmental organisations in Kenya can only be explained by strategic change by a moderate extent. The relationship between the study variables was found to be curvilinear but of moderate strength.

5.3 Conclusion of the Study

INGOs implement strategic change to improve efficiency and effectiveness in operations. Strategic change programs such as advancement in technology, partnerships with other stakeholders, restructuring and introduction of new products and services are highly practices by organizations. It is concluded that strategic change affects strategic choice in terms of programs and services offered to a moderate extent. Organizations have been able to successfully implement strategic change programs by highly involving their employees in the process.

By implementing strategic change, international non-governmental organizations have been able to improve in different aspects. Adoption of new technology has improved turnaround time, complimented field work, enabled real time information, automation of internal controls and improved communication and relationship with clients and donors. It has also led to people resisting change programs that affect operations and

massive losses in case of failure. Strategic alliances have enabled organizations to access more resources, upgrade of skills, better benchmarking and process management and increased impact of programs and services. However, in some instances, the alliances have not realised envisaged synergies. Structural transformation has encouraged role reshuffling, improved flow of information, enhanced innovation and alignment to strategy. Introduction of new products has enhanced client satisfaction, wider audience and increased organizational merit.

5.4 Implications of the Study

Behavioural theory can be applied to determine corrective actions that an entity can take to remain successful. Organizations should evaluate the circumstances under which decisions are made in the organization in accordance with Strategic Choice Theory. Organizations should follow a clearly setup procedure when practicing strategic management. The Kotter 8-Step model has proved to be successful in international non-governmental organizations in Kenya. INGOs in Kenya form powerful coalitions with their staff which enable them to successfully implement strategic change. Forming powerful coalitions and creating a clear vision for change reduces resistance to change and maximizes on the benefits of initiating the change.

Association between strategic change and strategic choice of international non-governmental organizations is positive with moderate strength. This implies that international non-governmental organizations should practice strategic change with caution since a change in strategic choice may only be explained by strategic change up to a little extent. Other factors should be evaluated to determine their effect on strategic choice.

From the study findings, strategic change practices such as adoption of new technology and transformation of structure greatly affect the strategic choice of international non-governmental organizations in Kenya. This implies that the INGOs sector should maximum on governance and technological policies by governing authorities. Policies formulated in regard to facilitating technological advancement in the sector will have a great impact on the strategic choice and the success of the NGOs sector. Governance policies will enable INGOs in Kenya to transform their structures in order to comply with regulations which in turn contribute greatly to strategic choice.

5.5 Recommendations of the Study

Firms must determine how implementation of strategic change affects their programs. This will help determine the amount of resources to put into these programs to ensure that they achieve the intended objective. Since non-governmental organizations experience resource constraints, it is vital that they only focus on strategic change programs that will improve efficiency and effectiveness. Negative externalities of strategic change programs must be assessed and mitigated before implementing strategic change.

The regulator needs to keep an updated database. Records such as current officials, contacts and addresses of NGOs should be updated regularly. The regulator should make it mandatory for the organizations to report any change(s) in these records. This will ensure smooth coordination and regulation in the sector. Updated records are also important in policy formulation and research and development in the sector. It is also important to digitize records and automate key processes in the sector such as registration, document retrieval and dissolution. This will ensure convenience and flexibility in service delivery.

International non-governmental organizations should focus towards areas that are critical in the society. Some traditional programs and services offered by NGOs are no longer critical. For instance, some of the programs which focus on eradicating certain humanitarian challenges and policies have achieved are close to achieving their objective and thus need to focus on other important and emerging areas. NGOs should champion towards ensuring that the government puts in more resources and effective policies in key areas of their programs. This will ensure long term sustainability to counter contingencies such as insufficient funding as demonstrated during COVID-19 Pandemic.

5.6 Limitations of the Study

The researcher experienced tumult with collecting data such as access to participants selected during sampling. Important information such as addresses and contacts of the participants proved difficult to access thus making data collection difficult. The researcher had to trace the participants which proved difficult. This could be cured by the regulator having an up to date database about the players in the sector.

This is the first research this topic. The researcher did not have other previous studies on the same topic that could help develop methodology for the current research. Previous studies on the topic could cure the limitations of the current research.

5.7 Areas Suggested for Further Research

Current research concentrated on international non-governmental organizations which form a minority of the NGOs in Kenya. Therefore, the results of this study may not accurately predict the true situation in the NGOs sector. For conclusive and accurate findings, it is important to involve all NGOs. For instance, a census survey will eliminate methodological limitations of the current study and provide more accurate findings.

Future research and studies on the topic should include extra variables when operationalizing the independent variable. Including more variables will reduce the error term in the resulting regression model. The final model will be more reliable. It is also important to how strategic change operational variable affect each other before including them in the final model. This also increase the reliability of the prediction model.

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APPENDICES

Appendix I: Letter of Introduction

Fredrick Ambani Mwale

University of Nairobi

School of Business

Department of Business Administration

Dear Respondent,

RE: REQUEST FOR DATA

I am Fredrick Ambani Mwale. A student of The University of Nairobi registration number: *D61/35579/2019* and student email address: ambanifredrick@students.uonbi.ac.ke.

As part of Master of Business Administration (MBA) program, I am required to undertake a research project for successful completion of the program. It is for this reason that I humbly request for data on Effect of Strategic Change on Strategic Choice of International Non-governmental Organizations in Kenya.

Attached please find a questionnaire and an official introduction letter from the University of Nairobi.

The data collected will be treated with utmost confidentiality.

Yours Sincerely,

Fredrick Ambani Mwale

D61/35579/2019

MBA Student, University of Nairobi

Appendix II: University of Nairobi Introduction Letter



UNIVERSITY OF NAIROBI FACULTY OF BUSINESS AND MANAGEMENT SCIENCE

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities
Our Ref: D61/35579/2019

Tel: 020 8095398
Nairobi, Kenya

30th September, 2021

TO WHOM IT MAY CONCERN

The bearer of this letter, Fredrick Ambani Mwale of Registration Number D61/35579/2019 is a Master of Business Administration (MBA) student of the University of Nairobi.

He is required to submit as part of his coursework assessment a research project report. We would like the student to do his project on effect of strategic change on strategic choice of international organisations in Kenya. We would, therefore, appreciate if you assist him by allowing him to collect data within your organization for the research.

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

Thank you.


PHILIP NGIGI

Deans Office
University of Nairobi
School of Business
P. O. Box 30197 - 00100
Nairobi

FOR:Dean, Faculty of Business and Management Science

Appendix III: Questionnaire

Please tick [✓] the box that matches your answer to the questions and give answers in the spaces provided as appropriate. The information you provide will be treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION

1. In which department do you work?
.....
2. Which level of management are you?
Top Level Management [] Middle Level Management []
Lower Level Management []
3. Are you involved in involved strategic management?
Yes [] No []
4. How many years have you worked in this position?
Less than 5 [] 5 – 10 [] Over 10 []
5. How many years has your organisation been operational?
Less than 5 [] 5 – 10 [] Over 10 []

SECTION B: STRATEGIC CHANGE PRACTICES ADOPTED BY INTERNATIONAL NGOs

6. To what extent do you agree with the following statement pertaining strategic change practices adopted by your organisation? (Indicate the appropriate variable by ticking (✓) the appropriate cell. 1= Not at all, 2= Little Extent, 3=Moderate Extent, Great Extent, 5= Very Great Extent)

Statement	1	2	3	4	5
Has your organisation adopted new technology?					
Has your organisation entered a strategic alliance?					
Has there been structural transformation in your organisation?					
Has your organization introduced new product/service?					

7. Has the implementation of strategic change been successful?
Yes [] No []
Explain your answer

SECTION C: STRATEGIC CHANGE AND STRATEGIC CHOICE

8. To what extent has adoption of new technology affected your organization's programs and services?

Not at all [] Little Extent []
Moderate Extent [] Great Extent [] Very Great Extent []

Explain your answer

9. To what extent has strategic alliances influenced programs and services offered in your organization?

Not at all [] Little Extent []
Moderate Extent [] Great Extent [] Very Great Extent []

Explain your answer

10. To what extent has structural transformation in your organisation affected programs and services offered?

Not at all [] Little Extent []
Moderate Extent [] Great Extent [] Very Great Extent []

Explain your answer

11. To what extent has introduction of new product/service affected your organization's programs and services?

Not at all [] Little Extent []
Moderate Extent [] Great Extent [] Very Great Extent []

Explain your answer

12. In your opinion, outline other ways through which strategic change in your organisation has impacted strategic choice and how

13. Which programs and services does your organization offer?.....

THANK YOU FOR YOUR COOPERATION

Appendix IV: List of Organizations Sampled

1	ABOVE THE SEAS - KENYA	55	REGIONAL INITIATIVE FOR SUSTAINABLE ENVIRONMENT (RISE)
2	ACTION GREEN FOR TRADE AND SUSTAINABLE DEVELOPMENT (AGSTD)	56	RELIEF FOUNDATION
3	KENYA RED CROSS	57	RHEIN VALLEY HOSPITAL ASSOCIATION SWITZERLAND/ KENYA
4	AMREF	58	RIANA DEVELOPMENT FOUNDATION
5	AFRICAN CHILDREN EDUCATION FUND	59	SALUS OCULI KENYA (EYE HEALTH)
6	AFRICAN DEVELOPMENT SOLUTIONS	60	SAMARITANS PURSE INTERNATIONAL RELIEF
7	AGENCY FOR DISABILITY AND DEVELOPMENT IN AFRICA	61	SARANGBAT KENYA INC
8	BLESSED GENERATIONS CHILDREN'S CENTRE	62	SEER AFRICA ORGANIZATION
9	CARE OF CREATION KENYA	63	SELF DRIVE INTERNATIONAL
10	CATHOLIC AGENCY FOR OVERSEAS DEVELOPMENT	64	SELF HELP AFRICA
11	CENTRE FOR SUSTAINABLE REGIONAL DEVELOPMENT - E.A.	65	SEND A COW KENYA
12	CHARITY PEOPLE	66	SERVE MINISTRIES INTERNATIONAL
13	COMMUNITY INITIATIVE FACILITATION ASSISTANCE	67	RED R UK
14	CONFLICT TRANSFORMATION FOR DEVELOPMENT	68	SOLIDARIETA KENYA ONLUS
15	COMMUNITY POWER KENYA	69	SPECIAL OLYMPICS KENYA
16	DOMINION EMPOWERMENT SOLUTIONS	70	SPRINGS COMMUNITY EMPOWERMENT FOUNDATION
17	DIRECT AID	71	TOUCH AFRICA CHILDREN EDUCATIONAL PROJECT
18	EMPOWERMENT AFRICA INITIATIVES	72	TERRE DES HOMES NETHERLANDS*
19	ETERNAL LIFE SUPPORT ORGANIZATION	73	THE DECASTRO METCALF FOUNDATION
20	EXPANSION INTERNATIONAL AFRICA	74	TEKELEZA HOPE PROGRAMMES AND CENTRE
21	BOOKS AND BRICKS GLOBAL KENYA	75	TOLERANCE INTERNATIONAL AFRICA
22	FH ASSOCIATION	76	TUMAINI WOMEN KENYA
23	GENERATIONS FOR CHANGE AND GROWTH INC	77	UHURU ORGANIZATION (INTERNATIONAL)
24	GERMAN KENYAN COOPERATIVE DEVELOPMENT	78	WOMEN AND YOUTH IN AFRICAN DEVELOPMENT
25	GETHSEMANE INTERNATIONAL- AFRICA, INC	79	WE EFFECT
26	GLOBAL RESPONSE TO AFRICAN CHILDREN'S EDUCATION INITIATIVE	80	ZERO TO ONE MISSION
27	GRASSROOTS ALLIANCE FOR COMMUNITY EDUCATION	81	JUSTICE DEFENDERS KENYA
28	GREEN GLOBAL CONSERVATION INTERNATIONAL	82	AFRICAN WOMENS DEVELOPMENT AND COMMUNICATION NETWORK
29	GREEN LAND AID DEVELOPMENT (GLAD)	83	WIDOWS HARVEST INTERNATIONAL

30	HANDICAP INTERNATIONAL	84	INTERNATIONAL CENTRE FOR DEVELOPMENT AND RESEARCH PAMIGA (CIDR PAMIGA)
31	INTEGRATED DEVELOPMENT NETWORK	85	IMA WORLD HEALTH
32	INTER-COMMUNITY ORGANISATION FOR REHABILITATION AND DEVELOPMENT (COMORAD -SOMALIA)	86	BASICNEEDS BASICRIGHTS KENYA
33	INTERNATIONAL SUSTAINABLE DEVELOPMENT AGENCY	87	CHILDREN KARIBUNI ORGANIZATION
34	INTERNATIONAL YOUTH FELLOWSHIP - KENYA	88	INTERNATIONAL MISSIONARIES FOR CHRIST-KENYA
35	LIVING WATER AFRICA REGION	89	HEALTHRIGHT INTERNATIONAL
36	KITO INTERNATIONAL (KENYA)	90	GAPLINK INTERNATIONAL
37	KUJENGA MAISHA EAST AFRICA	91	GIVE A CHILD LIFE KENYA
38	LIFE LINK INTERNATIONAL FOUNDATION	92	HANURAN (HOUSEHOLD) MOVEMENT INC
39	MAISHA BORA INITIATIVE FOR YOUTH PROGRAMMES INTERNATIONAL	93	HEARTFULNESS INSTITUTE,KENYA
40	HUMANITY FOR ORPHANS ,YOUTH AND WIDOWS INITIATIVES KENYA	94	ISLAMIC RELIEF-KENYA
41	NURU INTERNATIONAL KENYA	95	JUSTICE AND ENVIRONMENT FOUNDATION
42	MOVING FORWARD AFRICA	96	LIFE AND PEACE INSTITUTE
43	MRKH AFRICA FOUNDATION	97	LIFE FOCUS NETWORK
44	MAJI MAZURI CENTRE INTERNATIONAL	98	MISSION SUSTAINABILITY IN AFRICA
45	NALALA COMMUNITY INITIATIVES INTERNATIONAL	99	ONE GIRL CAN KENYA
46	NIPPON INTERNATIONAL COOPERATION FOR COMMUNITY DEVELOPMENT	100	PEACE WINDS JAPAN
47	NAM KENYA FOUNDATION	101	REACH ALTERNATIVES (REALs)
48	ONHAPPY AFRICA	102	SMILES OF DESTINY MAASAI MISSION
49	OPPORTUNITY FOR ALL	103	TERRA NUOVA
50	ORPHELINS SANS FRONTIERES FRANCE	104	THE ABCs OF SEX EDUCATION
51	OVERSEAS SOCIAL SERVICES INTERNATIONAL	105	THE CENTER FOR VICTIMS OF TORTURE
52	PAN AFRICAN MEDICAL CENTER	106	Julius & Dorah Adoyo Children's Centre
53	PROGRAMME FOR APPROPRIATE TECHNOLOGY IN HEALTH (PATH)	107	VISION 4 KIDS
54	QATAR CHARITY	108	WAJIR PEACE AND DEVELOPMENT AGENCY






Appendix V: Research Work Plan

	Task	Planned Start	Time in Weeks	Planned Completed	2021				
					July	Aug	Sept	Oct	Nov
1	Advanced LR	01/07	5	05/08	-	-			
2	Finalizing Research Problem	06/08	2	19/08		-			
3	Preparing methodology	20/08	2	02/09		-	-		
4	Working on proposal	03/09	3	24/09			-		
5	Handover of Proposal and Presentation	24/09	1	30/09			-		
6	Corrections	30/09	0.5	03/10			-	-	
7	Data Collection	04/10	2	18/10				-	
8	Further LR	04/10	2	18/10				-	
9	Data Analysis	19/10	0.6	22/10				-	
10	Write Chapter 5 and finalize project	23/10	0.6	26/10				-	
11	Proof reading	27/10	0.3	28/10					
11	Project Defence	29/10	1	05/11				-	-
12	Corrections and Handover of final project	05/11	0.4	07/11					-

Appendix VI: Research Budget

Item	KSH
Internet	1,500.00
Telephone	1,000.00
Licence	1,000.00
Analytical Software	1,500.00
Printing	4,000.00
Traveling	1,000.00
TOTAL	10,000.00

Appendix VIII: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 464732	Date of Issue: 27/October/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. FREDRICK AMBANI MWALE of University of Nairobi, has been licensed to conduct research in Baringo, Bomet, Bungoma, Busia, Elgeyo-Marakwet, Embu, Garissa, Homabay, Isiolo, Kajiado, Kakamega, Kericho, Kiambu, Kilifi, Kirinyaga, Kisii, Kisumu, Kitui, Kwale, Laikipia, Lamu, Machakos, Makueni, Mandera, Marsabit, Meru, Migori, Mombasa, Muranga, Nairobi, Nakuru, Nandi, Narok, Nyamira, Nyandarua, Nyeri, Samburu, Siaya, Taita-Taveta, Tanariver, Tharaka-Nithi, Transzoia, Turkana, Uasin-Gishu, Vihiga, Wajir, Westpokot on the topic: EFFECT OF STRATEGIC CHANGE ON STRATEGIC CHOICE OF INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS for the period ending : 27/October/2022.</p>	
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Appendix IX: Map of Research Area



Appendix X: Turnitin Report



1ST DECEMBER 2021.

EFFECT OF STRATEGIC CHANGE ON STRATEGIC CHOICE OF INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS IN KENYA

ORIGINALITY REPORT

10%
SIMILARITY INDEX

8%
INTERNET SOURCES

1%
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STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Rowan University Student Paper	3%
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