

**A SURVEY OF THE EXTENT OF ADOPTION OF
THE STRATEGIC HUMAN RESOURCE MANAGEMENT
PRACTICES AMONG THE NON GOVERNMENTAL
ORGANIZATIONS IN NAIROBI //**

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**A Management Research Project Submitted in Partial Fulfillment of the
Requirements for the Award of Master of Business Administration,
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DECLARATION

This management research project is my original work and has not been presented for a degree in this or any other University.

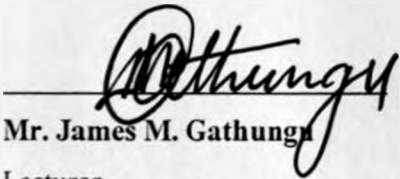


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This management research project has been submitted for examination with my approval as the University Supervisor.



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DEDICATION

This project is dedicated to the Almighty Allah (Sw) for the gift of life. To my family and parents for their guidance, patience, encouragement and support throughout my academic endeavours. To my daughter Naima who kept on complaining about my frequent absence from home.

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ABSTRACT

Ulrich and Lake (1990) stipulate that in today's highly competitive environment, organization's traditional sources of competitive advantage, such as technology, patents and economies of scale have been weakened by globalization and other environmental changes. Hence it is argued that as an alternative, a skilled, motivated, and flexible workforce can help develop an organization's sustainable core competency (Levine, 1995). NGOs are not in any way exempt from these global forces and they have to respond accordingly for them to remain relevant.

The success of any organization to respond effectively to global challenges is dictated by its ability to recruit and retain a talented workforce. Organizations that fail to compete successfully in the global war for talent are likely to suffer dire consequences, while those that excel will be well positioned to succeed.

For organizations to be able to adapt to their turbulent environment, they must embrace strategic human resource management. This study investigates two issues among the NGO sector organizations in Nairobi. One is to establish the extent of adoption of adoption SHRM. Second is to establish whether the organizations are changing from the traditional personnel management to the progressive SHRM which views people as a very important asset unlike the earlier version of people management which sees people as mere variable cost.

A survey research is adopted by this study where heads of human resource departments of the 111 NGOs which formed the sample for this study are targetted as respondents. questionnaires comprising both closed and open-ended questions were administered through which both qualitative and quantitative data were obtained. Out of the 111 respondents furnished with questionnaires, only 67 of them responded.

Several limitations were encountered such as expressed lack of interest in filling the questionnaires by the respondents.

The study used basic data analysis procedures such as frequency distribution, mean, mode, median, minimum and maximum as measures of central tendencies and

dispersions. Multiple regression analysis was used to determine the significance of the relationships between the dependent variables and the independent variables.

The findings of this study suggests that there are some SHRM best practices with very low rate of adoption and those with high rate of adoption. The conclusions also highlight those SHRM best practices with strong relevance to organizational performance. Organizations have a long way to go in adopting SHRM and that there is a lot of room for improvement for organizations to remain relevant vis-à-vis strong competition in the NGO sector.

ABBREVIATIONS

SHRM	Strategic Human Resource Management
SHRMPs	Strategic Human Resource Management Practices
HR	Human Resource
HRM	Human Resource Management
NGOs'	Non Governmental Organizations
SAPs	Structural Adjustment Programmes
DDC	District Development Committee
INGOs	International Non-governmental Organizations
HRD	Human Resource Development
SHRD	Strategic Human Resource development

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CHAPTER ONE: INTRODUCTION

1.1 Background

1.1.1 Human Resource Management

The pace and scale of change demanded of organizations and those who work within them are enormous. In the information age, organizations are attempting to recreate themselves and move from the traditional structure to a dynamic new model where people can contribute their creativity, energy and foresight in return for being nurtured, developed and enthused (Senior, 1997). Human Resource Management (HRM) is a definite strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

Storey (1989) believes that HRM can be regarded as a set of interrelated policies with an ideological and philosophical underpinning. He suggests four aspects that constitute the meaningful version of HRM; first, a particular constellation of beliefs and assumptions; second, a strategic thrust informing decisions about people management; third, the central involvement of line managements and fourth, reliance upon a set of 'levers' to shape the relationship.

HRM operates through systems that bring together in a coherent way; Human Resource (HR) philosophies describing the overarching values and guiding principles adopted in managing people; HR strategies defining the direction in which HRM intends to go; HR policies which are the guidelines defining how these values, principles and strategies should be applied and implemented in specific areas of HRM; HR processes consisting of formal procedures and methods used to put HR strategies, plans and policies in to effect; HR practices comprising the informal approaches used in managing people; and HR programmes, which enable HR strategies, policies and practices to be implemented according to plan.(Armstrong, 2006)

According to Fombrum et al, (1984), HR systems and the organizational structure should be managed in a way that is congruent with organizational strategy. They gave a name, '*matching model*' for this scenario. Fombrum et al (1984) further explained

that there is a HR cycle which consisted of four generic processes or functions that are performed in all firms: the first is selection, which means matching available human resources to jobs; second is appraisal, which means performance management; third is the reward-which according to them is one of the most underutilized and mishandled managerial tools for driving firm performance. It is expected to reward short as well as long term achievements, bearing in mind that 'businesses must perform in the present to succeed in the future'; and the fourth is development that refers to developing high quality employees.

1.1.2 Strategic Human Resource Management

Organizations exist in turbulent environments owing to continuous change. Adaptation mechanisms have to be devised and one such mechanism which comes in handy is the Strategic Human Resource Management (SHRM) which in itself is a tool for strategic change process. This can go a long way in ensuring competitive advantage for the organization. According to Beer et al (1984) they believed that, 'today, many pressures are demanding a broader, more comprehensive and more strategic perspective with regard to organization's human resources; these pressures have created a need for a longer-term perspective in managing people and consideration of people as potential assets, rather than merely a variable cost'. Being strategic about human resource is about developing capability to mix the soft with the hard HRM to choose situations appropriate rather than personally proffered approaches to HRM, as the business requires (Storey, 1996).

Storey (1996), defines softer approaches as including adaptive strategy, cultural change and continuous improvement. Whereas harder approach is rational strategy, structural changes, radical transformation, command and control. He further observes that it is in those corporations where executives 'think people' and where human resource professionals 'think business' that a fluidity of relationships and synergy of thinking develops. He explains that executives and business unit managers need a 'heart for people, whereas HRM professionals need a head for the business and finally concludes that only then do people issues become business issues and vice versa.

In the west, the conceptual and empirical link between SHRM and firm performance has been well established in the literature (Huselid, Jackson and Schuler, 1997;

Wright and Gardner, 2003). Researchers have shown that the use of SHRM is positively related to both financial and operational performance (Delaney and Huselid 1996). Evidence also has been provided of the synergistic effect of bundles of HR practices on firm outcomes (Huselid 1995; McDuffie; 1995). Recently, several studies conducted in China have found a positive relationship between SHRM and firm performance (Bjorkman and Fan, 2002; Law, Tse and Zhou, 2003).

According to Armstrong (2006), SHRM is an approach to management of human resources in accordance with intentions of the organization on the direction it wants to take. What emerges from this process is a stream of decisions over time that form the pattern adopted by the organization for managing its human resources and which define the areas in which specific strategies need to be developed. These focus on what needs to be done and what needs to be changed in particular areas of people management.

SHRM is defined as “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (Wright and McMahan, 1992, p.298). It has been argued that when a firm's HR practices are consistent with each other (i.e. internal fit), and with the firm's strategic goals (i.e. external fit), organizational efficiency will be enhanced (Huselid, 1995; Wright and McMahan, 1992). While SHRM is related with the HR's alignment with the firm's strategy, HR practices are the exact mechanisms aimed at the acquisition, development, and motivation of human capital. In other words, SHRM focuses on “what” a firm does with human resources, and HR practices refer to “how” these resources are managed. This study surveys the extent to which SHRM practices is adopted by the NGOs operating in Nairobi and its relevance to different organizational outcomes, including operational performance and employee relations climate.

Essentially the HR function provides the advice and services that enable organizations to get things done through people. This is in the delivery process (Armstrong, 2006). Ulrich (1998) points out that: “The activities of HR appear to be and often are, disconnected from the real work of the organization. He believes HR that should not be defined by what it does but by what it delivers”.

The more sophisticated HR function aims to achieve strategic integration and coherence in the development and operation of HRM policies and employment practices. Strategic integration could be described as vertical integration. The process of ensuring that HR strategies are integrated with or 'fit' business strategies. The concept of coherence could be defined as horizontal integration-the development of a mutually reinforcing and interrelated set of HR employment and development policies and practices (Armstrong, 2006)

1.1.3 NGO SECTOR

NGOs are described as 'private voluntary groupings of individuals or association not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public in general and for the promotion of social welfare, development, charity, or research in the areas inclusive of but not limited to health, relief, agriculture, education, industry, and supply of amenities and services (Kenya Gazette supplement no. 85(Act. No.8) Statute Law (Miscellaneous amendments) Act, 23rd. October 1992.Ngos operating in Kenya can be categorized in to international and national NGOs. International NGOs means a non governmental organization with the original incorporation in one or more countries other than Kenya but operating within Kenya under a certificate or registration (NGO coordination Bureau 2005)

According to Njine (2006), most of the countries of the world have realized the complementary role that the NGOS are playing. Because NGOs are engaged in the provision of some critical services that cannot be provided by a national government or the private sector due to reasons ranging from financial constraints to project priorities.

The NGO sector has experienced substantial growth in the last decade and the NGO coordination board has since 1990 cumulatively registered over 5000 NGOs. The impact of globalization and the opening up of democratic space in Kenya has further contributed to an expansion in the NGO sector. The structural adjustment programme (SAPs) has also immensely contributed to the growth of the sector. The central feature of the SAPs was the encouragement of liberalization. The size and the efficiency of the public sector was seen as the main cause of lack of growth in the developing

countries, Kenya included. The World Bank's concern was therefore to institute policy changes that involve the reduction of the role of the state in development. The alternative was to promote the activities of NGOs and the private sector to fill the gaps resulting from government withdrawal (Kanyinga 1993). Donors prefer NGOs for many types of service provisions citing their efficiency, quick returns, effectiveness and grassroots linkages (Kanyinga, 1995).

Ngethe (1991) further observes that NGOs are perceived as having practical experience in mitigating local development problems, utilizing cost-effective and flexible methods of development operations and understanding and incorporating local institutions and values. Therefore change in donor policies in favour of NGOs arise from disillusionment with past disbursements through the state.

Realizing the competing status of NGOs for donor funds, the government established the Non-governmental coordination board. This is a state corporation established by the Non-governmental organizations act No.19 of 1990. As set out on section 7 of the act, the broad functions of the NGO coordination board are: to register, coordinate and facilitate the work of all national and the international NGOs operating in Kenya; to maintain a register of national and international NGOs operating in Kenya, with their precise sectors, affiliations and locations of their activities; and to receive, discuss, analyze and evaluate the annual reports of NGOs. NGOs are also required to make annual returns to the bureau including their funding levels and activities and in addition to ensure that NGOs activities rhyme with the overall national policies and programmes. District development committees are required to approve all NGO-development projects (Mabururu 2003).

1.2 Statement of the Problem

Ulrich and Lake (1990) stipulate that in today's highly competitive environment, organization's traditional sources of competitive advantage, such as technology, patents and economies of scale have been weakened by globalization and other environmental changes. Hence it is argued that, as an alternative, a skilled, motivated and flexible workforce can help develop an organizations sustainable core competency (Levine, 1995). NGOs are not in any way exempt from these global forces and they have to respond accordingly to remain relevant.

According to Dessler, (2004), today, it's the firm's workforce-its knowledge, commitment, skills and training that provides competitive advantage for world-class companies like Microsoft, Sony, AOL, and GE. And its HR's job to build that competitive advantage.

NGOs around the world are facing unprecedented staffing challenges. At the time when NGOs need to be most adept at luring talent, their ability to do so has been so constrained and complicated by economic, social, and organizational pressures. This study is aimed at providing an overview of the strategic human resource management best practices that can help organizations attract and retain talent. Ultimately, the ability of such organizations to provide services effectively and efficiently depend upon a competent team of employees. Good organizations require good people, Njine (2006).

The success of any organization to respond effectively to global challenges is dictated by its to ability to recruit and retain a talented workforce. Organizations that fail to compete successfully in the global war for talent are likely to suffer dire consequences, while those that excel will be well positioned to succeed.

Since the organisational strategies have to have a human resource perspectives from the stage of formulation to that of implementation, strategic human resource management comes in very handy. Unfortunately for the NGOs, the development partners wield immense influence on terms and conditions of formulation, and hence strategy implementation within NGOs. Their strategy is therefore "derived strategy", thus the government, NGO coordination board, NGO council and the beneficiaries lack complete ownership because they do not fully participate in the formulation process.

NGOs are facing a lot of competition from each other as they compete among themselves for limited donor funding. The private sector has become a competitor the NGOs as they have also started to engage in activities which hitherto were considered to be in the domain of the NGO world. Also the private sector is competing for the best and the brightest brains. Budgetary limitations among the NGOs reduce compensation and financial incentives thus placing organizations at a disadvantage vis-à-vis business and industry.

Donors have opted to fund NGOs for many types of service provisions citing their efficiency, quick returns, effectiveness and grass root linkages. The role of the state is to be reduced through the structural adjustment programme (SAPs) as the state was viewed by the Bretton Wood institution as hampering development.

Since NGOs receive funds from donors for various, they must formulate, implement and evaluate their strategies. The adoption of the SHRM by the NGOs will go along way in enhancing their performance. However, according to Harvard Business review, (1999), their operations are shrouded behind veil of secrecy. The ownership some of NGOs is also surrounded by mystery. The question begs, how do the NGOs adopt strategic human resource management practices without putting off the donors?

It is against this backdrop that this study seeks to determine the extent of adoption or non adoption of SHRM best practices by the NGOs operating in Nairobi and suggest recommendations that could lead to improved performance and efficient service delivery among these organizations.

1.2.1 Research Questions

- a. To what extent are SHRM best practices adopted by the NGOs in Nairobi?
- b. To what extent have the NGO sector organizations embraced the shift from the traditional personnel management to strategic human resource management?

1.3 Objectives of the Study

The study will be guided by the following objectives.

- a. To establish the extent of adoption of SHRM best practices by the NGOs operating in Nairobi.
- b. To establish whether there is shift from the traditional personnel management to strategic human resource management in the NGO sector.

1.4 Research Hypothesis

Ho There is no significant relationship between organizational performance and adoption of SHRM best practices in the NGO sector.

1.5 Significance of the Study

a. To the NGOs

The human resource managers of NGOs will use the findings of this study to develop the SHRM best practices for their organizations. It will also enable the NGOs to improve their performance and efficiency in service deliver to it stake holders.

b.The Management of Companies

The study will help corporate managers to understand the impact of SHRM on the performance of the organization. This will go along way in improving the quality of their HRM decisions.

c. The Academic World

This research aims at shading more light in this field and forms the basis for further research on the subject.

d.The Providers of Finance

The research will also as an eye opener for those willing to provide funds to Non-governmental organizations. This will help them to be more careful when making their decision on whether to finance development programs for their staff or not.

e. To Human Resource Practitioners

The research will give an insight to HR practitioners of the state of the strategic human resource management among the Non-Governmental Organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Strategy

To understand the concept of SHRM, it is necessary to appreciate the concept of strategy upon which it is based (Armstrong, 2006). There is no single universally accepted definition of strategy. Infact there is a lot of debate on how strategy develops and how it is implemented (Hax and Mujluf, 1998). Aosa (1992) has categorized definitions of strategy into broad and narrow scope. Some authors define the concept broadly to include both goals and the means to achieving these goals.

The concept of strategy is complex and confusing. Mintzberg et al (1988) suggest that strategy can have a number of meanings, namely:-

- A plan or something equivalent- a direction, a guide, a course of action.
- A pattern, that is, consistency in behavior over time.
- A ploy, a specific 'maneuvers' intended to outwit a competitor.

According to Armstrong, the formulation of corporate strategy can be defined as the process for developing and defining a sense of direction. It has been described as a logical step-by-step affair; the outcome is a formal written statement that provides a definitive guide to the organization's long term intentions. Many people still believe that this is the case, but it is a misrepresentation of reality. In practice, the formulation of strategy is never a linear process as some writers describe or as some managers attempt to make it.

According to Johnson and Scholes (1999), strategy is "the direction and scope over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment to meet the need of markets and to fulfill stakeholder expectations ideally matching its resources to its changing environment, and in particular, to its markets, customers and clients to meet stakeholder expectations".

In recognizing this complementary of the nature of the various views on strategy, Hax and Majluf (1998), have suggested a comprehensive definition of strategy as entailing:

- a. Determining and revealing the organizations purpose in terms of long-term objectives:
- b. Selecting the business the organization is in;
- c. Defining the kind of economic and human organization the company is in or intends to be in;
- d. Attempting to achieve long term sustainable advantages in each business by responding properly to opportunities and threats in the firm's environment.

Strategy determines the direction in which the organization is going relative to its environment. It is the process of clearly defining intentions (strategic intent) and allocating or matching resources to opportunities and needs (resource-based strategy). Business strategy is concerned with achieving competitive advantages. The effective development and implementation of strategy depends on the strategic capability of the organization's managers. This, according to Armstrong, means the capacity to create an achievable vision for the future, to foresee longer term developments, to envisage options and their probable consequences, to select sound courses of action, to rise above day-to-day detail, to challenge the status quo. Strategy is expressed in strategic goals and developed and implemented in strategic plans through the process of strategic management.

Strategy is about implementation which includes the management of change as well as planning. An important aspect of strategy is the need to achieve strategic fit. This is used in three senses: first is the matching of the organization's capabilities and resources to the opportunities available in the external environment; second is the matching of one area e.g. HRM to the business strategy; and third is ensuring that different aspects of a strategy area cohere and are mutually supportive.

Mintzberg (1987) believes that strategy formulation is not necessarily rational and continuous. In theory he says, strategy is a systematic process; first we think then we act: we formulate then we implement but we also 'act in order to think'. In practice, 'a realized strategy can emerge in response to evolving situation' and the strategic planner is often 'a pattern organizer, a learner if you like, who manages a process in which strategies and visions can emerge as well as be deliberately conceived'. He emphasized the concept of 'emergent strategies' and a key aspect of this process is the

production of something that is new to the organization even if it not developed as logically as the traditional corporate planning believed to be appropriate.

Tyson (1977) confirms that:

- Strategy has always been emergent and flexible- it is always 'about to be' it never exists at the present time;
- Strategy is not only realized by formal statements but also comes about by actions and reactions;
- Strategy is a description of future- oriented action that is always directed towards change;
- The management process itself conditions strategies that emerge.

Much of the research on strategic HRM has used as its foundation the Miles and Snow (1978) strategic typology (e.g., Delery & Dotty, 1996; Olians & Rynes, 1984; Wright & Snell, (1991). The typology proposes three viable strategic types: defenders, prospectors, and analysers. According to Miles and Snow (1978), defender organizations serve only a subset of potential product / market domains, pursue technological efficiency, and maintain tight internal controls. Given these aims, defenders are likely overtime, to make few strategic adjustments. Prospectors continuously search for new products/ market opportunities, maintain technological flexibility, and use loose internal controls. Accordingly, relatively frequent strategic changes are likely. Finally, analyzers take a hybrid approach by competing in some product/ market domains as a defender and in others as a prospector. As a result analyzers display the characteristics of both defenders and prospectors; focusing on efficiency in some areas of operations and on innovation in others.

Defenders, because of efficiency concerns and a low rate of internal change, are thought to focus on developing stable and experienced human resource through for example, internal labour markets, succession planning, and extensive training. In contrast, prospectors emphasize competence acquisition; the preference is to "buy" rather than develop human resource training (Miles and Snow, 1984; Olian and Rynes, 1984; Wright & Snell, 1991). This allows prospector firms flexibility in workforce competencies, thereby enhancing the ability to explore new opportunities. Finally, analyzers confront new challenges because of their dual focus on efficiency

and innovation. (Miles and Snow, 1984), analysers need to be equally at (a) the development and retention of long-term employees with organization-specific skills and (b) recruiting new employees and reassigning the currently existing ones in to ever-changing array of positions and units. In essence, analysers need to develop the key human resources skills needed by both prospectors and defenders.

According to Nathan Bennet et al (1998), these different approaches to acquiring and developing competencies lead firms to require different levels of integration between human resource functions and strategic decision making.

2.2 Concept of Strategic Human Resource Management

According to the Resource Based View (RBV), internal firm resources that are rare, inimitable, and non substitutable can provide sources of sustainable competitive advantages (Barney, 1991). HR practices that meet these criteria are such a source (Wright and McMahan, 1992) and thus enhance organizational performance. The RBV has been instrumental in developing the notion of SHRM, or the exploration of HR's role in supporting business strategy (Wright, Dunford and Snell, 2001).

According to Armstrong (2006), SHRM is essentially an integrated process that aims to achieve 'strategic fit'. A strategic human resource management produces human resource strategies that are integrated vertically, with the business strategy and are ideally an integral part of that strategy contributing to the business planning process as it happens.

Walker (1992) defines strategic HRM as the 'means of aligning the management of human resources with the strategic content of the business'. Vertical integration is necessary to provide congruence between business and human resource strategy so that the latter supports the accomplishment of the former and indeed helps to define it. Strategic HRM is also about horizontal integration which aims to ensure that the different elements of the HR strategy fit together and are mutually supportive.

If HR is concerned as it should be with playing a major role in the achievement of continuous improvement in organizational and individual performance and in the HR processes that support that improvement, then it will be concerned with facilitating

change. Ulrich (1997a) believes that that one of the key roles of HR professionals is to act as change agents, delivering organizational transformation and culture change.

SHRM is as much if not more about managing change during the process of implementation as it is about producing long-term plans; a point emphasized by Purrell (1999) who believes that: 'we should be much more sensitive to the processes of organizational change and avoid being trapped in the logic of rational choice'. Purrell (2001) suggested that change is especially important in the HRM strategies , 'since their concern is with the future, the unknown, thinking and learning how to do things differently, undoing the way things have been done in the past, and managing its implementation'.

According to Hendry & Pettigrew, SHRM has four meanings:

1. The use planning
2. A coherent approach to the design and management of personnel systems based on employment policy and manpower strategy
3. Matching human resource management activities and policies to some explicit business strategy;
4. Seeing the people of the organization as a 'strategic resource' for the achievement of 'competitive advantage'.

Devan, Fombrum, Tichy and Warren (1982) highlighted SHRM as a key process in strategy implementation. Some HR activities such as performance appraisal, compensation, and development programmes were considered as critical for strategy implementation if they could stimulate desired employee behaviors and enable managers attain long term strategic goals (Schuler and Jackson, 1999). Huselid (1995) conceptualized SHRM as the emphasis each firm places on aligning its HR functions and competitive strategy. Arguably, such an alignment (or external fit) is conducive to firm performance (Bae and Lawler, 2000; Becker and Huselid, 1998). As suggested by Lado and Wilson (1994), a firm's HR practices are also a source competitive advantage.

"HR practices" generally refers to set of internally consistent practices adopted by firms to enhance knowledge, skills, ability and motivation of employees. As these

practices support and develop the human resources and competencies, they add value to the firm. These practices, widely adopted and utilized by large firms in western countries are known as the "mainstream" (Lepak, Bartol and Erhardt, 2005) or "best" practices (Wright and Gardner, 2003) in the literature these practices often are viewed as bundles, rather than isolated practices (McDuffie, 1995; Wright and McMahan 1992).

Internal consistency is needed among them for example, extensive training should be complemented by compensation, performance appraisal and promotion practices that reduce staff turnover in order to be effective (Baron and Krepps, 1999). Considerable research evidence exists supporting the relationship between internally consistent HR practices and organizational effectiveness (Becker and Huselid, 1998; Bowen and Ostroff, 2004, Huselid, 1995). This study intends to discover whether there is consistency in HRM bundles at the TSC. That is, whether or not HR practices complement or support one another to keep the organization competitive.

Purrell (2001) draws attention to the implication of the strategic human resource management of the concept of strategy as an emerging rather than a deliberate process. "Big strategies in HRM are most unlikely to come, ex cathedra, from the board as a fully formed strategy, written strategy or planning paper. Strategy is much more intuitive and often only 'visible' after the event, seen as an 'emerging patterns of action'. This is especially the case when most of the strategy, as is in HRM, is to do with internal implementation and performance strategies, not exclusively to do with external market ploys.

The importance of the human resource element in achieving change has been emphasized by Johnson and Scholes (1997) "organizations which successfully manage change are those which have integrated their human resource management policies with their strategies and the strategic change process ---training, employee relations, compensation, compensation packages and so on are not merely operational issues for the personnel department; they are crucially concerned with the way in which employees relate to the nature and direction of the firm and as such they can both block strategic change and be significant facilitators of strategic change.

2.3 The Link between HRM and Organisational Strategy

The key difference between traditional conceptions of human resource management and strategic HRM is the extent to which human resource management is integrated with the strategic decision-making processes that direct organizational effort to cope with the environment (Guest, 1989). The strategic HRM perspective considers employees a strategic resource.

As with other resources (e.g., patents, reputation), a strategy that capitalizes on the distinctive features of an organization's array of human talents is likely to enhance success (Barney, 1991). To the extent that human resource managers play an active role in developing an organization's strategy, the strategy will be likely to capitalize on the strength of the organization's human resources. In addition, if human resource managers are full part-time partners in strategic decision making, they are in a better position to craft human resource practices that elicit employee behaviour supportive of the organization's strategy.

Golden and Ramanujam (1985) identified four levels of integrating human resource practices with strategic decision making. This he did by interviewing HR executives. These levels ranged from the least integrated administrative linkage in which HRM processes paper work and strategic processes exist without HRM input, to the integrative linkage in which HRM is considered an integral part of senior management, and an effort is made to integrate employee needs and business objectives to long term organizational goals. Of these two extremes, the former might be thought of as characterizing traditional conceptions of HRM; the latter strategic HRM. Generally, researchers speculate that organizations linking HRM to strategic decision making will outperform those that do not (e.g Cook and Ferris, 1986; Huselid, 1995; Wright & McMahan, 1992).

2.4 The Link between Strategic Human Resource Management and Performance

Performance is the ultimate goal for any institution whether profit making or not for profit (Kotler, 1991). Kaplan & Norton (1992) addressed the inadequacies of traditional performance measurement systems when they introduced balanced score

card. This includes financial measures, the result of action already taken. It complements these financial measures with three sets of operational measures having to do with customer satisfaction, internal processes and the organization's ability to learn and improve the activities that drive future financial performance.

The internal measure of the balanced score cards should stem from the business processes that have the greatest impact on customer satisfaction- factors that affect cycle time, employee skill and productivity. Companies should also attempt to identify and measure their core competencies and critical technology needed to ensure continued market leadership. Since the targets for success keeps on changing, due to competition, a company needs to be innovative and continually improve by learning. This creates value and improves efficiency.

There is an emerging view from the HR literature which suggests why and how human resource practices can affect firm performance (Murage, 2005). In the strategy field, work can be divided traditionally in to two parts, strategy formulation and strategy implementation. Strategy formulation focuses on positioning the firm in the market using competitive analysis of strength, weakness, opportunity and threats (Barney, 1995). Strategy implementation focuses on management and organizational actions. According to Murage (2005), theorists in SHRM have sought a middle ground between strategy formulation and implementation. They have focused on capabilities which according to them are the missing link between strategy and action.

According to Schuler (1992), Organizations as distinct from the people who run them may be said to possess capabilities if those capabilities meet the following criteria such as, offer integration, maintain continuity, remain stable over time, competitors cannot easily copy, create meaning for employees, delineate the organization's identity in the minds of the customers, employees and investors. Capabilities represent skills, abilities, and expertise of the organization (Murage, 2005). They describe what organizations can do and how they do it. They constitute collection of individual competencies transformed in to organization capabilities. Capabilities represent organization's potential to use resources, to get things done and reach goals (Schuler, 1992).

According to Ulrich (1996), while HR practitioners have to be concerned with implementing particular strategic plans, they should be concerned with building capabilities. He refers to this as “competing from the inside out”. HR practices integrate to form capabilities that help organization to succeed. The successful organization is often imbued with and known for the capabilities it possesses. It can then logically follow that, capabilities become human resource results. Filling the middle ground between human resource investment and firm performance, capabilities become results. For example, instead of measuring the number of people hired, human resource should assess the quality of those hired. Also, rather than measure the training activity, the human resource should focus on the benefits of training (Locker, 1984).

Strategic Human Resource Development (SHRD) entails the development of strategies for the provision of learning, development, and training opportunities in order to improve the individual, team, and organizational performance. SHRD also aims to provide coherent and comprehensive policy for developing people (Cecilia, W G, 2007). Much of the HRD process will be geared to providing an environment in which people in an organization are encouraged to learn and develop. According to Beardwell & Holden (1997), HRM has emerged as a set of prescriptions for managing people at work. Its central claim is that, by matching the size and skills of the workforce to the productive requirements of the organization, and raising the quality of individual employee contributions to production, organizations can make significant improvements on their performance.

2.5 Conceptual Framework

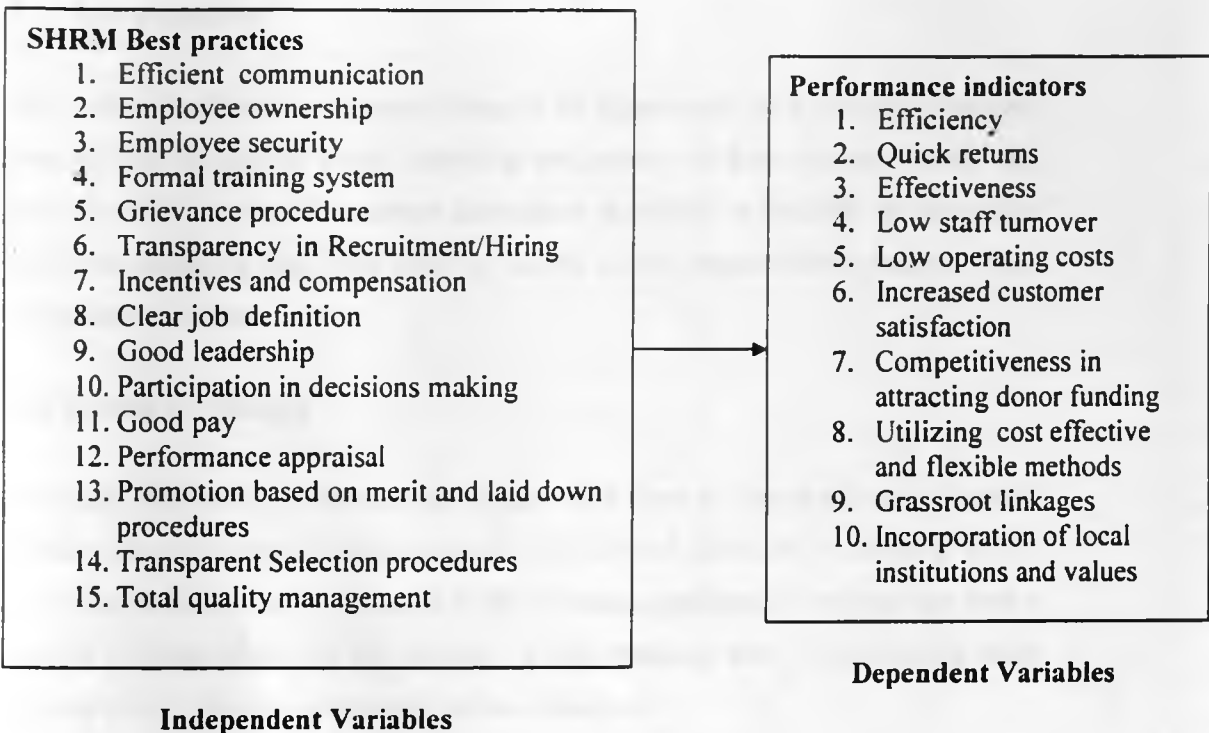
Recent evidence has shown that SHRM practices have a positive influence on organizational performance (Wright et al., 2003). Ramsay et al. (2000) demonstrated that the notion of SHRM impacting on organizational performance through a “high road” approach has become a key element in HR literature (Pfeffer, 1998). This “high road” approach asserts that some SHRM practices are universalistic, i.e. appropriate and advantageous for all firms. Accordingly, organizations from different sectors, across industries, and through different time periods should use these SHRM practices (Bamberger and Meshoulam, 2000).

Harel and Tzafrir used eight SHRM practices: grievance procedure, incentive compensation, participation, promotion from within, recruitment, selection and training. Others used innovative work practices such as total quality management and quality circle (Osterman, 1994). Some saw employment security and employee ownership as best practices (Pfeffer, 1994). Delery and Doty (1996) used seven SHRM practices. These practices were internal career opportunity, formal training system, appraisal measures, profit sharing, employment security, voice mechanisms, and job definition.

Delaney and Huselid (1996), using a cross-sectional research design, adopted seven SHRM practices such as selection, training, incentive compensation, and internal labour market. In a similar vein, Harel and Tzafrir's (1999) study of Israeli firms identified eight universalistic SHRM: these were, among others, recruitment, selection, internal labor market, and participation. More recently, Geringer et al. (2002), in a project exploring international SHRM, focused on hiring, training and development, performance appraisal, pay, leadership, and communication.

These practices impact on organizational performance in many ways. These include increased profitability, lower operating costs, increased customer satisfaction, higher levels of innovation, lower staff turnover implying lower recruitment and retraining costs. In the case of NGOs the listed SHRM practices are supposed to be the main causes the high rate of staff turnover.

Figure 2.1 Conceptual Framework



Source: (Researcher, 2008)

From figure 2.1 is it discernible that organizational performance indicators largely depend on SHRM practices employed by organizations.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This section outlines the research design to be adopted and how the whole research process will be carried out by outlining the method of data collection used, data analysis tools employed to answer the research questions. It specifies the population and how sampling has been done to arrive at the representative sample which minimizes any biases.

3.2 Research Design

The study adopted a survey research design with a focus on best practices in Strategic Human Resource Management among the NGOs based in Nairobi. According to Tull & Albaun (1973), a survey research is the systematic gathering of information from a sample of respondents for the purpose of understanding and / or predicting some aspects of the behaviour of the population of interest.

3.3 Population and Sampling Frame

The population of the study included all the human resource managers of all the 370 active NGOs registered and having their headquarters in Nairobi. This is because Nairobi is the socio-economic and political centre of Kenya. According to the NGO Board directory, there are 470 NGOs with their headquarters in Nairobi (NGO board directory, 2008). Out of these only 370 of them are active. The directory provides all the details of these NGOs which include name, registration number, contact persons, telephone numbers, sectors and areas of operation. Three point criteria was used to determine the sampling units: the organization has its headquarters or registered offices in Nairobi; and the organization has clear physical and postal address including telephone numbers. The physical and the postal address was also required to enable the researcher visit the organizations given that the study adopted the drop and pick later data collection methodology.

3.4 Sampling

The random sampling method was used to select organizations that comprised the study sample. This method gives equal chance for all the NGOs in the sampling frame. According to the register at NGO Coordination Board, there is a total of 470 registered NGOs in Nairobi but only 370 are active, therefore the population of this study is comprised of the 370 active NGOs. According to Mugenda and Mugenda (1999), 30% of a small population of less than 1000 is representative enough. Based on this assertion the study used 30% of the population as the sample, giving us a sample size of 111. Questionnaires were sent to a total of 111 NGOs and out of these 67 were received back. This gave a return rate of 60.4%, this rate was considered satisfactory by the researcher.

3.5 Data Collection

Data required for the study were obtained through the use of questionnaires to collect qualitative and quantitative data. Quantitative data were collected using semi-structured questionnaire, which comprised of both closed and open-ended questions. The “drop and pick later” method was adopted for this study. This method was appropriate for this study because it enabled the respondents to dedicate enough time convenient for them to fill the questionnaire. The questionnaire was also structured in such a way that the respondents could fill it without the assistance of the interviewer. The researcher dropped a letter of introduction (Appendix 1), a letter to the respondent by the researcher (Appendix 2) and a questionnaire (appendix 3) to reach the respondent. The HR manager of each sampled organization was contacted and requested to fill the questionnaire. The HR executives were targeted as respondents because they deal with the issues of human resource management in their organizations. The researcher then picked the filled questionnaires at an agreed time.

3.6 Reliability and Validity

To ensure validity and reliability of the data collection tools, the questionnaires were pre-tested before being used in the field. After all the pre-tests, the questionnaires were then be revised appropriately.

3.7 Data Analysis

The data collected were sorted appropriately, and then edited for errors. The data was then coded and entered into SPSS for in-depth analysis. The data was taken through a series of data cleaning procedures before analysis started. The analysis employed basic analytical procedures such as frequency distribution, mean, mode, median, minimum and maximum as measures of central tendencies and dispersions. Multiple regression analysis was employed to determine the significance of the relationships between the dependent variable and the independent variables.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS AND FINDINGS

4.1 Introduction

This chapter deals with the data analysis, presentation and interpretation of the findings. The data used was obtained by use of questionnaires distributed to the heads of the human resource departments in the selected NGOs. The chapter contains two sections, the first section contains descriptive analysis of the level of adoption of SHRM best practices and the second section contains analytical testing of the hypotheses. The main objective of this study is to establish the extent of adoption of SHRM best practices by the NGOs operating in Nairobi and how they affect performance of the respective organizations in the sector. The main types of statistics used to achieve this objective are mainly descriptive statistics such as measures of central tendencies and dispersions, frequency distribution, percentages, charts and graphs. Inferential statistics such as regression was used to test the hypothesis.

The following are the specific objectives of the study that are addressed in this chapter:

1. To find out the strategic human resources management practices used in the NGO sector.
2. To find out if there is change from the traditional personnel management to SHRMP.

The study sought to address the objectives of the study by trying to answer the following research questions:

- c. To what extent are SHRM best practices adopted by the NGOs operating within Nairobi?
- d. To what extent have the NGO sector organizations embraced the shift from the traditional personnel management to strategic human resource management?

Based on the research objectives, the study attempts to answer the above research questions by testing the following null hypothesis.

H0 There is no significant relationship between performance of organizations in the NGO sector and adoption of SHRM best practices.

4.2 Demographics of the Sample

This section details the distribution of the selected NGOs by the various sample characteristics such as the departments they work in, their designations or titles and the number of years they have worked in the organization.

Table 4.1: Distribution by Department

	Frequency	Percent
Human Resources Department	67	100.0

The findings in table 4.1 shows that all the respondents were drawn from the human resources department.

Table4.2: Distribution by Positions/Titles in the Organisations

	Frequency	Percent
HR Manager	18	26.9
HR Director	24	35.8
HR Advisor	13	19.4
HR Officer	12	17.9
Total	67	100.0

Table 4.2 shows the distribution of the respondents by the positions they hold or titles they are given in the organisations. All the respondents for this study were heads of the human resources management department in their organisations and from the findings it shows that they are given different titles. This is an indication that in the NGO sector, 26.9% refer to the head of human resources department as Human Resources Manager, 35.8% refers to it as Human Resources Director, and 19.4% refers to it as Human Resources Advisor and 17.9% as Human Resources Officer.

Figure4.1: Distribution by Positions/Titles in the Organisations

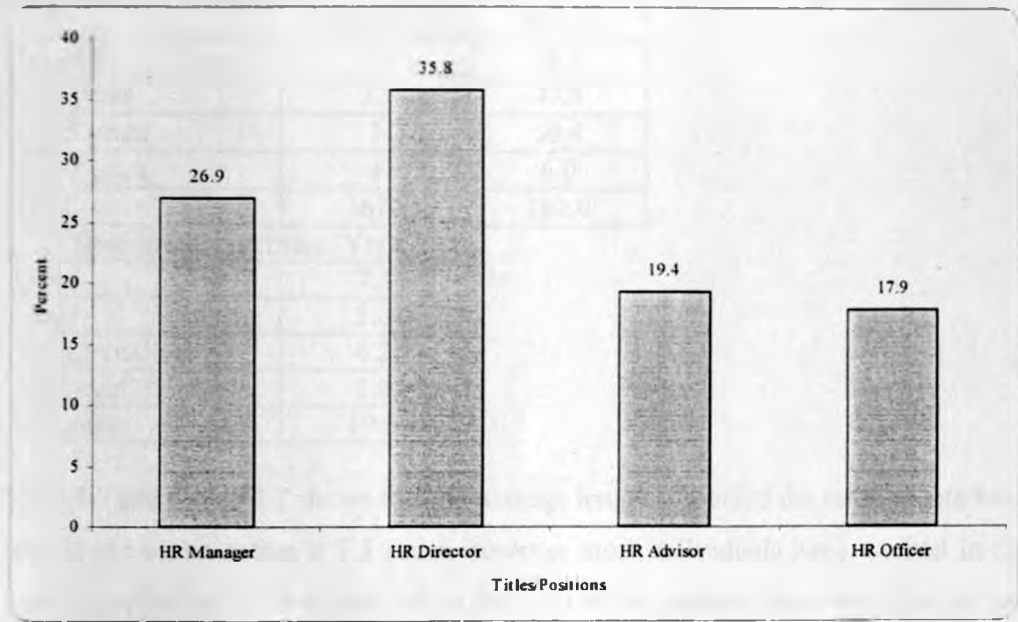


Figure 4.1 above also shows the graphical distribution of the respondents by the positions they hold or titles they are given in the organisations.

Figure4.2: Distribution by Number of years working with the Organisations

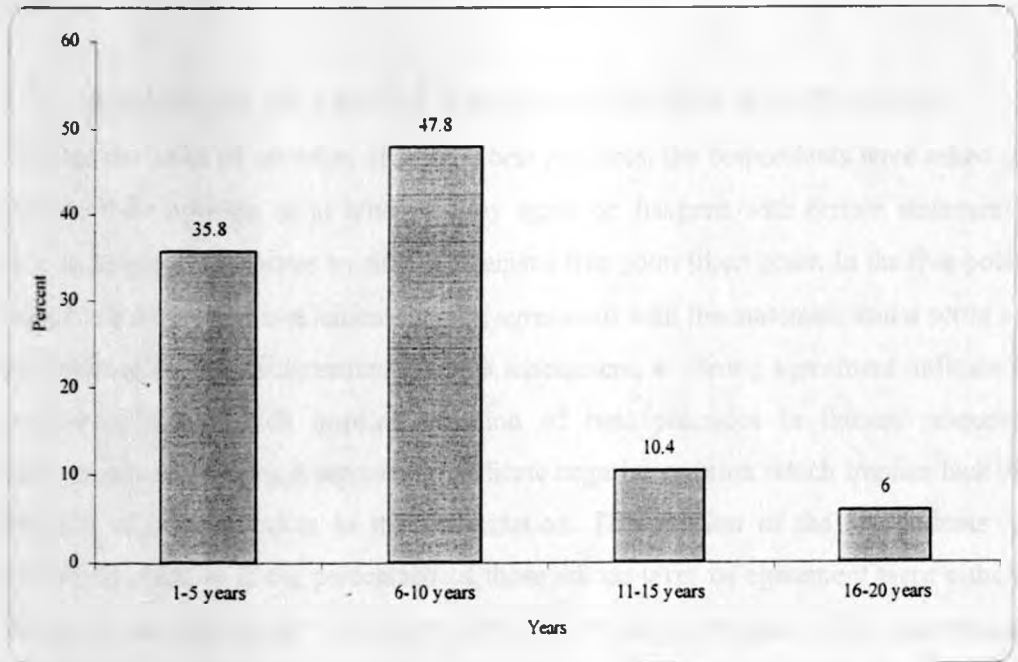


Figure 4.2 above indicates the distribution of the respondents by the number of years they have continuously worked for their respective organisations.

Table 4.3: Frequency Distribution of Number of Years in the Organization

	Frequency	Percent
1-5 years	24	35.8
6-10 years	32	47.8
11-15 years	7	10.4
16-20 years	4	6.0
Total	67	100.0
Descriptive Statistics (Yrs)		
Mean	7.3	
Mode	5.0	
Std. Deviation	4.2	
Minimum	1.0	
Maximum	19.0	

Table 4.3 and figure 4.2 shows that the average length of period the respondents have been in the organization is 7.3 years; however most individuals have worked in the same organization for five years while the most recent entrant came with the last one years and the oldest has been there for the last 19 years. The frequency distribution reports that 35.8% of them have worked in the organisations for between one to five years. 47.8% have worked for between six to ten years. 10.4% for between eleven and fifteen years and the longest serving have worked for between sixteen and nineteen years.

4.3 Analysis of the Level of Adoption of SHRM Best Practices

To assess the level of adoption of SHRM best practices, the respondents were asked to indicate their opinion as to whether they agree or disagree with certain statements used as adoption indicators by ticking against a five point likert scale. In the five point likert scale a score of one indicate strong agreement with the statement and a score of five indicate strong disagreement. In this assessment, a strong agreement indicate a positive opinion which implies adoption of best practices in human resource management and strong disagreement indicate negative opinion which implies lack of adoption of best practices in the organization. The opinion of the respondents is considered positive if the percentage of those whose level of agreement were either, 'agree' or 'strongly agree' were more than 50%. On the other hand, if the percentage of those whose level of agreement were either, 'disagree', 'strongly disagree' or 'undecided' were more than 50%, then the opinion was considered negative and indicate non adoption or low rate of adoption.

Table 4.4: Analysis of the Level of Adoption of SHRM Best Practices in the NGO Sector

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
There is adequate cross functional training programs for all employees	8	11.9	16	23.9	9	13.4	19	28.4	15	22.4	67	100.0
Devolution of Human Resource Management activities to line management	11	16.4	20	29.9	17	25.4	10	14.9	9	13.4	67	100.0
There is direct formal access to the Chief Executive Officer of my organization	30	44.8	20	29.9	6	9.0	10	14.9	1	1.5	67	100.0
Employees in my organization are empowered and participate in important decision making together with their seniors	18	26.9	24	35.8	16	23.9	7	10.4	2	3.0	67	100.0
The organizations performance appraisal is objective and goal oriented	0	0.0	10	14.9	9	13.4	20	29.9	28	41.8	67	100.0
The organization practices flexible or cafeteria approach in compensation and benefits	26	38.8	21	31.3	9	13.4	8	11.9	3	4.5	67	100.0
There is functional job rotation for Human Resource personnel to facilitate strategic decision making	26	38.8	19	28.4	8	11.9	13	19.4	1	1.5	67	100.0
Appointments made from staff in other functional areas e.g. operations	20	29.9	19	28.4	7	10.4	15	22.4	6	9.0	67	100.0
HR representation at the senior policy committee levels	20	29.9	20	29.9	15	22.4	8	11.9	4	6.0	67	100.0
There are Incentives and compensations for all employees	26	38.8	20	29.9	11	16.4	10	14.9	0	.0	67	100.0
Workers are important source of competitive advantage	9	13.4	22	32.8	11	16.4	15	22.4	10	14.9	67	100.0
There is organizational culture that supports best human resource management activities	7	10.4	23	34.3	11	16.4	15	22.4	11	16.4	67	100.0
There is no conflict between human resource management strategy and the overall organizational strategy	14	20.9	18	26.9	10	14.9	12	17.9	13	19.4	67	100.0
The organization has specialized Human Resource personnel	18	26.9	21	31.3	9	13.4	14	20.9	5	7.5	67	100.0
There is cooperation between subordinate, supervisors and managers in setting annual departmental goals	15	22.4	19	28.4	10	14.9	11	16.4	12	17.9	67	100.0
There is regular talent inventory review	19	28.4	18	26.9	5	7.5	17	25.4	8	11.9	67	100.0
Employees work as a team, jobs are also designed for team work	13	19.4	16	23.9	9	13.4	16	23.9	13	19.4	67	100.0
Top management are committed in achieving best human resource management practices both formally and informally	18	26.9	24	35.8	4	6.0	13	19.4	8	11.9	67	100.0
There is efficient top-down, bottom-up communication	10	14.9	14	20.9	7	10.4	16	23.9	20	29.9	67	100.0
The organization uses 360 degree feedback/balance scorecard appraisal system	12	17.9	16	23.9	6	9.0	14	20.9	19	28.4	67	100.0

The following discussion details the best practices that have not been adopted by more than 50% of the organisations in the sample i.e. best practices that have low adoption rate of below 50%.

According to the findings in the table above, only 35% of the respondents agree that there is adequate cross functional training programs for all employees in their organization, the rest who are the majority are either lukewarm or simply disagreed. This therefore imply that the sector has not fully adopted adequate cross functional training programs for all employees in their organisations. Devolution of human resource management activities to line management has also been adopted by 46.3% of the organisations while most of them, 53.7%, do not have devolved activities. The findings further shows that the organizational performance appraisal is still not fully objective and goal oriented, this reported a positives opinions from only 14.9% of the organization, this means that most of the organisations, 85.1%, do not have objective or goal oriented performance appraisal system in place. The table also shows that in the NGO sector 46.2% of the organisations believe that workers are important source of competitive advantage while the rest are either not sure or do not agree. Since workers form the core of human resources management and is the key driving force behind every organisation's success, this finding is a reflection that the sector needs an urgent change in their view of workers to ensure success of the adoption of strategic human resources management.

The findings also show that only 44.7% of the organizations have organizational culture that supports best human resource management activities. This could be one of the reasons why the adoption rate of most SHRM best practices is less than 50%, an organizational culture that supports best human resources management practices is needed to ensure smooth adoption of the human resources best practices. It is also very important to synchronize human resource management strategy and the overall organizational strategy; however the findings shows that only 47.8% of the organisations have synchronized the two while 52.1% still have conflicts between their human resources management strategy and the overall organizational strategy. This conflict also could be linked to the less than 50% adoption rate. Working as a team among employees and designing jobs for team work is another strategic human resource management best

practice that has only covered 43.3% of the sector. Efficient communication is key to the success of any organization in terms of general performance, the findings however indicates that only 35.8% of the organisations have efficient top-down, bottom-up communication system.

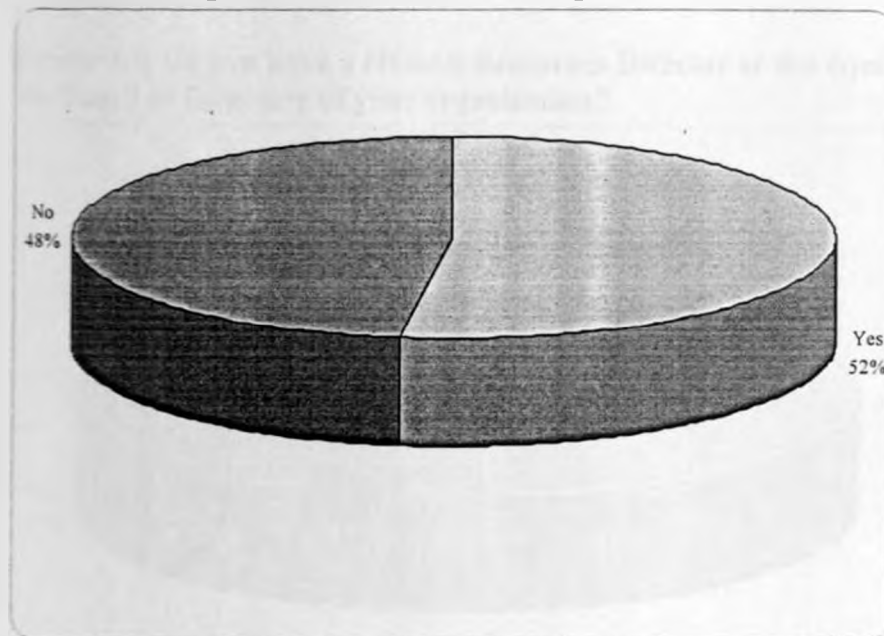
The following discussion details SHRM best practices that have high rate of adoption of over 50% of the selected organisations. The findings show that in 74.7% of the organisations, employees have direct formal access to the Chief Executive Officer of the organization. It also shows that organisations with empowered employees who participate in important decision making together with their seniors forms 62.7% of the organisations, organizations that utilizes flexible or cafeteria approach in compensation and benefits are 70.1% of all the NGOs in Nairobi and those with functional job rotation for the personnel to facilitate strategic decision making make 67.2%. It is also found that organisations which make appointment from staff in other functional areas form 67.2% of all the NGOs. Organisations with human resource representations in the senior policy making organs in the sample forms 59.8% of all the NGOs in sector and those which have incentives and compensations for all employees are 68.7%. On the other hand, those with specialized Human Resource personnel are 58.2%.

4.4 Analysis of Change from traditional personnel management practice to SHRMP

Table4.5: Change of Titles of Human Resource Department and Staff to Reflect Shift To Strategic Human Resource Management.

	Frequency	Percent
Yes	35	52.2
No	32	47.8
Total	67	100.0

Figure4.3: Change of Titles of Human Resource Department and Staff to Reflect Shift To Strategic Human Resource Management.



The findings above shows that over the years, more than half of the NGOs have changed the titles of their human resources department and staff to reflect change from traditional human resources management to strategic human resources management. This findings shows that there have been a lot of changes in the sector regarding human resources management, and that the changes are from traditional human resources management to strategic human resources management.

Table4.6: Do you have a Human Resources Director or the equivalent that sits in the Board of Directors of your organization?

	Frequency	Percent
Yes	33	49.3
No	34	50.7
Total	67	100.0

According to the findings in the table 6 above, less than half (49.3%) of the NGOs have heads of human resources management who sits in Board with Directors of the organisations while 50.7% of the NGOs have heads of human resources management who do not sit in the board. This can be a deterrent factor to change from traditional to

strategic human resources management since the human resources managers are not part and parcel of the ultimate decision making organs in their organisations.

Figure 4.4: Do you have a Human Resources Director or the equivalent that sits in the Board of Directors of your organization?

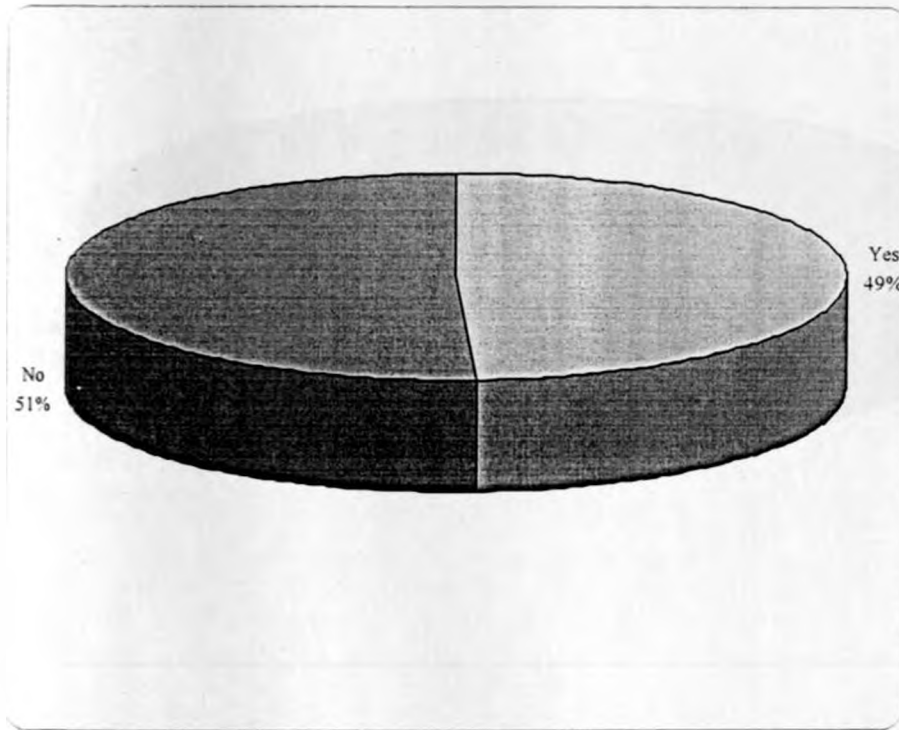


Table 4.7: Do you have a Human Resource vision statement and is this aligned to the organizational vision statement?

	Frequency	Percent
Yes	33	49.3
No	34	50.7
Total	67	100.0

Although there are indications of change to strategic human resources management, less than half (49.3%) of the organisations have written human resource vision statements that is aligned with their organisation’s vision statements. This is also a reflection that the adoption of strategic human resource management is still not reflected in the organisations.

Figure4. 5: Do you have a Human Resource vision statement and is this aligned to the organizational vision statement

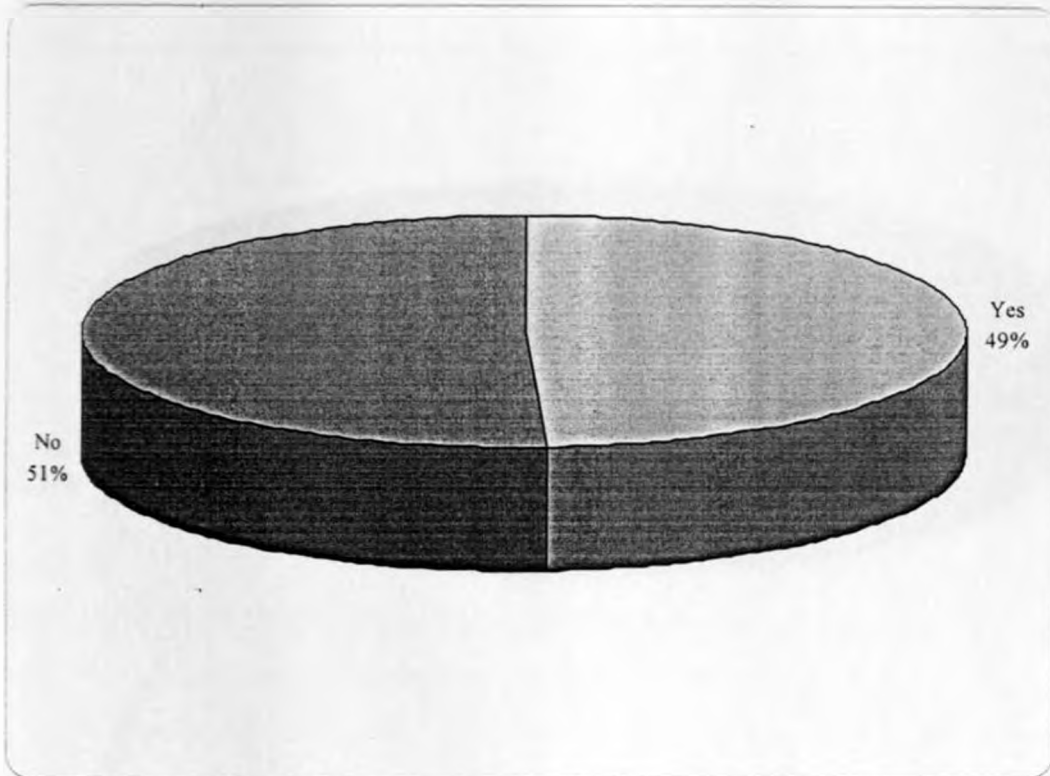
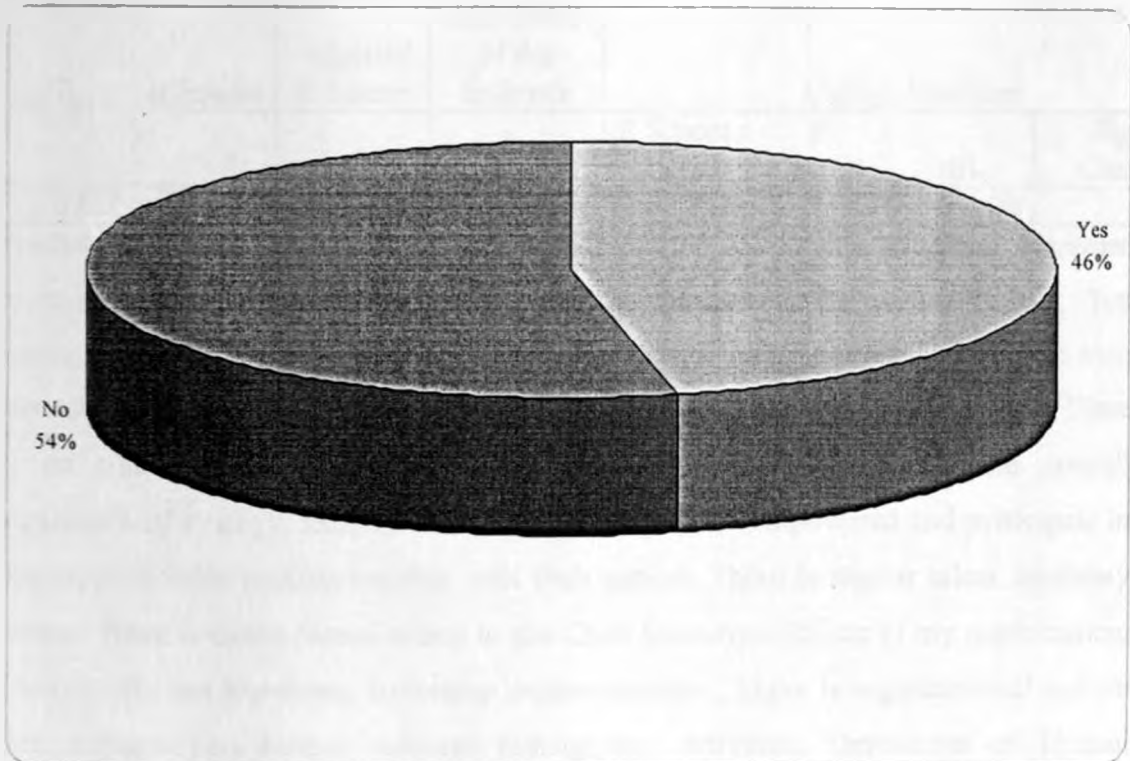


Table4.8: Has your organization ever reviewed the organizational structure with the aim of encouraging more Human Resource management participation in the organization as a whole?

	Frequency	Percent
Yes	31	46.3
No	36	53.7
Total	67	100.0

The findings above shows that 46.3% of the organisations have reviewed their organizational structures with an aim of encouraging more human resource management participation in the organization while on the other hand 53.7% of them have not reviewed their organisations structure.

Figure4.6: Has your organization ever reviewed the organizational structure with the aim of encouraging more Human Resource management participation in the organization as a whole?



The information contained in figure5 above shows the distribution of the number of organisations which have reviewed their organizational structures with the aim of encouraging more human resource management participation in the organization and those which have not.

4.5 Testing of the Hypothesis

This section attempts to test the hypotheses listed below and prove that the observations indicated in the previous sections are statistically significant and are therefore true. All the tests in this section were done at 95% confidence level; this implies that for any test to be considered significant the p-value must be less or equal to 0.05. This study used Multiple Regression analysis to test the relationship between organizational performance and SHRM best practices. Organizational performance was measured based on the rate of employee retention in the organisations and SHRM best practices were measured using a five point likert scale with a series of statements. In this test the employee retentions rate

was used as the dependents variable and the SHRM best practices were used as the independent variables. The test was conducted at 95% confidence interval.

Table4.9: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	df1	Sig. F Change
0.667	0.532	0.486	1.10664	.321	7.089	20	.039

Predictors: (Constant), The organization uses 360 degree feedback/balance scorecard appraisal system. There are Incentives and compensations for all employees. Top management are committed in achieving best human resource management practices both formally and informally, Workers are important source of competitive advantage, There is no conflict between human resource management strategy and the overall organizational strategy, Employees in my organization are empowered and participate in important decision making together with their seniors, There is regular talent inventory review, There is direct formal access to the Chief Executive Officer of my organization. There is efficient top-down, bottom-up communication , There is organizational culture that supports best human resource management activities, Devolution of Human Resource Management activities to line management. Employees work as a team, jobs are also designed for team work , There is functional job rotation for the staff to facilitate strategic decision making, presence of HR representation at the senior policy making levels, The organization practices flexible or cafeteria approach in compensation and benefits. The organizations performance appraisal is objective and goal oriented, There is adequate cross functional training programs for all employees, Appointments made from staff in other functional areas e.g. operations, There is cooperation between subordinate, supervisors and managers in setting annual departmental goals, The organization has specialized Human Resource personnel

Statistics in table 9 is the model summary, it shows that there was a perfect model fit with F statistics of 7.089 which is significant at 95% confidence level. There is also a significant multiple correlation of 0.667 (R=0.039). The significance of F and R means that the model selection was okay and that independent variables in the model have significant relationship with the dependent variable and are therefore good predictors. It

further shows that $R^2 = 0.532$ which implies that this model explains up to 53.2% of the performance of the human resources management departments in the NGO sector.

Table 4.10: Beta Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.912	5.174		1.143	.259
There is adequate cross functional training programs for all employees	-.125	.441	-.041	-.282	.779
Devolution of Human Resource Management activities to line management	.005	.458	.001	.011	.992
There is direct formal access to the Chief Executive Officer of my organization	2.070	.0519	.192	2.134	.0594
Employees in my organization are empowered and participate in important decision making together with their seniors	-3.261	.0522	-.674	-2.500	.0520
The organizations performance appraisal is objective and goal oriented	.932	.549	.242	1.697	.097
The organization practices flexible or cafeteria approach in compensation and benefits	1.168	.0494	.482	2.340	.0435
There is functional job rotation for Human Resource personnel to facilitate strategic decision making	-2.335	.0503	-.296	-.666	.0509
Appointments made from staff in other functional areas e.g. operations	-3.190	.0443	-.062	-2.429	.0470
HR representation at the senior policy committee levels	-1.575	.0491	-.166	-3.172	.0247
There are Incentives and compensations for all employees	3.107	.0564	.028	2.190	.0540
Workers are important source of competitive advantage	-.830	.443	-.261	-1.876	.067
There is organizational culture that supports best human resource management activities	-.390	.474	-.121	-.823	.415
There is no conflict between human resource management strategy and the overall organizational strategy	-.089	.405	-.031	-.219	.827
The organization has specialized Human Resource personnel	1.258	.0499	.080	.518	.0407
There is cooperation between subordinate, supervisors and managers in setting annual departmental goals	-.464	.0446	-.160	-3.041	.0303
There is regular talent inventory review	-.190	.407	-.065	-.466	.643
Employees work as a team, jobs are also designed for team work	.891	.411	.307	2.170	.035
Top management are committed in achieving best human resource management practices both formally and informally	2.317	.398	.105	2.797	.0430
There is efficient top-down, bottom-up communication	.012	.383	.004	.032	.974
The organization uses 360 degree feedback/balance scorecard appraisal system	.613	.424	.224	1.445	.155

Dependent Variable: Performance (Employee Retention Rate)

Table 10 contains the beta coefficients of the tested model, according to the beta coefficients in the table; having adequate cross functional training programs for all employees, devolution of Human Resource Management activities to line management, having an organizations performance appraisal that is objective and goal oriented, belief that workers are important source of competitive advantage, having organizational culture that supports best human resource management activities, having no conflict between human resource management strategy and the overall organizational strategy, ensuring that employees work as a team and jobs are also designed for team work, and ensuring efficient top-down, bottom-up communication, all have p-value greater than 0.05 and are therefore not key factors contributing to performance of organizations in the sector. On the other hand the findings show that having direct formal access to the Chief Executive Officer, having employees who are empowered and participate in important decision making together with their seniors, having organizational practices flexible or cafeteria approach in compensation and benefits, having a functional job rotation for Human Resource personnel to facilitate strategic decision making, appointments made from staff in other functional areas e.g. operations, HR representation at the senior policy committee levels, having incentives and compensations for all employees, having specialized Human Resource personnel, having cooperation between subordinate, supervisors and managers in setting annual departmental goals, having regular talent inventory review, and having top management who are committed in achieving best human resource management practices both formally and informally are all having p-value less than 0.05 and are therefore significant determinants of performance in the NGO sector.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

This section contains the conclusion of the study based on the findings already detailed in chapter four, it also provide recommendations based on the study conclusions which can therefore lead to appropriate intervention to improve or salvage identified weaknesses in adoption of SHRM best practices in the NGO sector.

5.2 Conclusions

The study arrived at the following conclusions. The conclusions are categorized into the following two groups; identified HRM best practices with very low adoption rate, and those with high adoption rate. The conclusions also highlight those SHRM best practices which have strong influence on organizational performance in the NGO sector.

5.2.1 Human Resources Management best practices with very low adoption rate.

Based on the findings, the study concluded that there are many important SHRM best practices that have very low rate of adoption in the NGO sector. There is inadequate cross functional training programs for all employees among the organization. The rate of devolution of human resource management activities to line manager is also very low. The study further concluded that the organizational performance appraisal is still not fully objective and goal oriented. The study also concluded that most organisations in the NGO sector do not believe that workers are important source of competitive advantage.

The study concluded that very few organisations in the sector organizations have organizational culture that supports best human resource management activities. The study found that only a few organisations have harmonized human resource management strategy and the overall organizational strategy. The study concluded that most organisations do not have a workforce that operates as a team and jobs are not designed for team work and that there is no efficient top-down, bottom-up communication system in many organisations within the sector.

5.2.2 Human Resources Management best practices with high adoption rate.

This study further concluded that there are certain practices that the sector is adopting at a high rate and that they have contributed a lot to the performance of organizations in the sector. The study concluded that in most organisations employees have direct formal access to the Chief Executive Officer of the organization. It also found out and concluded that many organisations have empowered employees who participate in important decision making together with their seniors and this leads to improved performance.

The study also concluded that organizations adopting flexible or cafeteria approach in compensation and benefits and those with functional job rotation for their personnel to facilitate strategic decision making form the majority in the sector. It was also found out that most organisations in the sector make appointment from staff in other functional areas and also have human resources representations at the senior policy making levels in the organisation structure.

5.2.3 Human Resources Management best practices with strong influence on the performance in human resources management within the NGO sector.

Based on the study findings the study concluded that the following SHRM best practices have significant influence on the performance of organisations in the NGO sector; having direct formal access to the Chief Executive Officer, having employees who are empowered and participate in important decision making together with their seniors, utilization of flexible or cafeteria approach in compensation and benefits, having a functional job rotation for staff to facilitate strategic decision making, appointments made from staff in other functional areas e.g. operations, HR representation at the senior policy committee levels, having incentives and compensations for all employees, having specialized Human Resource personnel, having cooperation between low cadre personnel, supervisors and managers in setting annual departmental goals, having regular talent inventory review, and having top management who are committed in achieving best human resource management practices both formally and informally.

On the other hand, the study concluded that the following best practices as having insignificant influence on performance of organizations in the sector: having adequate cross functional training programs for all employees, devolution of Human Resource Management activities to line management, using an organization's performance appraisal that is objective and goal oriented, belief that workers are important source of competitive advantage, having organizational culture that supports best human resource management activities, having no conflict between human resource management strategy and the overall organizational strategy, ensuring that employees work as a team and jobs are also designed for team work, and ensuring efficient top-down, bottom-up communication.

5.3 Recommendations

1. From the summary of the findings and conclusions in this chapter, the researcher can strongly recommend strategic human resource management as a process of managing HR systems and the organizational structure in a way that is congruent with organizational strategy. This will go a long way in improving performance of organizations and for the company to achieve this, strategic human resource management best practices should be seriously implemented by the organizations.
2. For organizations to be able to adapt to their ever changing environment and be able to remain relevant in terms of performance, they should view their people as the most valued assets so that they can be able to contribute their creativity, energy and foresight in return for being nurtured, developed and enthused and for this to happen, organizations need to embrace the adoption of the strategic human resource management.

5.4 Limitations of the study

The study faced a number of limitations. The most significant one related to data collection. The respondents openly expressed lack of interest in filling the questionnaire. Some respondents had to be reminded over and over again by the researcher in order to respond. It therefore took the researcher more time than the time budgeted earlier for the task.

Another major limitation suffered by the research is a discovery of the fact some of the targeted organizations do not actually exist at their registered physical addresses. Some of the physical addresses are actually government offices and this points to the evidence of existence of briefcase NGOs in the country.

5.5 Areas for further research

This study focused on the extent of adoption of the strategic human resource management in the NGO sector. A similar survey on the strategic human resource management in the public sector exists. The study recommends that a further survey research need to be carried out to compare the performance of organizations that adopt strategic human resource and those that do not adopt the identified best practices in SHRM.

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APPENDIX 1

Authorization Letter to the Respondents



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM - LOWER KABETE CAMPUS

Telephone 020 2760102
Telegrams University Nairobi
Telex 22085 Uniba

TEL 303 0197
Nairobi Kenya

DATE

TO WHOM IT MAY CONCERN

The bearer of this letter

Registration No.

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

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in 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 organizations on request.

Thank you

DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM

APPENDIX II: Letter to the respondent

Mr. Hussein Roba
Po Box 29010
Nairobi

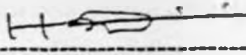
September 17, 2008

Dear respondent

I am a postgraduate student currently studying for MBA degree at the School of Business, University of Nairobi. I am currently undertaking a management research project in partial fulfillment of the requirement for the master of business administration (MBA) degree. My topic of research, "A survey to assess the extent adoption of the strategic human resources management practices by the Non- governmental organizations in Nairobi. Your organization is selected for this study. I therefore request you to fill the questionnaire to the best of your knowledge. The information you give is needed for academic research purposes and will therefore be treated with strict confidence. In no way will your name appear in the final report. A copy of the final report will be availed to you upon request. I appreciate your assistance and cooperation.

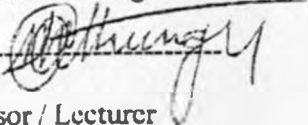
Yours sincerely

Mr. Hussein Roba

Sign. 

MBA Student

Mr. James Gathungu

Sign. 

Supervisor / Lecturer
Dept. of Business Administration

APPENDIX III: QUESTIONNAIRE

Section 1: Personal Details

1. Position in the organization _____
2. Department _____
3. Number of years with the organization _____

Section 2: Strategic Human Resources Management Adoption Indicators

On a scale of 1 to 5 where:

1 = Strongly Agree; 2 = Agree; 3 = Undecided; 4 = Disagree; 5 = Strongly Disagree

Indicate the extent to which you agree with the following statements regarding operations and practices at your organization

	Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	There is adequate cross functional training programs for all employees					
2	Devolution of Human Resource Management activities to line management					
3	There is direct formal access to the Chief Executive Officer of my organization					
4	Employees in my organization are empowered and participate in important decision making together with their seniors					
5	The organizations performance appraisal is objective and goal oriented					
6	The organization practices flexible or cafeteria approach in compensation and benefits					
7	There is functional job rotation for Human Resource personnel to facilitate strategic decision making					
8	Appointments made from staff in other functional areas e.g. operations					
9	HR representation at the senior policy committee levels					
10	There are Incentives and compensations for all employees					
11	Workers are important source of competitive advantage					
12	There is organizational culture that supports best human resource management activities					
13	There is no conflict between human resource management strategy and the overall organizational strategy					
14	The organization has specialized Human Resource personnel					
15	There is cooperation between subordinate, supervisors and managers in setting annual departmental goals					
16	There is regular talent inventory review					
17	Employees work as a team. jobs are also designed for team work					
18	Top management are committed in achieving best human resource management practices both formally and informally					
19	There is efficient top-down, bottom-up communication					
20	The organization uses 360 degree feedback/balance scorecard appraisal system					

Section 3: Change from traditional personnel management practice to SHRMP

1. Has your organization;

a. Ever changed the title of your Human Resource Department or that of your Human Resources staff to reflect the move from traditional personnel/human resource management to strategic human resource management practice?

Yes []; No []

b. Do you have a Human Resources Director or the equivalent that sits in the Board of Directors of your company?

Yes []; No []

c. Do you have a Human Resource vision statement and is this aligned to the organizational vision statement

Yes []; No []

d. Has your organization ever reviewed the organizational structure with the aim of encouraging more Human Resource management participation in the organization as a whole

Yes []; No []

Thank you for completing this Questionnaire

APPENDIX IV: LIST OF NGOS INCLUDED IN THE SURVEY

1. SUPPORTERS FOR THE NEEDY-KENYA
P.O. Box 737570 00200
Nairobi
2. KENYA EDUCATION
COMMUNICATION AND
ECONOMIC EMPOWERMENT
P.O. Box 68984, Nairobi
3. SEMI-RURAL AIDS CONTROL
P.O. Box 59804 Nairobi
4. YOUNG GENERATION SELF
HELP TECHNIQUES
P.O.Box 9341Nairobi
5. ANGAZA YOUTH WORKS
P.O. Box 73 4100200
BUILDING AFRICA
P.O. Box55619, Nairobi
6. CHILD RESCUE LINK- KENYA
P.O. Box 43065 00100 GPO
Nairobi
7. BRIDGE AFRICA AGENCY FOR
DEVELOPMENT CONCERNS
PO BOX 8062000300
Nairobi
8. CHILDREN'S INTERNATIONAL
SUMMER VILLAGES, KENYA
PO BOX 25000 00200
Nairobi
9. THE WORLD LIFE
FOUNDATION
PO BOX 42076, NARIOBI
10. KURIA DEVELOPMENT FORUM
PO Box 52799 000200,
NAIROBI.

11. NETWORK SIMBULA CENTRE FOR DEVELOPMENT
P.O. BOX47956 Nairobi
12. CHOSEN CHILDREN OF PROMISE
P.o Box 16840 00100 Sarit
Centre Nairobi
13. EVERYCHILDCOUNTS
PO BOX 20124 000200 Nrb
14. WARCHILD KENYA PROGRAMME
P.O. Box 39991Nairobi 00623
15. MITIGATION AGAINST ILLITERACY DUE TO AIDS
P.O.Box270,
Tala, Kangundo
16. HELPING HAND FOUNDATION
PO BOX 540, GITHUNGURI
17. THEINTER-SUDANESE CONSULTATION ON PEACE
AND JUSTICE
P.O Box 20705 Nairobi
18. GARGAAR KENYA
PO BOX 1199 Nrb
19. HOME CARE FOUNDATION - KENYA
P.O. Box 242000902 Kikuyu
20. VOLUNTEERS FOR AFRICA ORGANIZATION
P.O. Box 20440 00100 Nairobi
21. KENYA AIDS EDUCATION AND TRAINING
PO BOX 21976 000400
NAIROBI
22. CENTRE FOR RESEARCH AND DEVELOPMENT
P.o. Box 5566 000100
Nairobi
23. KENYA RETRENCHES AND GENDERNETWORK
ORGANIZATION
P.O. Box 6735000100 GPO Nairobi

24. RAFIKI CARING HOME
P.o Box 7822. Nairobi 00300

25. NORTH IMENTI DEVELOPMENT NETWORK
PO BOX 205336 000200 Nbi

26. POLYTHENE WASTE RECYCLING AND CHILDREN'S
REHABILITATION
P.O. Box7, Mbariya

27. NATIONAL CHILDREN IN NEED NETWORK
P. O. Box 30590 00200
NAIROBI.

28. NYOTA DEVELOPMENT ORGANISATION
P.O. Box 52971 00200
Nairobi

29. CHARITY DEVELOPMENT FOR THEFAMILY
P.O. Box 104380 00400,Nairobi

30. SOCIAL DIMENSIONS AGAINST POVERTY KENYA
P.O. Box 9795000100,
Nairobi

31. SAMAKI CHILD CARE AND RESCUEPROJECT
P.O.Box 26090 00100, Nairobi

32. STRATEGIC COMMUNITY DEVELOPMENT NETWORK
P.O.Box 59842 00200
Nairobi

33. PANDA AGENCY FOR COMMUNITY EMPOWERMENT
P.O Box 40870000100
Nairobi

34. WINDAKENYA
P.O. Box 9486 000300
Nairobi

35. DESTITUTE INTERNATIONAL
P.O. Box 942800300,Nairobi

36. LIVERPOOL VCT, CARE AND TREATMENT
PO Box 43660, 00100
Nairobi
37. VISION AFRICA GIVE A CHILD A FUTURE
P.O. Box 76227 00508
Nairobi
38. CAN A FAMILY LIFE EDUCATION HIV/AIDS
PROGRAMME
P.O. Box 55292 ,Nairobi
39. BUCKNEROPHAN CARE INTERNATIONAL
PO BOX 21710 00200 Nbi
40. CENTRE FOR HEALTH EDUCATION, TRAINING AND
INFORMATION
PO BOX 215960 00505
NAIROBI
41. COORDINATED HUMANITARIAN AND
DEVELOPMENT SERVICES
P.O. Box 558480 00200
Nairobi
42. GLOBAL CHILDREN INTERNATIONAL
PO BOX 62357, NAIROBI
43. CENTREFORLIFE PERPETUATION
P.O. Box 54364 Nairobi
44. RESOURCE NETWORK INTERNATIONAL
P.O.Box 665 (00621)Village
Market, Nairobi
45. GOEZRAALSPRINGS EMPOWERMENT FOUNDATION
P.O. Box 54356 Nairobi City Square
46. RESOURCE NETWORK INTERNATIONAL
P.O. Box 665 (00621)Village
Market, Nairobi
47. GOEZRAA LSPRINGS EMPOWERMENT FOUNDATION
P.O.Box 54356 Nairobi City Square

48. FAMILY ADVANCEMENT IN DEVELOPMENT AFFAIRS
P.O. Box 79272, Karachi House

49. THE POOREST OF THE POOR POVERTY ERADICATION
PROGRAMME
P.O. Box 480350 00100
Nairobi

50. THE CHRISTIAN CONCERN MINISTRIES
P.O. Box 217 Butere

51. KENYA COMMUNITY HEALTH NETWORK
P.O. Box 19361 Nairobi

52. KENYA PARAPLEGIC ORGANIZATION
P.O. Box 26047 Nairobi

53. PROGRESSIVE INTERVENTIONS KENYA
PO BOX 49534,
00100, NAIROBI.

54. EPICARE INTERNATIONAL
PO BOX 30847, NAIROBI.

55. MWANGAZA SOCIAL RECONSTRUCTION AND
DEVELOPMENT PROGRAMME
P.O. Box 34084 Nairobi
00100

56. GRACE FOUNDATION INTERNATIONAL
P.O. Box 40530, Nairobi

57. SAVE THE CHILDREN FEDERATION INC
4, WILTON ROAD,
WESTPORT CT, 06881, USA

58. PARASITE CONTROL CENTRE
P.O. Box 64565 Nairobi

59. L'ANCRE INTERNATIONAL
P.O. Box 52554, Nairobi

60. GERMAN FOUNDATION FOR WORLD POPULATION
PO BOX 2438 00202 KNH

NAIROBI.

61. SAMARITAN'SARKINITIATIVE

P.o Box 7332410 00200 Nbi

62. DEVELOPMENT SUPPORT PROGRAMME ORGANIZATION

PO BOX 70396.00400

NAIROBI

63. TRANSFORMATION PASTORAL MISSIONS

P.O. Box 13965 Westlands

Nairobi

64. HOPE AGENCY FOR RELIEF AND DEVELOPMENT

PO BOX 61241, NAIROBI

00200

65. KIBERA SLUMS YOUTH DEVELOPMENT PROGRAMME

P.O.Box 54117,Nairobi

66. FOUNDATION FOR BIODIVERSITY CONSERVATION

P.O. Box 56864, Nairobi

67. McCORMACK PARTNERSHIP

P.O. Box 61694 Nairobi