

**STRATEGIC ALLIANCES IN UNITED NATIONS DEVELOPMENT
PROGRAMME KENYA: A STUDY OF AMKENI WAKENYA
PARTNERSHIPS**

BY

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DECLARATION

This research project is my original work and has not been presented for examination to any other university.

Signature...

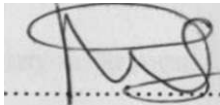
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My God bless you all.

DEDICATION

To my loving father and mother Mr. and Mrs. Mbaria Maina who taught me the value of discipline and hard work, and to my siblings Esther, Niver and Maina for their continuous support and encouragement.

ABSTRACT

The objectives of this study were to determine factors that influenced organizations to partner with Amkeni Wakenya. to establish how partnerships with Amkeni Wakenya affected the organizations and to establish the challenges faced in the partnership with Amkeni Wakenya. The findings provided deeper insight on strategic alliances in United Nations Development Programme Kenya. The study focused on non-profit organizations receiving twelve (12) month grants from UNDP Kenya through the Civil Society Democratic Governance Facility (CSDG) branded Amkeni Wakenya. Random sampling was used to select fifty (50) non-profit organizations out of a population of one hundred (100) grantees.

The data collected was analyzed through descriptive statistics which included frequencies, percentage, mean and standard deviation, most important factors scoring a higher mean. The findings showed the non-profit organizations' partnerships with Amkeni Wakenya was due to similarity of goals (mean= 4.3) and opportunity for innovations and visibility prospects (mean=4.08 and 3.92) respectively. However, seeking partnerships with non-tradition groups (mean=2.86) scored lowest. Moreover, the findings indicated that the partnership resulted highly in influencing the organizations financial benefits and technical skills (mean=4.57 and 4.38) respectively. In addition, contractual period to achieve intended goals and objectives was seen as the greatest challenge (mean=3.78). Increasing funding package and capacity building interventions were recommendations made to enhance the partnership. Even so, the partnership strategy was found to be clear to the organizations and mechanisms to monitor, effective.

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LIST OF ABBREVIATIONS

CBO	Community Based Organization
CEO	Chief Executive Officer
CSDG	Civil Society Democratic Governance
CSO	Civil Society Organization
FBO	Faith Based Organization
MDGs	Millennium Development Goals
NPO	Non - Profit Organization
NGO	Non - Governmental Organization
R&D	Research & Development
SLA	Service Level Agreement
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Non-profit organizations reached their zenith with the re-launch in the political arena of multi-partysm in the 1990s (Mbote-Kameri. 2000). As earlier literature suggests, a large number of non-profit organizations formed to fill voids left by government in order to provide substitute services or assist in subsidiary aid and humanitarian work. Nonetheless, considerable variations existed in the scale, composition, and financial base of the non-profit sector among countries (Johnson, 2005).

Different terms are used for these organisations. In this study, the term Non-Profit Organisations (NPOs) and Not-for profit are used in general and refers specifically to organisations that are private; organised; not primarily commercial (non profit distributing to directors or owners); self-governing; and voluntary (Kanyinga & Mitullah, 2005).

The role of strategic alliance in shaping corporate and business strategy has grown significantly over the last two decades and more so in the non-profit sector. In 2006, a UN report indicates how the UN has worked closely with other not-for-profit organizations to undertake various activities in both developed and developing countries. However, the nature, focus, extent and magnitude of these collaborative efforts have remained most of the time if not always vague in their characteristics. While the initial emphases of these collaborative efforts were on humanitarian relief and emergency food

distribution programs, it has since shifted into other core mandates addressing governance and developmental issues within the context of each state member to help people build a better life. Among the developmental agencies in the UN is United Nations Development Programme which operates in a hundred and sixty six (166) countries, working with each nations resolutions to address global and national development challenges, by drawing on the vast resources and wide range of partners that UNDP provides.

1.1.1 Strategic Alliances

Strategic alliances come in a variety of forms but are normally, at least implicitly on the resource based theory of competitive advantage (Ghani, 2006), which enables an organization to deflect from investing in an enterprise that is not strongly related to its core competencies. Moreover, strategies based upon existing core competencies would lead to the acquisition and maintenance of sustainable competitive advantage.

Partnerships have become a strategy for organizations to bring together resources in a more coherent manner. From a strategic standpoint, some of the key facets of the behavior of firms as it relates to alliances can be understood by looking at the sequence of events in alliances. Furthermore, this sequencing includes the decision to enter an alliance, the choice of an appropriate partner, the choice of structure for the alliance, and the dynamic evolution of the alliance as the relationship develops over time Gulati (1998).

The Amkeni Wakenya Strategic plan, 2011-2015 states that Civil Society Organizations in Kenya are "non state actors whose aims are neither to generate profits nor to seek

governing power. Furthermore, the CSOs unite people to advance shared goals and interests". The strategy also indicates Civil society as one of the non-state actors around which society organizes itself. These associations move in and out of the public realm of politics in accordance with their specific needs and agendas, and may be categorized in terms of constituency and purpose.

1.1.2 United Nations Development Programme in Kenya

In the past two decades, the position of non-governmental organizations in developing countries around the world, has shifted from being considered as minor and little-discussed players focusing on the welfare of the poor to becoming major central actors on the world stage of development, receiving, in some cases, more donor funds than their state counterparts (Chege, 1999). Salamon and Anheier (1996) further states that in the past two decades, developed and developing countries have witnessed increased proliferation of private and non-governmental institutions at an astounding rate, described as a "global associational revolution".

The United Nations (UN) is one of Kenya's most important independent development partners, supporting the Government and its people in their development aspirations. The UN and its agencies recognize partnerships as a strategic approach to serve as a gateway for public private partnerships in furtherance of the Millennium Development Goals (MDGs). Increasing collaboration with civil society, media, private sector and local communities to empower and enable citizens individually and collectively hold state institutions to account.

One strategy UNDP in Kenya has adapted to increase community engagement at the grass-root level especially those in remote and slum areas is the creation of partnerships with local non-profit organizations. The partnerships are noted as being effective because of the ownership and trust the local non-profit organizations receive from the local members of the society.

The implementation of the new constitution in 2010 Kenya has seen a new dawn of citizen engagement through grass-root partnerships. To further coordinate the partnerships with the civil societies, UNDP through the Civil Society Democratic Governance (CSDG) Facility branded Amkeni Wakenya, was created to assist civil societies comprising of Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Faith Based Organizations (FBOs), Self-help Groups and Academic institutions. The partnership is to build the institutional and organizational capacity of the civil society to enhance and promote human rights, access to justice, devolution and civic education. The aim of the grants are to enhance bilateral and multilateral donor partnership with local Non-profit organizations (NPOs) for the purpose of strengthening national capacity to carry out externally financed development activities and improving funding coordination and management at the decentralized levels.

Amkeni Wakenya strategy undertakes to support civil society groups through calls for proposals and quick response funds. Funds received from various international donors that included diplomatic organizations and international development organizations create a basket fund to support citizen engagement and participation projects within the

grass-root level. The non-governmental organizations undergo a competitive process of selection and should be registered for at-least two years to receive grants for project implementation for six to twelve month contractual basis. Between the periods January 2012 to August 2012, Amkeni Wakenya has one-hundred (100) grantees receiving grants for a period of twelve months.

1.1.3 Amkeni Wakenya Partnerships Strategy

In Kenya, UNDP uses its global network of government institutions, civil society organizations, including non-profit organizations, the private sector and the academic institutions to work with the UN system and its partners to raise awareness, track progress and advocate for change and connect Kenya to knowledge, experience and resources to improve lives. The United Nations Development Assistance Framework (UNDAF) is the five year plan, 2009 - 2013 jointly developed by the UN and the Government of Kenya identifying resources, deriving milestones and outcomes against specific expected results. The framework focuses on the UN system's response to national priorities and needs in a collective, integrated and coherent manner. The third UNDAF describes the mandate of the UN in working with governments, civil society and private sector as the technical experts and scorekeepers of the MDGs and national strategy.

In 2008, UNDP Kenya and a number of development partners set up a facility which is a project management unit within UNDP to manage the Civil Society Governance Programme branded Amkeni Wakenya to manage partnership relationships with Civil Society Organization (CSOs), which included; NGOs, CBOs, Academic Institutions,

Research institutions, Faith Based Organizations and Self Help groups. The objective of the facility is to support civil societies to undertake citizen engagement in democratic governance and reforms. As part of UNDP Kenya's Democratic Governance Unit, Amkeni Wakenya responded to the national priorities as stipulated in UNDAF 2009-2013 which is aligned to the MDGs and Vision 2030.

The Amkeni Wakenya strategy envisages enhanced partnerships with bilateral and multilateral donors for the purpose of strengthening national capacity to carry out externally financed development activities and improve funding coordination and management at the decentralized levels, with a focus of building capacity of mainly of rural and remote civil society organizations.

The organizations receiving funds from Amkeni Wakenya stem from all the regions in Kenya and comprise of both local and national nonprofit organizations. The organizations known as grantees enter a contract agreement with UNDP, to under various activities. The grantees are managed by Amkeni Wakenya, which involves selection of grantees from proposal submitted, disbursement of funds and monitoring of activities and funds. The grant management is a strategic decision as per the UNDP partnership strategy to enable coordination of the grants to civil society benefiting from various international development partners. The major concern of this study therefore, will investigate the nature and set up of partnerships in Amkeni Wakenya with the grantees to meet its objects and overall goals.

1.2 Research Problem

Kamanu (2010) states that alliances are diverting from the common form of alliances of NGOs being similar and work in the same field, to alliances NGOs that are different so as to form an alliance that covers several sectors. From the growing number of non-governmental institutions globally, evidently it has become important for various institutions and groups to work together, to be able to effectively meet their goals and objectives.

Non-profit organizations are under pressure for continuous adaptation to respond to the external and internal environment changes affecting the sector and subsequently specific organizations for the organization to eventually develop into a responsive service or goods provider, subject to the influences and imperatives of market forces. It is on this rationale the study seeks to critically address three research questions. What are the factors that influence organizations to join partnership with Amkeni Wakenya? How the partnerships with Amkeni Wakenya affect organizations? What are the challenges faced in the partnerships with Amkeni Wakenya?

1.3 Research Objectives

The research objectives focus on determining the following objectives:

- i). To determine factors that influence organizations to join partnership with Amkeni Wakenya.
- ii). To establish how partnerships with Amkeni Wakenya affect the organizations.
- iii). To establish the challenges faced in the partnership with Amkeni Wakenya.

1.4 Value of the Study

The study provides opportunities for evaluating the end results (Kombo & Tromp, 2006). The results enable the researcher and other users to understand and acquire relevant knowledge on the nature of the existing partnerships in Amkeni Wakenya. Furthermore, the study does not only help the researcher but other stakeholders in their line of work in deciding on elements of strategic alliances which could be useful to implementing effective partnerships.

Investigating alliances capabilities of Amkeni Wakenya is very important, as it will add value to emergent research on "non-traditional alliances" in the non-profit and for profit organizations that have not been widespread in the past and have not been considered, let alone studied, in terms of their potentially unique features (Shenkar & Reurs, 2006). The report arising from the undertaking will therefore be of specific interests to Development partners. UN Agencies, diplomatic missions etc., local and national non-profit organizations, public institutions, scholars and strategic managers and planners.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter constitutes the literature review with wide discussions based upon the content approach of the concept of strategic alliances as a strategic approach to gain competitive advantage as well as the concept of partnerships.

2.2 The Concept of Strategic Alliances

Various terms have been used to describe strategic alliances. These include international coalitions (Porter & Fuller, 1986) and strategic networks (Jarillo, 1988). Awino (2010) defines strategic alliance as a collaboration of two or more companies in order to share resources and activities pursuing a common strategy to achieve certain strategic goals, and also offering an opportunity for companies to collaborate in doing business to overcome individual disadvantages. Therefore, because of the generic nature of the phenomenon, the term strategic alliance has been used interchangeably with concepts such as business networks, cluster, strategic partnering, collaborative agreement, cooperative strategy, flexible specialization and linkages Ghani (2006).

Pitts and Lei (2003) states that all sectors and industries, strategic alliances are becoming more common as organizations realize the need for collaboration in order to enter new markets or develop new products. Ghani (2006) categorizes alliances typically under one of these three categories: joint ventures- when two or more companies create an independent company; equity strategic alliance - in which two or more partners had different relative ownership shares (equity percentages) in the new venture: and non-

equity strategic alliance - when arrangements are carried out through contract rather than ownership sharing, where such contracts are often with a firm's suppliers, distributors or manufactures and non-profit organizations. As alliances vary in their complexity (Awino, 2010) further, categorizes alliances into four types; two-partner, multiple, equity and non-equity alliances.

A study by Adero and Liu (2005) on strategic alliance between Mpesa and Safaricom demonstrates the primary aim of two or more enterprises entering into a strategic alliance to establish a network for sharing each other's advantages and interests, and for using each other's research and development.

Moreover, Hamel (1991) elaborates that a business strategic alliance is a partnership that covers a broad range, and that it is a kind of relationship that is formed by different enterprises. This relationship is formed by common organizational goals or benefits in order to create an entry barrier (Gulati & Singh, 1998).

There is need for further research on the trend toward strategic alliances so that more can be learnt about paradigm shift in corporate strategy of 1990s (Ghani, 2006). Although the trend is noticed as early as the 1970s and 1980s (Drucker, 1969, Porter, 1980 & Toffler, 1981), its relevance in the 21st century cannot be understated.

2.2.1 Factors Influencing Partnerships for Strategic Alliances

In terms of benefits, business strategic alliances can considerably increase market power and R&D, thereby providing more functional products and efficient services (Barringer & Harrison, 2000). In this regard, Beamish and Bank (1987) points out that the key advantage of a business strategic alliance in terms of cooperative aspects is providing problem solutions; additionally, in terms of information and knowledge sharing, it can help reduce certain uncertainty factors. Yang and Zhai (2010) argues that members of a business strategic alliance not only exchange and share information but also share expertise and capital investment.

Gulati & Singh (1998) raises common economic benefits and organizational goals as the primary motives for entering into a business alliance. But, why do alliances fail so often? Kaplan, Norton and Rugelsjoen (2010) states that the prime culprit is the way alliances are traditionally organizes and manages as a reason for failure. Moreover, (Kaplan et al., 2010) Finds that most alliances are defined by service level agreements (SLAs) that identify what each side commits to delivering rather than what each hopes to gain from the partnership, as the SLAs emphasizes on operational performance metrics rather than strategic objectives. They argue that all too often these metrics become outdated as the business environment changes. This causes the alliance managers not to know whether to stick to the original conditions or renegotiate. Along with changing and strengthening an organization's culture, managers need to keep a watchful eye on culture throughout the process of mergers and acquisitions (Kitiabi, 2009) and consequently alliances.

Serrat (2009) states that depending on the objectives or structure of the alliance, they take various patterns along a range of cooperative arrangement for example cartels, cooperatives, joint ventures, equity investments, licensing, subcontracting (outsourcing), franchising, distribution relationships, research and development consortiums, industrial standards groups, action sets, innovation networks, clusters, letters of intent, memorandums of understanding and partnership frameworks. The last form of strategic alliance is notably popular in academia, government, and development agencies.

2.2.2 Strategic Alliances for Sustainable Competitive Advantage

Chandler (1962) argues that strategy is a pattern that integrates organizations major goals, policies, actions and sequences into a coherent whole. Most organizations find it necessary in the recent past to engage in strategic management processes which includes strategic alliances in order to achieve their corporate goals. However, for a strategy to succeed a thorough evaluation and analysis of the direction to follow is required by the managers for which Johnson and Scholes (2002) believes that strategy is about direction and scope of an organization over a long term competitive advantage.

Competitive strategy aims to establish a profitable and sustainable position against the forces that determine industry competition (Porter, 1998). Porter and Fuller (1986) points out that strategic alliance are formed to coordinate or share a value chain with the aim of increasing the profits of the enterprises involved. Moreover, strategic alliances boosts business, which, in turn, increases competitive strength as members of the alliance are able to access each other's resources, such as markets, labor, knowledge and assets (Gulati and Singh, 1998). On the other hand, in the non-profit organization a study by

(Kamanu, 2009) finds that NGOs are increasingly forming alliances for various reasons and with various partners.

Other studies such as (Ogutu & Samuel, 2009) on the use of strategic alliances, joint ventures, mergers and acquisitions by multinationals to cope with competition in Kenya is consistent with the argument by Mintzberg (1997) that as organizations grow large, they diversify and then divisionalize. Porter (1980) reiterates that only if a company makes a strong and unwavering commitment to one of the generic competitive strategies does it stand much chance of achieving sustainable competitive advantage that such strategies can be delivered.

The formation of strategic alliance is motivated primarily to gain competitive advantage in the market place (Drucker, et al, 1969). Pitts and Lei (2003) indicates that firms engage in strategic alliances for a number of reasons, but they all involve some form of risk reduction of (1) entering new markets, (2) shaping of industry evolution, (3) learning and applying new technologies, and (4) rounding out a product line.

2.3 Partnerships in Non-Profit Organizations for Strategic Alliances

According to the Non-Governmental Organizations (NGO) Coordination Board in Kenya, government, funders, NGOs and other stakeholders recognize the fact that, non-profit organizations are partners in the social economic development of Kenya and that an enabling and well regulated environment is a necessary prerequisite for the good and smooth operations of NGOs.

In 2006. Damlamian's study finds that international institutions specializing in aid and economic development recognizes the value and importance of cooperation between sectors in promoting sustainable development. In Kenya, the non-profits organizations comprise of a very diverse grouping of organizations, ranging from small welfare and community-based or localized traditional welfare associations to large and secular social-economic organizations clubs, trusts, and foundations, among others (Kanyinga, Mitullah & Njagi, 2007).

Kamanu (2009) finds that strategic alliances are a very important and core issue in the NPO sector and on which the future of many NPOs depend. Although NPOs have grown in number, diversity of activities, and in importance for fostering social change (Kanyinga & Mitulla, 2005), there is no sufficient data about them to improve our knowledge on the capability of non-profit organizations for development in Kenya. Kanyinga (2004) also notes the lack of a full understanding of the sector makes it difficult for both policy makers and the general public to get beyond the myths and improper perceptions in which these organizations have long been shrouded.

Kanyinga and Mitullah (2005) findings bring out basic important features of non-profit organizations in Kenya. Significantly, the findings show that Kenya has a large non-profit sector compared to other developing and transitional countries. Furthermore, the workforce in the sector exceeds that of the country's manufacturing sector, thus, making the non-profit sector a viable factor in economic growth. As the management of strategic alliances in the non-profit sector is still a relatively new concept, it is particularly

challenging due to the inherent difficulties in understanding, developing and implementing them.

In 2009 Serrat's study (as cited in Doz, 1996) describes strategic alliances as involving exchange, sharing, or co-development of products, services, procedures, and processes. There are a variety of arrangements for joint developments and alliances. Some may be more formalized inter-organizational relationships; at the other extreme, there can be very loose arrangements for co-operation and informal networking between organizations, with no shareholding or ownership involved (Johnson & Scholes, 1997).

In 2001 an analysis report prepared by Community Wealth Ventures for the Fannie Mae Foundation, states that like many other issues facing the nonprofit sector, the future of strategic alliances links to the larger issue of whether the nonprofit marketplace can eventually evolve into a responsive market place subject to the influences and imperatives of market forces. Larger economic and political trends are increasingly conspiring to facilitate this. They include the changing role of government and the increased pressure it places on many nonprofits to become the principal provider of essential human services in the communities they serve.

According to an article by the World Bank (2001, p.8) a memorandum of understanding described a bilateral or multilateral agreement. It expresses a convergence of will between parties and records an intended common line of action. It is a more formal alternative to a gentlemen's agreement (but this, by no means, curtails opportunistic

behavior). It is used most often where parties do not imply a legal commitment or in situations where the parties cannot draft a legally binding agreement. (In some cases, depending on the wording, memorandums of understanding would have the enforceable power of a contract.) In development agencies, for instance, shared objectives might, for example, include working together to assist developing countries reduce poverty, achieve sustainable development, and realize the UN Millennium Development Goals; ensuring the delivery of development assistance in line with the principles of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action; and building public awareness of the outcomes of the partnership. Sharing of information is usually central to such joint undertakings. Some are short-lived; others are the prelude to a merger. In the public sector, from the 1990s, the formation of partnerships began to sweep through policies, strategies, programs, and projects, including their design, implementation, results, and associated business processes.

A growing number of non-profit organizations turn to partnerships as a solution to the challenges they faced. The report by Fannie Mae Foundation (2001) states that because of the complexity of mergers in relation to less integrated forms of strategic alliances, the majority of current nonprofit literature focuses on mergers and the related strategies for undertaking this particular process. The report also states that this may also be due in part to the legacy of using for-profit merger literature as a resource in the nonprofit sector. For this reason, only recently, have authors and academics begun to focus on strategic alliances as a whole and their diversity and applicability within the nonprofit sector. Moreover, as the frequency of these alliances increase, researchers have made an effort to

understand, categorize, and evaluate these alliances. Kinyinga and Mitullah (2005), gives a review of records for the period between 1997 and 2005 as illustrated in (Table I) below reveals that there were about 350,000 'registered' non-profits organisations (NPOs) in the country in 2005. This figure includes those registered under different laws and different ministries.

Table 2.1: Number of non-profit organisations by 7 categories in Kenya (1997-2006) in order of magnitude in 2005

	1997	1998	1999	2002	2003	2004	2005
Self-Help Groups	16,208	17,805	18,651	46,288	91,139	157,458	185,722
Womens Groups	85,205	97,317	107,080	122,441	127,951	133,135	135,294
Youth Groups	3,426	3,765	4,283	5,538	9,978	10,945	11,083
Cooperatives	7,500	8,669	9,151	9,928	10,204	10,546	10,867
NGOs	836	831	1,254	2,280	2,789	3,185	4,099
Foundations/Trusts	17	17	18	231	212	231	223
Unions	67	68	70	89	93	96	99
TOTAL	113,259	128,472	140,507	186,795	172,375	315,596	347,387

Source: Administrative records of various government agencies/departments (excluding 2000 and 2001 whose records were incomplete)

Furthermore, there are many groups that are operating without registration under any of the legal and administrative regimes. These groups, however, fit the criteria of NPOs in many respects. The figures, therefore, are indicative of what is going on, but do not tell the whole story on the size of the sector. They are nonetheless used here to give an idea about the direction of growth of the sector.

In the for-profit sector, the competitive pressures of the market drive mergers, acquisitions, and other types of alliances. The market rewards high performing companies with competitive products and services and punishes low performing companies. Many scholars question this; in particular, Miller (1992) questions the notion of being "caught in the middle". He claims that there is a viable middle ground between

strategies. Cole (1997) claims that Millers argument is evident that a company can be more competitive in the marketplace by joining forces with another company, they often attempt a merger. Although such attempts were more common in the for-profit world, they are not without difficulties as principal's face the task of combining different cultures and business ideas (Fannie Mae Foundation, 2001).

As in Amkeni Wakenya strategic plan (2010) in most countries, public engagement in Kenya is generally organized and catalyzed through civil society organizations. Kenya has a vibrant civil society sector, which has demonstrated its ability to serve as a link between communities/constituents and decision-makers and implementers and demand change and democratic reform in the past. UNDP collaborates with CSOs whose goals, values and development philosophies accords with its own.

As the nonprofit sector has evolved internationally, the relations between nonprofit and other sectors have changed (Johnson, 2005). Johnson also proposes inarguably, alliances benefit nonprofit organizations because they can diversify potential revenue sources and reduce nonprofit dependency on public sector funding, thus many local and national non-profits see the additional benefit of partnering with international development organizations as potential levers to achieving their goals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter constitutes the methodology discussions based on the research designs, population of the study, data collection, and data analysis of the study. The main objective of this section is to provide insight into the study on partnerships in Amkeni Wakenya.

3.2 Research Design

The survey attempted to collect data from the members of a population in order to determine the current status of that population with respect to one or more variables of the research study. The data was analyzed using quantitative and qualitative methods to describe, explain or explore the existing status of variables at a given time Mugenda and Mugenda (2003). The research study examined strategic alliances in UNDP Kenya by studying the nature of Amkeni Wakenya partnerships with non-profit organizations to achieve the objectives of the study which included determining factors that influence organizations to join partnership with Amkeni Wakenya, to establish how partnerships with Amkeni Wakenya affected the organization and to establish the challenges faced in the partnership with Amkeni Wakenya.

The study was aimed at collecting information from representatives of the population of a hundred (100) Amkeni Wakenya grantees receiving grants of a twelve month contract within the period June/July 2012. A sampling research design was used through self-

administered questionnaires that were mailed to the selected fifty (50) samples of Amkeni Wakenya grantees.

3.3 Population

Population referred to the group of individuals, objects or items from which samples were taken for measurement (Kombo & Tromp, 2006). The survey constituted a targeted population of a hundred (100) organizations funded by UNDP through Amkeni Wakenya of a one year contract partnership agreement with Amkeni Wakenya at the period June/July 2012. The grantees were located in all regions in Kenya and include small and large organizations ranging from Self-Help Groups, CBOs, FBOs, Academic/Research Institution and NGOs.

3.4 Sample Design

The sampling involved a process of selecting a number of individuals or objects from the population such that the selected group contained elements of the characteristics found in the entire group (Orodho & Kombo, 2002). Kombo and Tromp (2006) added that sample design should enable the researcher to determine how to generalize the results of the study.

A non-probability design was appropriate for this sampling as the study was interested in the representativeness of the concepts in their varying forms in the population. It also evenly gave the smaller groups or less dispersed types of organizations a chance in a sparsely distributed population to be selected. Thus, the technique applied to select the sample of fifty (50) among the population of hundred (100) grantees was quota sampling. The technique divided the population into relevant strata of geographic location of the organizations in the eight provinces of; Central, Nairobi, Western, Nyanza, North

Eastern, Eastern and Rift Valley. The sample was then allocated among the strata in direct proportion to the population of a hundred (100) grantees. Due to the difficulty in reaching some contacts in the quota, grantees in the study were haphazardly sampled.

3.5 Data Collection

Collection of data for the study included primary and secondary data. Primary data was first-hand information, which had not been previously collected. Secondary data was data obtained from sources that had been collected and compiled for another purpose, which consisted of not only published records and reports, such as the Amkeni Wakenya annual report and strategic plan but also unpublished records such as the organization's strategic plans, proposals and other relevant journals and publications. Primary data for this study was collected through use of questionnaires consisting of a number of quantitative and qualitative questions with both semi-structured and open-ended questions.

The instrument used for data collection was questionnaires. These were emailed to fifty (50) grantees for the senior management such as the CEO or Executive Director or Programme Manager to complete. The questionnaires were self-administered by the respondents via electronic mailing method. Follow-up was carried out through personal visits, telephone calls and emails to enhance response rate.

3.6 Data Analysis

The questionnaires were checked for completeness and consistency and later coded before conducting an analysis. The content analysis was also undertaken to check the objectivity of the data collected to be free from any semantics and selective perceptual

errors that may dilute reliability of the study. The data was derived from questionnaires which included responses on questions on general information, factors influence organizations to join partnership with Amkeni Wakenya, how the partnerships with Amkeni Wakenya affected organizations and what are the challenges faced in the partnership with Amkeni Wakenya, as well as recommendations on the partnership.

The analysis used simple arithmetic and easy to draw procedure to summarize data. A 5-Likert scale was used to determine the level of the various factors. Data was represented by use of percentages, standard deviations mechanisms mean and frequencies and diagrams such as tables and charts.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents an analysis of the findings of the study as set out in the research methodology. The results are presented in order of objectives of the research study which include; to determine factors that influenced organizations to join partnership with Amkeni Wakenya, establish how partnerships with Amkeni Wakenya affects the organizations, and establish the challenges faced in the partnership with Amkeni Wakenya. The chapter will also provide analysis on findings on general information of the organizations and views on the partnerships.

The questionnaire was designed in line with the objectives of the study and was self administered. For each of the variable questions, that included; type of NPO, period of registration, location, period of agreement, influence of partnership, effects of partnership and challenges respondents indicate the extent to which the variables are practiced or encountered in a five point Likert scale.

The total numbers of questionnaires administered were fifty (50) of which thirty nine (39) were completed and returned. Out of the 39 questionnaires returned, 2 were spoiled. This constituted a response rate of seventy four percent (74%). The response rate was fair and an excellent representative of the population and conformed to Mugenda and Mugenda (1999), who stipulated that a response rate of fifty percent (50%) was adequate for analysis and reporting, a rate of sixty percent (60%) was good and a response rate of seventy percent (70%) and over was excellent.

4.2 General Information

The study analyzed the type of registration the organizations were registered according to the Kenyan non-profit registration requirement, this was categorized as; NGO, CBO, Trust, Self-help group, FBO or research/academic institution. The organization would also state the period it had been registered. In addition, this section also analysed the geographical distribution of the organizations based on the eight provincial regions.

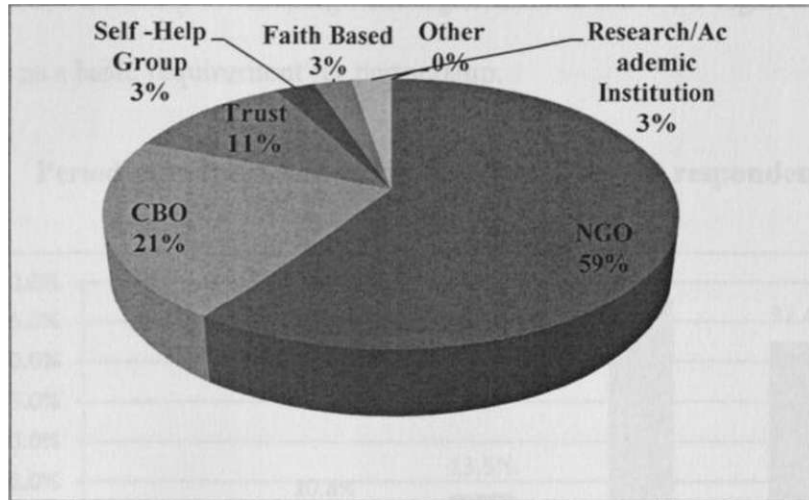
4.2.1 Type of registration of the non-profit organizations

As figure 4.1 illustrates, the respondents showed the type of legal registration of the non-profit organizations to determine the distribution of type of registration of Amkeni Wakenya grantees. Forty nine percent (59%) were NGOs, twenty one percent (21%) were CBOs, eleven percent (11%) were Trust and, Faith-Based, Self-help, Research/Academic institutions each three percent (3%). Though in the study of (Kanyinga & Mitullah, 2005) the largest number of NPOs in Kenya were registered as Self-Help Groups, and Women Groups, which were much more numerous than the other categories and Amkeni Wakenya's strategy, primary focus on the participation of CSOs, particularly, community based organizations. This indicated that majority of the organizations receiving grants from Amkeni Wakenya were registered as NGOs. This may be as a result of grant requirements, minimal accessibility to information and imperatives of market forces in the sector for CBOs to attain partnership with Amkeni Wakenya.

Furthermore, the figures, therefore, were indicative of what is going on for non-profits to access funds and forming partnership with larger international organizations such as UNDP, thus tells a trend in the direction of growth of UNDP's strategic alliances and the need for

Amkeni Wakenya to remodel its strategic position with CBO's, Trusts, Self-help groups, FBOs and Research/academic organizations.

Figure 4.1: Type of registration for the non-profit organization respondents



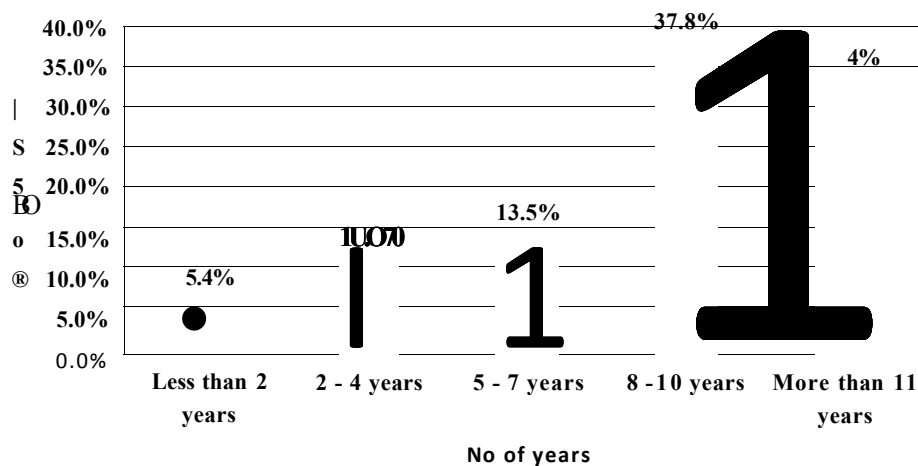
Source: Author, research data

4.2.2 Duration of type of non-profit registration of grantees

The respondents were required to indicate their length of registration in their current type of non-profit legal status to determine their length of legal existence and experience as a non-profit organization. The longer the organization had been registered the more the technical and operational skills and knowledge. The presentation of the data findings shown in table 4.2 above illustrates that thirty seven point eight percent (37.8%) of the respondents had been registered for eight to ten (8-10) years, thirty two point four percent (32.4%) for more than eleven (11) years while thirteen point five percent (13.5%) between five to seven (5-7) years, ten point eight percent (10.8%) between two to four (2-4) years and five point four percent (5.4%) were registered as a non-profit organization for less than two (2) years. This indicated that majority of the respondents had operated

as non-profit organizations for at-least eight (8) years and not more than ten (10) years depicting that the grantee had adequate experience in their specific registered roles in undertaking not-for-profit activities. Furthermore, this was a positive indication of Amkeni Wakenya adhering to working with organizations that were registered for at-least two (2) years as a basic requirement for partnership.

Figure 4.2 Period of current non-profit registration of the respondents



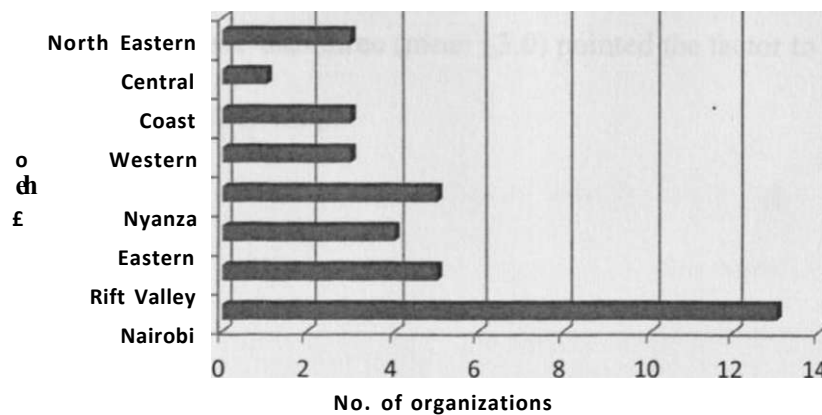
Source: Author, research data

4.2.3 Regional Distribution of Organizations in Partnership with Amkeni Wakenya

Data on the regional distribution of organizations gives the presence of the strategic alliance of UNDP within Kenya. The partnership representation nationally provides the strategic positioning of Amkeni Wakenya to achieve its goal. As depicted in the data findings most of these organizations were located in Nairobi at thirty percent (30%) followed by Rift valley at fourteen percent (14%) and Nyanza thirteen percent (13%). The remaining forty three percent (43%) were in the other four (4) provinces as illustrated in figure 4.3. This showed that majority of the non-profit organizations

supported by Amkeni Wakenya were mainly in the Nairobi region. This being that most of the sample organizations had their main office in Nairobi while operating in other regions with satellite thus had close range of Amkeni Wakenya. In addition, a number of operation activities are undertaken in regional headquarters. Representation of Nyanza and Rift-valley regions may be attributed to effects of the post-election violence after the 2007 general elections that greatly affected specific regions such as Rift-valley, Nyanza and subsequently Nairobi which prompted non-profit organizations in these areas to grow or revive their activities significantly within the past four years. However, it is interesting to note the low representation from Central of ten percent (10%). This low representation of grantees from Central region can be attributed to either a minimal response by organizations from Central region to calls for proposals, previous focus on targeting specific regions groups and issues by Amkeni Wakenya that deliberately or un-deliberately leaves out organizations from Central region.

Figure 4.3: Distribution of organizations in partnership with Amkeni Wakenya as per regions



Source: Author, research data

4.3 Factors influencing organizations to partner with Amkeni Wakenya

The research sought to establish factors that influenced organizations to join partnership with Amkeni Wakenya. Using a 5-level likert scale the partnership was scaled as 'Not at all. Little extent. Moderate, Great extent and Very great extent', using the following variables; similarity of goals, increased partnership with non-traditional groups, gain a larger number of skilled people working on similar projects, compatible organizational culture, opportunity for innovations, visibility prospect, compliant procedures and comparative advantage. Table 4.1 illustrates the results on factors that influenced organizations to partner with Amkeni Wakenya. The shaded values indicate the highest scale of the response in the 5-scale Likert for each of the factors being investigated.

The findings indicated that all the listed factors influenced the decision of organizations on a scale of great extent to very great extent. The mean gave the clearest indication of the level of influence of each of the listed factors. Factors with a mean of greater than three (mean>3.0) was an indication of the factor influencing the partnership to a high level while those lesser than three (mean <3.0) pointed the factor to be a lesser influence contributing to the partnership.

Table 4.1: Factors influencing non-profit organizations to partner with Amkeni Wakenya

Factor		Response					Total	Mean	Std. Dev
		Not at all	Little extent	Moderate	Great extent	Very great extent			
Similarity of goals	Freq	0	1	1	21	14	37	4.30	0.661
	Percent	0%	3%	3%	57%	38%	100%		
Increased partnership with non - traditional groups	Freq	8	5	13	6	5	37	2.86	1.316
	Percent	22%	14%	35%	16%	14%	100%		
Gain a larger number of skilled people working on similar projects	Freq	2	6	11	7	11	37	3.51	1.239
	Percent	5%	16%	30%	19%	30%	100%		
Compatible organizational culture	Freq	0	4	12	14	7	37	3.65	0.919
	Percent	0%	11%	32%	38%	19%	100%		
Opportunity for innovations	Freq	1	3	4	13	16	37	4.08	1.064
	Percent	3%	8%	11%	35%	43%	100%		
Visibility prospect	Freq	1	3	4	19	10	37	3.92	0.983
	Percent	3%	8%	11%	51%	27%	100%		
Compliant procedures	Freq	1	2	12	14	8	37	3.70	0.968
	Percent	3%	5%	32%	38%	22%	100%		
Comparative advantage	Freq	1	3	5	19	9	37	3.86	0.976
	Percent	3%	8%	14%	51%	24%	100%		
PERCENTAGE MEAN		5%	9%	21%	38%	27%	100%		

Source: Author, research data

The findings showed that "similarity of goals" was the major factor of a (mean=4.30) at a fifty seven percent (57%) great extent influence for the organizations to partner with Amkeni Wakenya. This is apparent in the linking goals in partnerships to achieve their goals. Only "increased partnership with non-traditional groups" returned a (mean <3.0) scoring a (mean=2.36) as the factor has a moderate influence. This indicates that the sampled groups do not consider partnerships with non-traditional groups as a substantive

factor to influence partnership with Amkeni Wakenya. This is a clear indication that grantees rely mainly on traditional groups for long-term or short term partnerships.

Factors to "gain a larger number of skilled people working on similar projects" and "opportunity for innovations" are scored as very great extent factors that influence partnership. These indicate that the organizations form partnership with Amkeni Wakenya to tap into the diverse technical skills within the larger UNDP outfit. There is also a close relationship between non-profits gaining skilled works and seeking innovative opportunities. The partnership therefore, enables grantees to adopt best practices acquire from the strategic alliances within UNDP to facilitate innovation through knowledge and skill resulting. This is also evident organizations through the partnership achieving comparative advantage which scores a (mean=3.86), fifty one percent (51%) scaling this factor as influencing partnership with Amkeni Wakenya on a great extent.

In this regard, the findings on factors influencing strategic alliances points out to Beamish and Bank (1987) that the key advantage of a business strategic alliance in terms of cooperative aspects is providing problem solutions; additionally, in terms of information and knowledge sharing, it can help reduce certain uncertainty factors.

4.4 Effects from partnership with Amkeni Wakenya

The effects experienced by the organizations as a result of the partnership with Amkeni Wakenya were summarised in table 4.2. "Financial benefits that enhance our ability to accomplish our goals and objectives" is indicated as being of very great extent at sixty seven percent (67%) as a result of the partnership thus having the highest (mean=4.57). This meant that majority of the organizations benefited in increased resources from the financial funding. In addition, fifty one percent (51%) response considered "technical skills that enhance our ability to accomplish our goals and objectives" to at a very great extent be a result from the partnership.

A relationship between factors "new networks and relationships that enhance our ability to accomplish our goals and objectives" and "increased potential to influence other similar groups" is pertinent that the organizations consider the partnership as a gateway of establishing new associations, this was particularly important for the grantees to influence similar groups to achieve their goals.

Table 4.2 Effects of partnership with Amkeni Wakenya

Effects		Response					Total	Mean	Std. Dev
		Not at all	Little extent	Moderate	Great extent	Very great extent			
Financial benefits that enhance our ability to accomplish our goals and objectives	Freq	0	0	4.57	0.603	23	37	4.57	0.603
	Percent	0%	0%	5%	32%	62%	100%		
Technical skills that enhance our ability to accomplish our goals and objectives	Freq	0	0	4.38	0.721	19	37	4.38	0.721
	Percent	0%	0%	14%	35%	51%	100%		
New networks and relationships that enhance our ability to accomplish our goals and objectives	Freq	0	0	4.30	0.618	14	37	4.30	0.618
	Percent	0%	0%	8%	54%	38%	100%		
Increased potential to influence other similar groups	Freq	0	2	4.24	0.83	16	37	4.24	0.83
	Percent	0%	5%	8%	43%	43%	100%		
Developed sustainable partnership strategy for resource mobilization	Freq	1	1	3.92	0.954	11	37	3.92	0.954
	Percent	3%	3%	24%	41%	30%	100%		
PERCENTAGE MEAN		1%	2%	12%	41%	45%	100%		

Source: Author, Research data

However, the response on "develop sustainable partnership strategy for resource mobilization" had a low score of (mean=3.92). The mean was lowest as compared to the other effects may be related to the need for sufficient project continuity, and the grantees over-reliance on outside collaborations for financial benefits and technical skills to enhance their ability to accomplish their goals and objectives. For the organizations to gain sustainable competitive advantage through strategic alliances, it was argued by Porter (1998) that a competitive strategy aimed to establish profitable and sustainable position against forces that determine industry competition. Thus, the findings indicated that the effects of the partnership were based on the organizations being able to strengthen its competitiveness to gain sustainable position within the sector.

4.5 Challenges Faced In the Partnership with Amkeni Wakenya

Findings on the challenges the grantees faced in the partnership with Amkeni Wakenya was outlined in Table 4.3. The responses ranged between (1.51<means>2.1) which were lower than the average mean of three (3.0). This indicated the concurrence was within the lower scale responses of 'strongly disagree' and 'disagree'. Thus, there is a strong relationship on earlier reports where it stated that there was a focus on strategic alliances as a whole and their diversity and applicability within the non-profit sector.

As illustrated in table 4.3 conversely, sixty two percent (62%) strongly disagree that there was "no clear understanding of Amkeni Wakenya's strategy on partnerships" and sixty two percent (60%) of the respondents also strongly disagreed "Amkeni Wakenya does not openly share information" (mean=1.73 and 1.51) respectively. This was because relevant information on UNDP and subsequently Amkeni Wakenya and other related materials on partnerships were readily available to existing and potential partners, these included UNDAF, Amkeni Wakenya's strategic plan, bi-annual newsletters, advertisement and electronically through infomercials and UNDP and Amkeni Wakenya websites. This is a confirmation as earlier stated in similar findings that sharing of information was usually central to such joint undertaking.

The respondents also strongly disagree (mean=1.68) that 'Amkeni Wakenya partnership has no mechanisms in place to foster trust and cooperation". The low score on this challenge is related to existing partnership agreement that provided clear roles and responsibilities of the grantees, UNDP and Amkeni Wakenya. The partnership also ensured the grantees are legally registered to ensure mechanisms for addressing conflicts.

Table 4.3: Challenges faced in the partnership with Amkeni Wakenya

Challenge		Response					Total	Mean	Std. Dev
		Strongly disagree	Disagree	Moderately agree	Agree	Strongly agree			
No clear understanding of Amkeni Wakenya's strategy on partnerships	Freq	23	7	4	0	3	37	1.73	1.194
	Percent	62%	19%	11%	0%	8%	100%		
There are no effective monitoring mechanisms to measure the effectiveness of our partnership with Amkeni Wakenya on a regular basis	Freq	14	15	5	2	1	37	1.95	0.998
	Percent	38%	41%	14%	5%	3%	100%		
Amkeni Wakenya does not openly share information	Freq	23	9	5	0	0	37	1.51	0.731
	Percent	62%	24%	14%	0%	0%	100%		
Amkeni Wakenya partnership has no mechanisms in place to foster trust and cooperation	Freq	19	13	3	2	0	37	1.68	0.852
	Percent	51%	35%	8%	5%	0%	100%		
There is inadequate mechanisms to sustain achievements from Amkeni Wakenya partnership	Freq	10	14	11	0	2	37	2.19	1.023
	Percent	27%	38%	30%	0%	5%	100%		
The contractual period is insufficient to achieve the objectives and goals of the partnership with Amkeni Wakenya	Freq	3	3	6	16	9	37	3.68	1.18
	Percent	8%	8%	16%	43%	24%	100%		
There is sufficient partnership benchmarks with Amkeni Wakenya	Freq	12	12	11	1	1	37	2.11	0.994
	Percent	32%	32%	30%	3%	3%	100%		
PERCENTAGE MEAN		40%	28%	17%	8%	6%	100%		

Source: Author, Research data

Additionally, the findings showed that grantees disagreed that "there are no effective monitoring mechanisms to measure the effectiveness of our partnership with Amkeni Wakenya on a regular basis", "there is inadequate mechanisms to sustain achievements from Amkeni Wakenya partnership and "there is sufficient partnership benchmarks with Amkeni Wakenya" of (mean=1.95, 2.91 and 2.11) respectively indicating that the grantees adequately understood the milestones, outcomes, outputs, activities, budgets and timelines of the partnership with Amkeni Wakenya. A strong relationship on earlier findings that partnerships were based on a memorandum of understanding that described a bilateral or multilateral agreements, it also expressed a convergence of will between parties and records an intended common line of action.

Only the challenge on "the contractual period is insufficient to achieve the objectives and goals of the partnership with Amkeni Wakenya" (mean=3.68) had a significant mean to suggest, forty three percent (43%) agree and twenty four percent (24%) strongly agreed that this was in fact a challenge that affected their partnership with Amkeni Wakenya. Therefore, confirmed that strategic positioning of organizations in a partnership required adequate contractual agreement for sustainable competitive advantage as indicated in earlier findings.

4.6 Negative influence from the partnership with Amkeni Wakenya

Evident from the findings respondents considered the partnership with Amkeni Wakenya important, majority posed the following as negative influence the respondents would experienced in the absence of the partnership with Amkeni Wakenya; "capacity and skills

within their organizations would not have been built; reduced achievement of goals and sustaining existing projects; could have lost its competitive advantage to respond to specific governance issues especially with special groups and at the local level; organization would be weak in networking and developing linkages; slow growth and insufficient funds".

The findings indicate that grantees consider the partnership with Amkeni Wakenya as an important factor for growth and to enable the organizations undertake their specific projects that are funded by UNDP. The partnership strengthens their capacity and capability to deliver on the governance issues and especially on issues unique to their regions and community.

4.7 Views on implementation of Amkeni Wakenya partnerships

The recommendations respondents provide that can improve the implementation Amkeni Wakenya partnership includes: "Increasing partnership period to preferably two to three years instead of one (1) year and consider longer term partnership especially with performing organizations; increasing funding packing to include more capacity building workshops; enhancing sustainability mechanisms by improving exit strategy and linkages with others partners; increasing flexibility of the partnership to further support changes made by the project".

The responses indicated that partners of Amkeni Wakenya considered the funding package in the partnership to be limiting, thus the need to increase the implementastion

period and financial support to enable the organizations implement the activities adequate and have viable impact. However, most of the organizations need for continuous capacity building trainings is an indication of the organizations' over-reliance on UNDP and thus low sustainability of projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter sums up the findings of the research; outlines the implications of the study findings, provides conclusions based on the research findings, outlines the limitations of the study and provides suggestions for further research.

5.2 Summary of Findings

The findings brought out important basic features of Amkeni Wakenya's non-profit organizations and the nature of Amkeni Wakenya's partnership strategy. The study concluded that not-for profit organizations partnering with Amkeni Wakenya considered similarity of goals and opportunity for innovations as major factors of the partnership with Amkeni Wakenya for which organizations gained financial and technical benefits that enhance their ability to accomplish their goals and objectives as well as increase their visibility.

Moreover, the findings showed that the Amkeni Wakenya partnerships focused on small organizations targeting those in remote and rural settings, however, organizations in Nairobi region were more due to the available infrastructure as compared to those in remote and rural regions. Amkeni Wakenya's reach was evident from the diverse representation of organizations from all regions in Kenya. Therefore, Amkeni Wakenya had been able to strategically position UNDP Kenya through the strategic alliances with NPOs in Kenya with organizations that had were legally registered and had adequate years of experience in their specific areas of work.

Moreover, Amkeni Wakenya partnerships had enabled its beneficial organizations to grow, and build on their existing capabilities given that majority of the grantees had established somewhat relevant presence within their area of work and developed systems and mechanisms to undertake specific activities to promote governance and democracy within their communities.

Significantly, the financial resources and technical skills had been the greatest benefits of the grantees. However, a number of the organizations had not been able to adequately develop sustainable partnership strategy for resource mobilization for future partnership. Furthermore, the results on contractual period to sufficiently achieve the objectives and goals were rated as a major challenge for the grantees. The grantees were nevertheless, confident about Amkeni Wakenya's partnership strategy and monitoring mechanisms to foster trust and cooperation.

5.3 Conclusions

Significantly from the findings there was need for Amkeni Wakenya to review the partnership period to enable adequate and sustainable partnership for the organizations to achieve their goals adequately. A flexible contractual partnership would respond to grantee needs adequately can also be consider.

The study pointed out on the relevance of monitoring mechanisms adopted in the partnership to measure the effectiveness of the partnership, however communication

through adequate documentation and networking, was an area the partnership would require strengthening.

Moreover, a more improved exist strategy that enhanced linkages with other partners including non-traditional partners and mainstreaming partnership with Government to increase the organizations comparative advantage and strategic positioning. This can be strengthen by enhancing Amkeni Wakenya's exit and entry partnership strategy with clearer capacity building intervention programme given that majority of the organizations partnering with Amekni Wakenya were small local organizations.

Furthermore, to strengthen the strategic alliances of UNDP Kenya through Amkeni Wakenya's partnerships, the partnership should continue to ensure the continuity of the coherent regional mapping evident from the findings to enable UNDP Kenya's goal of reaching the community through NPOs especially those at the local level was achieved.

5.4 Limitations of the Study

It was anticipated that the study would face challenges. These challenges and subsequent recommendations were as follows:

Timeframe of the study would be guided by the responses rate of the respondents, as responses varied. Follow-up calls and emails were made to increase the responses.

Data inaccessibility was another challenge. Due to limited information on the topic access to data imminent, this was addressed through ensuring primary and secondary data collection methods were used, which included using modern data collection tools such as the internet.

In addition, there were unanticipated occurrences during the study. Field work occurrences would affect the quality of the study. This was addressed by administering adequate quality controls such as ensuring the questionnaires were simple and easy to administer, constant observation and some questionnaire by questionnaire checking and comparison, additional constant consultation with the experts and relevant

5.5 Suggestions for Further Research

Evidently from the findings in this study strategic alliances in UNDP Kenya through Amkeni Wakenya with NPOs had flourished, due to an efficient and effective partnership strategy, however, there due to the growing need for strategic position given the various market forces in the non-profit sector, there is further need for studies on effectiveness of Amkeni Wakenya's partnership policies and procedures which can subsequently enhance the overall UNDP's partnership strategy to influenced innovative and target non-traditional partnerships.

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APPENDICES

APPENDIX I

Questionnaire

This research is meant for academic proposes. It will investigate strategic alliances in UNDP Kenya, a study on Amkeni Wakenya partnerships. You are kindly requested to provide answers to the questions as honest and precisely as possible. Respondents to these questions will be treated as confidential. Please do not write your name or that of the organization anywhere on this questionnaire. Please [v] tick where appropriate or fill in the required information on the spaces provided.

SECTION A: GENERAL INFORMATION

1. Which type of non-profit organizations is your organization registered? *(Please tick)*
 - i). NGO []
 - ii). CBO []
 - iii). Trust []
 - iv). Self-Help Group []
 - v). Faith-Based []
 - vi). Research/Academic Institution []
 - vii). Other []
2. How long has the organization been register as per the above type of non-profit organization registration above? *(Please tick)*
 - i). Less than 2 years []
 - ii). 2 - 4 years []
 - iii). 5 - 7 years []
 - iv). 8 - 10 years []
 - v). More than 11 years []
3. Please state the location of your organization? *(Please tick)*
 - i) Nairobi []
 - ii) Rift Valley []
 - iii). Eastern []
 - iv) Nyanza []
 - v) Western []
 - vi) Coast []
 - vii) Central []
 - viii) North Eastern []
4. How long is your organizations partnership agreement with Amkeni Wakenya? *(Please tick)*
 - i). 6 months []
 - ii). 12 months []
 - iii). Not sure []
5. Do you have an operational strategic plan? *(Please tick)*
 - i) Yes []
 - ii). No []
 - iii).Not Sure []

SECTION B: FACTORS THAT INFLUENCE ORGANIZATIONS TO JOIN PARTNERSHIPS WITH AMAKENI WAKENYA

6. To what extent did each of the following factors influence your organizations partnership with Amkeni Wakenya? *(Please tick one where: 1=Not at all; 2=Little extent; 3=Moderate; 4=Great extent; 5=Very great extent)*

Factors influencing partnership with Amkeni Wakenya	1	2	3	4	5
Similarity of goals					
Increased partnership with non - traditional groups (groups your organization does not commonly partner with)					
Gain a larger number of skilled people working on similar projects					
Compatible organisational culture					
Opportunity for innovations					
Visibility prospect					
Compliant procedures					
Comparative advantage					

SECTION C: FACTORS AFFECTING PARTNERSHIPS WITH AMAKENI WAKENYA

7. To what extent does your organization experience the following effects from your partnership with Amkeni Wakenya? *(Please tick one where: 1=Not at all; 2=Little extent; 3=Moderate; 4=Great extent; 5=Very great extent)*

Effects experienced from partnership with Amkeni Wakenya	1	2	3	4	5
We gain financial benefits that enhance our ability to accomplish our goals and objectives					
We gain technical skills that enhance our ability to accomplish our goals and objectives					
We gain new networks and relationships that enhance our ability to accomplish our goals and objectives					
Increased potential to influence other similar groups					
Developed sustainable partnership strategy for resource mobilization					

SECTION D: CHALLENGES FACED IN THE PARTNERSHIP

8. To what extent does your organization agree with the following statements about challenges experience from your partnership with Amkeni Wakenya? *(Please tick one where: 1=Strongly disagree; 2=Disagree; 3=Moderately agree; 4=Agree; 5=Strongly agree)*

Challenges	1	2	3	4	5
There is no clear understanding of Amkeni Wakenya's strategy on partnerships					
There are no effective monitoring mechanisms to measure the effectiveness of our partnership with Amkeni Wakenya on a regular basis					
Amkeni Wakenya does not openly share information					
Amkeni Wakenya partnership has no mechanisms in place to foster trust and cooperation					
There is inadequate mechanisms to sustain achievements from Amkeni Wakenya partnership					
The contractual period is insufficient to achieve the objectives and goals of the partnership with Amkeni Wakenya					
There is insufficient partnership benchmarks with Amkeni Wakenya					

9. What is the negative influence the organization can have if Amekni Wakenya did not enter into a partnership with your organization?

10. Please give your views and recommendations on what needs to be done on implementation of Amkeni Wakenya partnership?

i)_

ii)_

Hi)

Thank You for Your Time and Corporation in Answering This Questionnaire

25	Kenya Muslim youth alliance	Nairobi	olenaado@kenvamuslims.oru
26	Kenyan Paraplegic Organization (KPO)	Nairobi	timwanvoni(aikenvanparapleyic.or.ke
27	Kistrech Initiative	Kisii	info(2)kistrech.ort>
28	Kituo Cha Sheria	Nairobi	nvokabi(a),kituochasheria.or.ke
29	Kwetu Training Centre for Sustainable Development	Mombasa	info@,kvetukenva.oru
30	League of Pastoralist Women in Kenya (LPWK)	Nairobi	contact®lpwk.ore
31	Mainyoito Pastoralist Integrated Development Organization	Kajiado	jolesimel2002f2ivahoo.co.uk
32	National Organization of Volunteers and Charity Workers - NOVOK	Chavakali	emuswahili®,vahoo.com
33	Poverty Eradication Network (PEN)	Nairobi	chrism(a)penkenva.ory
34	Regional Institute for Social Enterprise (RISE)	Thika	temi(2>risekenva.org
35	REPACTED Kenya	Nakuru	colli ns(2).repactedken va.com
36	Rural AIDS Prevention and Development Organization (RAPADO)	Migori	rappcommunitvfa),vahoo.com
37	Rural Project Support Facility (RPSF)	Kericho	e08kitur(a),vahoo.com
38	Social Development Network (SODNET)	Nairobi	pth i eo®sodnet.org
39	Solidarity Goodwill Services (SGS)	Meru	mkariri(a>vahoo.com
40	Strategies for Northern Development	Moyale	sndmovalefa),vahoo.co.uk
41	Strengthening Peer Education Activities in Kenya (SPEAK)	Gilgil	smusal3(2),gmail.com
42	Sugar Campaign for Change Foundation	Kisumu	oitoarumfolvahoo.com
43	Supreme council of Kenya Muslims	Nairobi	baltawi(2),fimail.com
44	The Women's Shadow Parliament- Kenya	Nairobi	wshadowparliamentfa),vahoo.com
45	United Disability Empowerment in Kenya	Nairobi	udekpwdfS),gmail.com
46	Wajir Peace and Development Agency	Wajir	wai irpeacefo),vahoo.com
47	Women for Peace and Development	Mandera	womenforpeacem(S),vahoo.com
48	Youth Agenda	Nairobi	susan@Yoithaenda.orR
49	Youth Focus Information Communication Project	Meru	kvalo.chris(2).vahoo.com
50	Youth for Change Action Group	Kiambu	vofcae(@vahoo.com

APPENDIX III

Letter of Introduction

Rachel W. Mbaria
P O Box 10759-00100
Nairobi.
Mobile No 0722705780

Dear Sir/ Madam,

RE: EDUCATIONAL RESEARCH STUDY.

I am undertaking an education research project aimed at studying "*Strategic alliances in United Nations Programme Kenya: A Study of Amkeni Wakenya Partnerships*". Your organization has been identified to participate in this study.

Enclosed is a questionnaire for your completion by a member of the senior management (i.e. Executive Director, Programme Manager, CEO). The responses or information provided will be used exclusively for academic purposes and will be treated with utmost confidentiality. Your name will not be required to be disclosed in this study.

Kindly submit a soft copy of the completed questionnaire by Friday 20th July 2012 by sending to **rachel.mbariafa-vahoo.com.**

Thank you in advance.

Sincerely,

Mbaria Rachel