

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY OF
YATIMA OUTREACH EDUCATION PROGRAM IN NAIROBI COUNTY**

HARUN IRUNGU



**A THESIS / PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN STRATEGIC MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

JULY, 2025

DECLARATION AND APPROVAL

Declaration

This thesis is my original work and has never been presented for any academic award in any institution

Name: Harun Irungu

Registration No: MBA/2022/58274

Signature: 

Date: 15/07/2025

Approval

This thesis/project is being submitted for examination with my approval as the University Supervisor.

Name: Dr. Eunice Gacheri Thiankolu, (Ph.D)

Institution Affiliation: Kenya Methodist University.

Signature 

Date 15/07/2025

DEDICATION

This is to my ever-supportive parents, Mr and Mrs Irungu, whose encouragement, guidance, and belief in my potential have been my source of strength.



ACKNOWLEDGEMENT

I give all glory and honor to God, whose grace has been my companion throughout this journey. His endless love has given me strength, wisdom, and perseverance needed to overcome and complete this work.

I am deeply grateful to my supervisor, Dr. Eunice Gacheri Thiankolu (PhD), for her exceptional support, invaluable insights, and unwavering dedication. Her encouragement has been crucial in shaping this proposal. I sincerely appreciate her mentorship throughout this academic journey. I also extend my gratitude to my research assistant Alex, whose dedication, commitment, and efforts significantly contributed to the successful completion of this work.

To my beloved family, wife, Nelious Kariuki, your belief in me has provided immense strength, and your unwavering support has been my anchor. To my children: Gerald, Janejoy and Azzlyn you inspire me daily to reach for excellence. This work is a reflection of the love and unity we share as a family.



ABSTRACT

Most NGO-funded education programs grapple with issues such as weak resource mobilization, poor monitoring and evaluation, inadequate internal controls, and minimal stakeholder involvement. This study aimed to explore the influence of strategic management practices on the performance of NGOs in Kenya, using a case study of the Yatima Outreach Education Program in Nairobi County. Specifically, the study examined four independent variables: resource mobilization strategies, monitoring and evaluation strategies, internal control strategies, and stakeholder participation, and how this influenced service delivery at Yatima Outreach. The study was guided by stakeholder theory, systems management theory, and program theory. A descriptive survey design was adopted. The target population comprised 104 respondents, including 6 executive members, 32 administrative staff, and 66 teachers. Census sampling was used to include all 104 respondents. Structured questionnaires served as the primary research instruments. A pilot study involving 10 individuals from another NGO-funded education project in Nairobi County was conducted. The supervisor assisted in ensuring content validity, while Cronbach's alpha was used to determine the reliability index. Data were analyzed descriptively using percentages, means, and standard deviations in SPSS, and a multiple regression model was applied. The study adhered to ethical research standards, including informed consent and confidentiality. The findings revealed that service delivery at the Yatima Education Program is significantly influenced by stakeholder participation, monitoring and evaluation, resource mobilization, and internal controls. Inferential statistics showed that stakeholder participation had the strongest correlation ($r = 0.721$), followed by monitoring and evaluation ($r = 0.663$), resource mobilization ($r = 0.632$), and internal controls ($r = 0.569$), all at $p < 0.01$. The regression model accounted for 50.4% of the variance in service delivery ($R^2 = 0.504$), confirming the combined influence of the four variables. Based on these findings, it is recommended that implementers diversify funding to stabilize resource flow, enhance use of evaluation data in decision-making, reinforce internal controls through audits and documentation, and deepen stakeholder engagement, particularly at the community level. These steps will strengthen transparency, improve responsiveness, and sustain quality service delivery.

TABLE OF CONTENT

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
ABSTRACT	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.1.1 Strategic Management Practices	8
1.1.2 Service Delivery of Yatima Outreach Education Program.....	8
1.2. Statement of the Problem.....	9
1.3. Study objectives	10
1.3.1 General objectives.....	10
1.3.2 Specific objectives	11
1.4 Hypothesis of the study.....	11
1.5 Significance of the Study	11
1.6 Scope of the Study	13
1.7 Study Limitations.....	13
1.8 Study delimitations	14
1.9 Assumptions of the Study	15
1.10 Operational definition of key terms	16
CHAPTER TWO	17
LITERATURE REVIEW	17
2.1 Introduction.....	17
2.2 Empirical review	17
2.2.1 Resource Mobilization strategies and service delivery.....	17
2.2.2 Monitoring and Evaluation Strategies and Service Delivery.....	22
2.2.3 Internal Control Strategies	25
2.2.4 Stakeholder Participation	28
2.3 Theoretical framework.....	32
2.4 Conceptual framework.....	37

2.5 Summary of Literature Review and Research Gaps	38
CHAPTER THREE.....	40
RESEARCH METHODOLOGY	40
3.1 Introduction.....	40
3.2 Research Design.....	40
3.3 Targeted Population	40
3.4 Sampling Procedure and Sampling Design.....	41
3.5 Data Collection	41
3.5.1 Piloting of instruments	42
3.5.2 Validity of the Research Instruments.....	42
3.5.3 Reliability of Instruments	43
3.6 Data analysis	44
3.7 Diagnostic Tests.....	45
3.8 Ethical considerations	45
CHAPTER FOUR.....	47
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	47
4.1 Introduction.....	47
4.2 Response rate	47
4.3 Demographic Attributes of Respondents	48
4.4 Descriptive Statistics on Service Delivery of Yatima Education Program.....	53
4.5 Descriptive Statistics on Resource Mobilization	54
4.6 Descriptive Statistics on Monitoring and Evaluation	56
4.7 Descriptive Statistics on Internal Controls	58
4.8 Descriptive Statistics on Stakeholder Participation	60
4.9 Diagnostic tests	62
4.10 Correlation results.....	65
4.11 Regression results	70
CHAPTER FIVE	72
SUMMARY, CONCLUSIONS AND STUDY RECOMMENDATIONS.....	72
5.1 Introduction.....	72
5.2 Summary of Findings.....	72
5.3 Conclusion	74
5.4 Recommendations.....	76
5.5 Recommendations for Further Studies.....	77

References.....	78
Appendix I: Introduction letter	83
Appendix II: Consent form	84
Appendix III: Questionnaire	85
Appendix IV: ERC Certificate.....	89
Appendix V: Introduction Letter	90
Appendix VI: NACOSTI Research License	91
Appendix VII: Research Authorization	92
Appendix VIII: Turnitin Report.....	93



LIST OF TABLES

Table 3.1; Target Population.....	41
Table 4.1; Response rate	47
Table 4.2; Reliability results	48
Table 4.3; Distribution of gender	49
Table 4.4; Respondents by age	50
Table 4.5; Years of experience	51
Table 4.6; Distribution of respondents as per academic qualifications	52
Table 4.7; Descriptive Statistics on Service Delivery of Yatima Education Program	53
Table 4.8; Descriptive Statistics on Resource Mobilization	55
Table 4.9; Descriptive Statistics on Monitoring and Evaluation	57
Table 4.10; Descriptive Statistics on Internal Controls	59
Table 4.11; Descriptive Statistics on Stakeholder Participation	61
Table 4.12; Test for Autocorrelation	62
Table 4.13; Heteroscedasticity	63
Table 4.14; Multicollinearity	64
Table 4.15; Correlation Results	65
Table 4.16; Model Summary	68
Table 4.17; Analysis of Variance.....	69
Table 4.18; Regression Coefficients	70
Table 4.19; Hypothesis Summary	71

LIST OF FIGURES

Fig. 1; Conceptual Framework 37



LIST OF ABBREVIATIONS AND ACRONYMS

CDA:	Coast Development Authority
CDF:	Constituency Development Fund
ICPs:	Internal Control Practices
ICT:	Information Communication and Technology
KPA:	Kenya Ports Authority
LAPFUND:	Local Authorities Pensions Fund
M&E:	Monitoring and Evaluation
NGOs:	Non-governmental Organisations
NPOs:	Non-Profit Organizations
PMSF:	Project Manager's Skills Framework

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organisations utilise strategic management, which is a comprehensive set of continuous activities and procedures, to methodically integrate and align assets and operations with purpose, vision, and strategy across the entire organisation. The strategic plan is changed by strategic management operations into a system that allows decision-makers to receive strategic performance feedback and allows the plan to expand and change in response to needs (Vandersmissen, George, & Voets, 2022). The use of strategic management approaches is necessary to recognise effective organisational management and ensure that a company's business unit is successful (Agaba & Turyasingura, 2022).

Strategic management is a vital component of organizational success, involving the formulation, implementation, and evaluation of decisions that enable an organization to achieve its objectives effectively and efficiently. It provides a framework for aligning organizational resources with long-term goals in a constantly changing environment (Wheelen & Hunger, 2020). Key strategic practices such as planning, performance monitoring, human resource development, and stakeholder engagement are instrumental in fostering adaptability and competitiveness. In both public and private sectors, strategic management ensures that institutions remain focused, responsive, and results-driven.

Service delivery, on the other hand, refers to the manner in which organizations provide services to meet the needs and expectations of their beneficiaries. Effective service delivery is characterized by timeliness, accessibility, quality, and beneficiary satisfaction (Armstrong, 2019). The performance of service-oriented organizations is largely influenced by how well strategic management practices are applied. Empirical studies have shown that institutions that embrace

structured planning, continuous performance review, and stakeholder collaboration are more likely to deliver impactful and sustainable services, especially in sectors such as education, health, and community development.

Globally, non-governmental organizations (NGOs) have emerged as key players in addressing socio-economic challenges, including education, healthcare, human rights, and environmental sustainability. Across the world, NGOs face growing pressure to adopt strategic management practices to ensure operational efficiency and long-term sustainability (Couprie, Godek-Brunel & Sibińska, 2024). These practices—such as strategic planning, resource allocation, performance measurement, and stakeholder engagement—are essential for NGOs to remain relevant in a competitive and rapidly changing environment. Strategic management has proven to be instrumental in helping NGOs overcome funding constraints, improve program delivery, and enhance transparency (Peng, 2024).

In India, NGOs play a critical role in tackling challenges such as poverty, healthcare disparities, and education. However, the sector is often confronted by issues related to governance, resource management, and accountability. As a response, many NGOs in India have started integrating strategic management practices to enhance their efficiency and sustainability. Practices such as long-term planning, stakeholder mapping, and continuous performance evaluation are being adopted to strengthen the impact of programs. NGOs in India are realizing that incorporating strategic management is essential to manage limited resources effectively and respond to the demands of donors, while also ensuring their missions align with national development priorities (Rajan, Jain & Dhir, 2024).

In the United Kingdom, the strategic management of NGOs has become integral to their performance, especially as these organizations are increasingly held accountable by the public and

donors. UK-based NGOs such as Oxfam and the Red Cross have long embraced strategic management practices, recognizing the need for rigorous planning, monitoring, and evaluation to ensure effectiveness. Strategic frameworks are helping these organizations align their activities with both global and local priorities, enabling them to address issues ranging from poverty to climate change (Siregar & Perdhana, 2024). The UK's emphasis on transparency, accountability, and results-driven performance is setting an example for NGOs worldwide, demonstrating the crucial link between strategic management and organizational success (Christoffersen, 2024).

In Malaysia, the NGO sector has grown significantly, particularly in areas such as education, healthcare, and social welfare. With the increasing complexity of development challenges, Malaysian NGOs are shifting towards more professionalized approaches to management. The adoption of strategic management practices is helping these organizations improve their governance, resource management, and operational efficiency. By focusing on strategic planning and outcome-based evaluation, NGOs in Malaysia are enhancing their ability to deliver impactful programs. The growing emphasis on strategic management within the sector reflects a broader trend across Southeast Asia, where NGOs are realizing the importance of professional management to address the region's socio-economic challenges (Abiddin, 2024).

Nigeria, one of the largest NGO hubs in Africa, faces numerous development challenges, including poverty, healthcare, and education. While NGOs play an essential role in addressing these issues, many struggle with poor governance and inefficient resource allocation. Strategic management practices are increasingly being recognized as critical to overcoming these challenges (Nelson, 2024). Nigerian NGOs are gradually adopting practices like strategic planning, donor management, and performance evaluation to enhance their program delivery. Although the sector still faces challenges such as political instability and fluctuating donor funding, the integration of

strategic management has allowed NGOs in Nigeria to improve their performance and sustainability in a highly competitive environment (Wilfred, 2024).

In South Africa, NGOs have been crucial in advocating for human rights, social justice, and poverty alleviation. However, many of these organizations face challenges related to governance, financial stability, and effective management. To address these issues, NGOs in South Africa are increasingly adopting strategic management practices to ensure sustainability and improve the outcomes of their programs. Strategic planning, resource management, and monitoring and evaluation are some of the practices that are being prioritized. The emphasis on strategic management is enhancing the accountability and performance of South African NGOs, enabling them to better serve the communities they support (Vorwerk Marren, Davis & Williamson, 2024).

Ethiopia has witnessed substantial growth in its NGO sector, particularly in addressing challenges related to education, healthcare, and poverty alleviation. However, many Ethiopian NGOs still face challenges in terms of strategic planning, resource management, and performance evaluation. There is an increasing recognition of the need for effective strategic management practices to improve program delivery and organizational sustainability. By adopting practices such as long-term planning, stakeholder engagement, and performance measurement, NGOs in Ethiopia are beginning to show greater success in achieving their objectives. This shift is crucial for improving the overall impact of NGOs in a country where development challenges remain significant (Beyene & Hussain, 2024).

Tanzania's NGO sector has grown rapidly, with organizations actively involved in addressing a range of development issues, from health to poverty reduction. However, the sector faces challenges such as inadequate resources, governance issues, and lack of strategic focus. Many Tanzanian NGOs are now turning to strategic management practices to enhance their effectiveness.

By implementing strategic planning, resource allocation, and performance monitoring, these NGOs are improving the delivery of their programs. Strategic management is enabling them to better respond to the needs of the communities they serve, ensuring that resources are used effectively and that projects are sustainable in the long term (Nkongolo, 2024).

According to (Fowler 2016), strategic management is a tool used by non-governmental organisations to assist them identify and achieve their long-term objectives. Additionally, it assists non-governmental groups in recognising and seizing opportunities and hazards in their external surroundings. Additionally, non-governmental organisations (NGOs) can choose how to use their resources to achieve their objectives with the help of strategic management (Fowler, 2016). NGOs can implement many strategic management approaches to enhance their operational efficiency. These include of establishing specific goals, conducting environmental scanning, analysing stakeholders, creating strategies, putting those plans into action, and keeping an eye on them (Abdel-Kader & Wadongo, 2018).

Non-governmental organisations can benefit greatly from implementing strategic management techniques, just like for-profit businesses and the government can (Meresa, 2019). Non-governmental organisations (NGOs) can benefit greatly from strategic management, and not just in terms of financial gain. Businesses that are better equipped to compete in the current global market have a higher chance of success. If NGOs are to meet their objectives, they must acquire and put into practice strategies that will boost worker productivity. Due to intense rivalry, this is becoming more difficult in the current corporate environment (Agussani & Akrim, 2020).

Non-governmental organisations (NGOs) are globally present and oversee an extensive array of projects and activities. Approximately forty thousand people are thought to be employed abroad

(Agwu, 2018). In China and Russia, there are more than 65,000 legally recognised nongovernmental organisations (NGOs), and an additional 130,000 are active but remain hidden. In India, there are more than 500,000 NGOs in operation. The US government (NGOs) has registered over a million American NGOs. Africa employs more than 10.1 million people (Lasserre, 2017).

A study by (Forkuor and Korah 2023) investigated the challenges affecting the performance of NGOs in promoting sustainable rural development in the Upper West Region of Ghana. Their study identified several critical issues hindering NGO effectiveness. Key challenges included inadequate funding, which limited the scope and scale of development interventions; bureaucratic hurdles in accessing funds and permits; logistical constraints in reaching remote rural areas; and limited local capacity and expertise to sustain development initiatives. Additionally, the study highlighted the challenge of navigating complex political landscapes and managing expectations from diverse stakeholders. Despite these obstacles, the study also noted the resilience and adaptability of NGOs in leveraging local resources and partnerships to address community needs, underscoring the importance of tailored strategies and sustainable funding mechanisms to enhance NGO performance in rural development.

According to a study by (Tshiyoyo 2022) on the changing roles of non-governmental organizations in development in South Africa: Challenges and opportunities. The study identified insufficient funding as a primary challenge for NGOs in South Africa, limiting their ability to scale programs and reach marginalized communities effectively. Political interference also emerges as a significant barrier, hindering NGOs' autonomy and operational flexibility. Despite challenges, NGOs in South Africa are increasingly leveraging technology and digital platforms to enhance

outreach and advocacy efforts. Collaborative partnerships with local governments and international donors are seen as pivotal in overcoming financial constraints and expanding project impact.

The underperformance of NGOs in Tanzania and its neighbouring countries has been attributed to the absence of support from important stakeholders (Biteko & Ismail, 2020). Investigations into the underlying reasons for their subpar performance as well as possible fixes have resulted from this. The results show that poor planning is a significant contributing factor to the poor management and performance of NGOs. NGOs are essential to government and community initiatives in Kenya, particularly when it comes to reducing poverty and promoting educational opportunities, health, and preservation of the environment (Maina, 2018). They support Kenya's economy, health, and educational institutions while offering crucial services to vulnerable populations like women, children, and the elderly (Muriuki et al., 2017). In Kenya, nongovernmental organisations (NGOs) frequently fill the gaps left by the public and commercial sectors, particularly in times of crisis such as financial crises and disease outbreaks (Njue & Ongoto, 2018). Strategic management is applied more strictly by many Kenyan NGOs as a result of financial and logistical support from foreign organisations.

In Kenya, education-focused NGOs face numerous challenges that hinder their effectiveness and sustainability. One of the major issues is limited funding, which constrains their ability to expand programs, invest in quality educational resources, and recruit qualified personnel. Many NGOs are heavily reliant on donor funding, and fluctuations in donor support often result in project delays or discontinuation (Kithuva & Mogote, 2024). Furthermore, education NGOs often lack robust strategic management practices, including clear long-term goals and monitoring frameworks,

which leads to inefficiencies in program implementation. The regulatory environment also poses challenges, with political interference and bureaucracy frequently delaying or disrupting the implementation of educational programs (Orange, Mangana & Kariuki, 2024).

1.1.1 Strategic Management Practices

Strategic management practices refer to the systematic processes organizations use to define their direction, allocate resources, and assess performance in pursuit of long-term objectives. These practices include strategic planning, performance monitoring, human resource development, and stakeholder engagement all designed to enhance organizational responsiveness and effectiveness in dynamic environments. According to (Kaplan and Norton 2023), strategic management enables institutions to align daily operations with broader goals, thereby creating value and improving accountability. In the education sector, where service demands are continually evolving, strategic management offers a structured approach for organizations to navigate resource limitations, policy shifts, and growing stakeholder expectations.

Recent studies emphasize the importance of strategic management practices in non-profit and public service institutions, where the need for efficiency and impact is critical. (Nwachukwu et al. 2024) assert that NGOs that apply formalized strategic processes demonstrate better performance outcomes, including improved service delivery, increased donor trust, and enhanced beneficiary satisfaction. These practices foster proactive decision-making and continuous improvement, crucial for adapting to both internal challenges and external pressures. In the context of educational programs, especially those targeting vulnerable groups, integrating strategic management practices ensures not only sustainability but also relevance and equity in service provision.

1.1.2 Service Delivery of Yatima Outreach Education Program

The Yatima Outreach Education Program is a faith-based initiative focused on providing educational support to orphaned and vulnerable children, particularly in low-income areas of Nairobi County. Its core mission is to bridge the educational gap by offering tuition sponsorship, school supplies, mentorship, and psychosocial support to learners who would otherwise be excluded from formal education systems. Service delivery in this context involves not only the timely provision of educational materials and financial assistance but also ensuring that beneficiaries receive consistent emotional and academic support. However, given the program's dependency on donor funding and volunteer manpower, maintaining high standards of service delivery remains a complex and resource-intensive task.

Despite its noble intentions and tangible impact, the Yatima Outreach Education Program has faced challenges related to service consistency, operational efficiency, and scalability. Fluctuating funding levels, limited monitoring structures, and inadequate stakeholder engagement mechanisms often hinder its ability to respond effectively to emerging needs. Additionally, the absence of robust strategic management frameworks can result in misalignment between resources, planning, and actual beneficiary outcomes. To enhance service delivery, it is imperative for the program to adopt structured management practices that facilitate better planning, performance evaluation, and engagement with both internal and external stakeholders.

1.2 Statement of the Problem

Despite the critical role played by NGO-funded education programs in supporting vulnerable learners, many continue to face significant strategic management challenges that undermine their effectiveness. The Yatima Outreach Education Program in Nairobi County is no exception. Preliminary assessments reveal persistent issues such as poor resource mobilization, weak

stakeholder involvement, limited internal controls, and inadequate monitoring and evaluation systems. These problems have led to inefficiencies in service delivery, delays in implementation, and a mismatch between educational interventions and local community needs. The program's overreliance on donor funding, without a sustainable strategic framework, further threatens its long-term viability. These concerns reflect broader trends affecting NGO-run initiatives in Kenya, where nearly 40% of such programs fail to progress beyond their initial phases due to weak management practices (Ceptureanu et al., 2018). This inefficiency contributes to the ongoing educational inequalities in low-income urban areas, such as those found in Nairobi.

Although several studies (e.g., Galgallo, 2021; Hubert & Mulyungi, 2018; Mutai & Musembi, 2024) have explored the effects of individual strategic management components on project performance, few have examined how these practices when integrated affect the service delivery of education programs. Moreover, existing research often lacks contextual relevance to urban settings like Nairobi, where socio-economic pressures and funding uncertainties further complicate educational outreach. A clear gap exists in understanding how the combined influence of resource mobilization, monitoring and evaluation, internal controls, stakeholder participation, and policy environment impacts education service delivery. This study therefore seeks to fill this conceptual, contextual, and methodological gap by examining the strategic management practices of the Yatima Outreach Education Program in Nairobi County, using a census approach to generate actionable insights for sustainable educational outcomes.

1.3 Research Objectives

1.3.1 General Objective

The study purposed to explore the influence of strategic management practices on service delivery of Yatima outreach education program in Nairobi County.

1.3.2 Specific Objectives

In the light of the general objective, this study sought to accomplish four specific objectives.

- (i) To establish the influence of resource mobilization strategies on the service delivery of Yatima outreach education program in Nairobi County.
- (ii) To determine the influence of monitoring and evaluation strategies on the service delivery of Yatima outreach education program in Nairobi County.
- (iii) To assess how internal control strategies affect the service delivery of Yatima outreach education program in Nairobi County.
- (iv) To investigate how stakeholder participation influences the service delivery of Yatima outreach education program in Nairobi County.

1.4 Hypothesis

Null hypothesis was used as indicated:

H₀₁ Resource mobilization has no significant influence on the service delivery of Yatima outreach education program in Nairobi County.

H₀₂ Monitoring and evaluation strategies does not significantly affect the service delivery of Yatima outreach education program in Nairobi County.

H₀₃ Internal control strategies does not significantly effect on the service delivery of Yatima outreach education program in Nairobi County.

H₀₄ Stakeholder participation does not significantly influence the service delivery of Yatima outreach education program in Nairobi County.

1.5 Significance of the Study

This study provides valuable insights into effective strategic management practices that can

enhance organizational performance within NGO-funded education programs, particularly the Yatima Outreach Education Program in Nairobi County. By identifying key strategies to improve resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation, the study offers practical solutions for NGOs looking to optimize their operations and achieve better program outcomes. Yatima Outreach and similar organizations can leverage these strategies to address current challenges, ultimately leading to more efficient and impactful educational services.

For policymakers, the study's findings can serve as a critical resource in the development of policies that support NGOs in Kenya. By understanding the influence of strategic management practices on NGO performance, policymakers can create frameworks and incentives that promote organizational effectiveness. Such policies will not only improve the sustainability of educational programs but also ensure that NGOs can deliver more meaningful social interventions, particularly in Nairobi County.

Donors will also benefit from the study as it offers insights into how strategic management practices influence the performance and impact of NGOs. This understanding can guide funding decisions, enabling donors to prioritize support for organizations that demonstrate strong strategic approaches. By investing in NGOs with effective management practices, donors can maximize the social value and sustainability of their contributions, ultimately advancing the success of community-driven initiatives in Nairobi County.

For researchers and academics, this study enriches the existing body of knowledge on strategic management practices within the NGO sector. It provides a practical application of strategic management theories, offering a nuanced understanding of how these practices influence NGO performance. The findings will contribute to ongoing research in organizational effectiveness,

particularly in the context of NGOs operating in challenging environments like Nairobi County.

1.6 Scope of the Study

This study examined the influence of resource mobilization, monitoring and evaluation, internal control strategies, and stakeholder participation on the service delivery of the Yatima Outreach Education Program in Nairobi County, Kenya. Grounded in Stakeholder Theory, Systems Management Theory, and Program Theory, the research adopted a descriptive design to explore how strategic management practices shaped organizational outcomes. Stakeholder Theory highlighted the role of various actors in shaping NGO performance, Systems Management Theory emphasized the interconnectedness of organizational processes, and Program Theory provided a framework for assessing how strategic interventions led to desired outcomes. The study collected data through surveys and interviews, analyzing findings using descriptive statistics and thematic analysis. Participants included 6 executive members, 32 administrative staff, and 66 teachers—totaling 104 respondents to provide comprehensive insights into strategic decision-making and operational efficiency. The research was conducted between February and May 2025.

1.7 Study Limitations

This study encountered several limitations related to its focus on the influence of strategic management practices on NGO performance, specifically within the Yatima Outreach Education Program in Nairobi County. First, the study's scope was limited to a single NGO, which may not have fully represented the strategic management practices of other NGOs in Kenya. Since organizations differed in resource mobilization, monitoring and evaluation, internal controls, and stakeholder engagement, the findings were not broadly applicable. To address this, future studies were encouraged to expand the sample size by including multiple NGOs to provide a more comprehensive analysis of strategic management practices.

Second, the reliance on self-reported data from NGO staff and stakeholders may have introduced response bias, particularly in sensitive areas such as internal control strategies and financial management. Respondents may have provided socially desirable answers rather than objective reflections on their organization's performance. To mitigate this, the study incorporated triangulation by comparing survey responses with secondary data sources, such as financial reports and independent audit findings, to enhance credibility.

Third, external factors such as policy changes, donor funding fluctuations, and economic conditions may have influenced the performance of Yatima Outreach Education Program beyond the strategic management practices under investigation. These external dynamics were not fully captured within the study's timeframe. To counter this limitation, future research was advised to adopt a longitudinal approach to track changes in performance over time and assess how external factors interacted with internal management strategies.

1.8 Delimitation of the Study

This study focused exclusively on the Yatima Outreach Education Program in Nairobi County, limiting its generalizability to other NGOs operating in different contexts. It specifically examined the influence of resource mobilization, monitoring and evaluation, internal control strategies, and stakeholder participation on organizational performance, thereby excluding other potential strategic management practices that might also impact NGO effectiveness. The study targeted executives, administrative staff, and teachers within the organization, meaning insights from beneficiaries or external partners were not included. Additionally, the research adopted a descriptive design, which provided an in-depth analysis of current practices but did not establish causality. The study was conducted between February and May 2025, capturing data within that timeframe and not accounting for long-term performance trends.

1.9 Assumptions of the Study

This study assumed that the information provided by Yatima Outreach Education Program regarding its strategic management practices and performance was accurate and transparent. Findings from the case study of Yatima Outreach Education Program were considered generalizable to some extent to other NGOs in Kenya, assuming similarities in the nature of their operations and external environments. The study further assumed that observed correlations between strategic management practices and NGO performance might imply causation, and that the participants in the study, including staff and stakeholders of Yatima Outreach Education Program, had a reasonable understanding of the strategic management practices employed by the organization.



1.10 Operational definition of key terms

Resource mobilization- this refers to the systematic and strategic efforts undertaken by Yatima Outreach Education Program to acquire, manage, and optimize financial and non-financial resources, including funding, partnerships, and in-kind support.

Monitoring and evaluation – refers to the systematic collection, analysis, and interpretation of data to assess the progress, effectiveness, and impact of educational activities in Nairobi County. This process includes ongoing tracking of program implementation (monitoring) and periodic assessments to measure the outcomes and effectiveness of the education initiatives (evaluation).

Internal control strategies– refer to the structured mechanisms, policies, and procedures put in place to safeguard assets, ensure compliance with regulations, and manage risks associated with program activities.

Stakeholder participation– involves the active engagement and involvement of various individuals, groups, and entities relevant to the Yatima Outreach Education Program in Nairobi County. This includes community members, beneficiaries, local authorities, donors, and other partners.

Project performance - refers to the overall effectiveness, efficiency, and impact of the education initiatives. It involves the achievement of objectives, the successful implementation of planned activities, the delivery of quality education services, and the positive outcomes for beneficiaries.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews related literature, covering theoretical and empirical sections, identifying research gaps, and presenting a guiding conceptual framework.

2.2 Empirical Review

It refers to academic works grounded in data collection and analysis, showcasing previous studies related to the current research variables.

2.2.1 Resource Mobilization Strategies and Service Delivery

A recent study by (Sharma and Patel 2023) explored the influence of resource mobilization on project performance in community development initiatives across rural India. The study examined key factors such as financial resource allocation, human resource capacity, access to physical infrastructure, and stakeholder engagement. Employing a mixed-methods research design, the study surveyed 150 respondents involved in various community projects. Data was analyzed using SPSS, utilizing regression analysis. The findings indicated that effective financial resource mobilization significantly improved project outcomes, while human resource capacity had a moderate impact on overall performance. Physical resource availability played a supporting role, particularly in infrastructure projects. The study recommended enhanced training for local human resources and stronger stakeholder engagement to further improve project performance in rural communities. This study was carried out in India while the current study will be in Kenya.

Singh et al. (2024) explored resource mobilization strategies for adult education and the influence of international organizations. The study focused on four countries: Denmark and Germany (OECD and EU members), and India and Tanzania (working closely with the World Bank). The

research examined how these states mobilize resources for adult education and how international organizations shape these strategies. The paper argued that international organizations offer benefits that states typically accept, though they rarely intervene directly in resource mobilization. Instead, they influence national policies through indirect mechanisms such as statistics, projections, and policy recommendations. The study highlighted that national policy choices are more often driven by contextual factors and historical policy decisions, rather than direct pressure from international organization. This study was carried out in four different countries. The current study will be carried out in Kenya, Nairobi County.

Naz and Ejaz (2024) explored how strategic communication can mobilize government investment in education in Balochistan, Pakistan, with a focus on using communication strategies to address the region's poor education indicators. The study emphasized the need for the Balochistan government to prioritize education by implementing a communication strategy that aligns government infrastructure and policies with educational needs. The research, grounded in resource mobilization theory and the theory of change, involved interviews with 13 education experts and 8 communication experts. The findings revealed that the government should adopt high-tech education systems, improve teacher skills, provide financial support to disadvantaged students, monitor budget allocations, and invest in communication technologies to enhance education. The study highlighted the importance of a competency-based approach in fostering community engagement, encouraging responses from various stakeholders like government officials, media, and educators, to improve educational outcomes in Balochistan.

Nnaji and Unamba (2024) investigated how school administrators in the Calabar Education Zone of Cross River State, Nigeria, use resource mobilization strategies to ensure the sustainability of secondary education. The study adopted a correlational research design and involved all 46

principals of public secondary schools in the zone, selected using purposive sampling. Data were collected through the "Effective Resource Mobilization and Sustainability of Secondary Education Questionnaire (ERMSSEQ)," which was validated by experts and showed a high reliability coefficient of 0.87. The study found that financial, human, and material resources are significant predictors of sustainable secondary education. The results indicated that school administrators should seek alternative funding sources beyond government allocations to improve the sustainability of education.

Kobugabe and Rwakihembo (2022) recently examined the relationship between financial resource mobilization and financial sustainability in Ugandan private universities. A positive correlation between financial resource mobilization strategies and financial stability demonstrated the importance of universities and other institutions of higher learning utilizing a wide range of financial resource mobilization strategies in order to achieve improved financial performance. As such, the desire to realize financial sustainability within universities may be done through the use of broad financial resource mobilization tactics.

Nnam et al. (2024) explored innovative approaches to financial resource mobilization for sustainable secondary education in Rivers State. Using a correlational survey design. Data were collected through two questionnaires: the "Innovative Financial Resource Mobilization Assessment Scale (IFRMAS)" and the "School Effectiveness Assessment Scale (SEAS)." Simple regression analysis and t-tests were used for data analysis. The results indicated a significant relationship between various resource mobilization strategies, including business ventures, agricultural activities, rental services, PTA support, alumni contributions, community involvement, private sector participation, social media use, and school effectiveness. The study concluded that diversifying funding sources through entrepreneurial activities would reduce

dependence on government resources and enhance the learning environment. It recommended that schools engage in income-generating ventures and collaborate with the private sector to improve resources and student outcomes.

Acak et al. (2024) investigated how local revenue mobilisation and stakeholder influence could improve service delivery in Northern Ugandan district local governments. Using a cross-sectional and correlational design, the study gathered information via a questionnaire from important district authorities, such as the Community Development Officer, Clerk-to-Council, and Chief Finance Officer. Both stakeholder involvement and local revenue mobilisation had a favourable impact on service delivery, according to the analysis, which used correlation coefficients and linear regression through partial least squares structural equation modelling (PLS-SEM). The impact of local revenue mobilisation on service delivery was significantly greater than that of stakeholder influence, underscoring its vital role in enhancing government services.

Human resource planning is a strategic planning process for senior management. Human resource planning is a process that guides human resource management operations in order to match organizational performance with human resource management principles (Lewis, 2018). Human resource planning is critical in ensuring that the organization has access to the capabilities it needs to achieve its strategic goals at all times. Dantanarayana (2018) believes that human resource planning is critical for managing human resources in local non-governmental organizations (NGOs). This approach will guarantee organizations have the human resource capability necessary to meet their organization's goals and produce outcomes successfully in the present and future (Flandez 2018).

The impact of resource mobilisation on the sustainability of youth-focused initiatives in Mombasa County was investigated by (Ngema and Kamande 2024). The acquisition of tangible assets,

financial allocation of resources, workforce planning, and engagement with the community were important factors. SPSS data analysis showed that while physical resources had no effect on project sustainability, financial resource acquisition had a moderate effect. To improve sustainability, the report suggested giving human resource planning and community involvement especially through women's organizations priority.

The impact of resource mobilisation on National Government Constituency Funded Projects (NGCDF) delivery in Nairobi, Kenya was studied by (Katonon and Moi 2024). The study used a descriptive research approach and utilised stakeholder, resource-based, and project implementation theories. It involved the NGCDF administrator of the Embakasi South Constituency, 58 beneficiaries, 96 members of the committee, and 10 representatives of the national government. The results showed a strong correlation between project execution and resource mobilisation. The study came to the conclusion that, especially when it comes to the acquisition of physical resources, resource availability alone might not be enough to ensure successful implementation. It advocated additional research on the efficacy of monitoring and evaluation in government and private sector initiatives in Kenya, and it suggested enhancing community involvement in all project phases.

Mukami et al. (2024) examined the effect of strategic partnerships on fund mobilization within Non-Governmental Organizations (NGOs) in Nairobi, Kenya. The study, grounded in Resource-Based Theory and Stakeholders' Theory, aimed to evaluate the effectiveness of these partnerships in mobilizing resources for development initiatives, as well as identify the challenges and opportunities that NGOs encounter in the process. Despite the recognized potential of strategic partnerships for fund mobilization, the study highlighted challenges such as misaligned objectives, power imbalances, and trust deficits that hinder their success. The research, based on a sample of

820 employees from 25 NGOs, found that while 72% of NGOs engaged in strategic partnerships, only 28% viewed them as highly effective. Organizational capacity, particularly in strategic planning and leadership, was identified as a key factor for success. The study recommended improving partnership strategies, addressing challenges, and enhancing organizational capacity to increase the effectiveness of fund mobilization efforts in NGOs.

2.2.2 Monitoring and Evaluation Practices and Service Delivery

Liu et al. (2024) used GIS technology and satellite imagery to monitor changes over time and space in order to assess the effects of the Grain for Green Project in Wuqi County, China. The initiative, which was started in 2000, sought to restore vegetation and fight soil erosion by turning agricultural land into grasslands and woodlands. The results showed that 64% of agricultural land had been converted, which resulted to less soil erosion and more plant cover. Grassland conversion was determined to be more appropriate than forest growth in the region, with the density of less steep cropland (<25°) having a greater impact on steep cropland (>25°). In order to attain these favourable outcomes, it emphasised the significance of using strong monitoring and assessment methods.

Shuna and Kithandi (2024) investigated the impact of monitoring and evaluation (M&E) practices on the performance of health development projects at Marsabit County Referral Hospital in Kenya. The study highlighted that poor M&E practices, unclear performance indicators, and inadequate time for M&E could lead to projects exceeding budgets, falling behind schedules, and delivering subpar results. Using Goal Setting Theory, Program Theory, and Stakeholder Theory, the study explored the relationship between M&E practices and project performance. The research found strong positive correlations between effective M&E practices and improved project performance. Notably, proper project planning was identified as crucial for managing costs and ensuring timely

project delivery. The study emphasized the importance of clear indicators and stakeholder engagement for better project outcomes.

Nshimiyimana and Rabie (2024) examined the effectiveness of the monitoring and evaluation (M&E) processes in tracking the outcomes of the Namibian Child Support Grant (CSG) programme. The study involved a desktop review of existing literature and programme documentation, supplemented by interviews with key programme managers. The findings revealed significant gaps in the current M&E practices that hinder decision-makers from assessing the outcomes for child beneficiaries. To address these issues, the study recommended refining the theory of change, revising indicators, and strengthening institutional arrangements to enhance the M&E system. These improvements offer valuable insights for other child-focused cash transfer programmes in similar contexts, aiming to strengthen results-based M&E systems.

Ovcina and Kalajdzic (2024) investigated the connection between project performance, execution of project management systems (PIMS), and M&E in nonprofit initiatives in developing nations, particularly Bosnia and Herzegovina. The study, which was grounded in knowledge management theory, resource-based view (RBV), and dynamic capacities, discovered that M&E and PIMS for financial monitoring had a major impact on important knowledge management processes, such as knowledge internalisation, accumulation, and transfer. The performance of the project was subsequently improved by these procedures. The study provided insightful information for funders, policymakers, and international stakeholders looking to increase the efficacy of nonprofit programs in developing nations by highlighting the significance of coordinating M&E, PIMS, and knowledge management methods to improve project outcomes.

Masilo (2024) explored the significance of integrating learning into monitoring and evaluation (M&E) within South African non-governmental organizations (NGOs). The study highlighted the shift from traditional M&E, which focuses on accountability and donor reporting, to a more dynamic approach that emphasizes continuous learning and improvement. This learning-integrated M&E involves collecting and analyzing data throughout program planning and implementation to identify strengths, weaknesses, and areas for improvement. The research showed that organizations embracing a participatory approach to decision-making and valuing feedback are better able to adapt and enhance the effectiveness of their interventions. The study called for a shift towards Monitoring, Evaluation, and Learning (MEL), as it provides a more comprehensive approach, helping organizations make informed, evidence-based decisions.

Gor and Mungai (2024) evaluated the impact of M&E on the success of programs by NGOs in Nairobi City County, Kenya. The study primarily focused on monitoring plans and the usage of monitoring tools. Using a descriptive research design, the study targeted 2,824 NGOs and sampled 167 organizations through simple random sampling. Data collected from M&E managers, project officers, and staff were analyzed using both descriptive and inferential statistics. The findings revealed a strong positive correlation between monitoring planning, use of monitoring tools, and project performance, with monitoring planning contributing 0.364 and monitoring tools 0.286 to performance improvement. The study concluded that these monitoring practices significantly enhance NGO project performance and recommended their integration into project implementation to improve the likelihood of achieving set objectives and sustaining outcomes.

In Tanzania's Kinondoni District, (Peter 2024) investigated the variables affecting the efficiency of M&E systems in non-governmental organisations (NGOs). Project managers, M&E staff, finance officers, directors, field staff, and partners were among the 120 participants in the mixed-

methods study, which was framed by the Theory of Change. SPSS was used to analyse the data. The study concluded that proper funding for M&E initiatives was essential to their successful execution, highlighting the necessity of sufficient financial resources. Additionally, stakeholder involvement positively impacted transparency, accountability, and partnership-building, improving M&E effectiveness. The study recommended diversifying funding sources, promoting a culture of transparency, and investing in cost-effective capacity-building programs for M&E staff to enhance the system's performance and ensure sustainability.

2.2.3 Internal Control Practices and Service Delivery

A corporation establishes internal controls to ensure accurate financial data, promote accountability, and prevent fraudulent activities within its operations. Internal controls not only assist staff in abiding by rules and regulations but also in preventing asset theft and fraudulent activity. They can also enhance operational efficiency by enhancing the timeliness and accuracy of financial reporting (Kenton, 2021).

Mushati (2023) evaluated the impact of internal controls on service delivery quality in Redcliff Municipality. The study employed a qualitative research approach, focusing on a single organization with participants drawn from six sections of the local authority, totalling 25 employees. Using convenience sampling, data were collected through interviews and observations. The findings indicated that while employees recognized the importance of internal controls in ensuring transparency and regulatory compliance, there were mixed views on their effectiveness. Participants suggested improvements, such as enhancing the segregation of duties in critical financial processes and leveraging technology to automate control procedures. They also highlighted the need for improved coordination across departments. The study recommended that Redcliff Municipality allocate sufficient funds to strengthen internal controls, adopt a participative

approach in decision-making, and invest in staff training to improve the effectiveness of internal control mechanisms and service delivery.

A study by (Al-Balushi and Al-Harthy 2023) investigated the impact of internal controls on project performance in Oman, particularly focusing on government infrastructure projects. The study was anchored in Control Theory and utilized a descriptive research design. It involved 100 participants, including project auditors, managers, and government officials. The results indicated a significant positive relationship between internal controls and project performance, with a correlation coefficient of 0.298 and a p-value of 0.042. The study concluded that robust internal controls enhance project performance by improving financial oversight, reducing errors, and ensuring compliance with regulations. It recommended strengthening internal control frameworks in Omani projects and encouraged future research to explore the effectiveness of these controls in private sector projects.

Ghasemi, Ngegah Marie, and Rokni (2022) explored the role of internal control and accountability in NGOs in Buea Sub-division, Cameroon. The study focused on governance concerns within these NGOs, investigating which aspects were most crucial for effective operations. Agency theory and stakeholder theory guided the theoretical framework. The research involved interviews with managers, directors, accountants, and project managers from 15 selected NGOs, generating 35 governance-related items, 21 of which were prioritized by the participants. Data were analyzed using SPSS, with the COSO and HAP frameworks serving as guides. The findings revealed that while some internal control components were not fully active, key areas like control environment, communication, internal audit, and segregation of duties were effectively implemented, leading to positive outcomes for the NGOs. However, the absence of a regulatory body to monitor these NGOs and ensure ethical practices was identified as a major challenge. The study recommends

that NGOs and the government employ knowledgeable personnel to address identified weaknesses such as political instability, funding constraints, and monitoring issues, ultimately strengthening internal control and accountability systems in the region.

Galgallo (2021) aimed to examine how financial accountability in Marsabit County is affected by internal control mechanisms. The study design employed was descriptive. The research population consisted of the 102 staff members of Marsabit County's Department of Finance and Economic Planning. 81 respondents made up the sample size that Slovin's method yielded. The basic data used in this study was gathered using questionnaires. In Marsabit County, the study found a strong favorable correlation between the risk assessment, ICT systems, control activities, monitoring, and financial accountability. To sum up, in order to improve financial responsibility, control environments, control activities, monitoring, ICT systems, and risk assessment are crucial.

Ongâ and Abbey (2019) investigated the connection between internal control and the standard of health care provided in Uganda's Greater Iganga Local Government. A sample of 127 health facilities was chosen from a target population of 205 using a cross-sectional strategy. Health service clients provided insights into service quality, and the study concentrated on a number of important roles, such as personnel managers, accounting managers, and health managers. Self-administered questionnaires were used to gather data, and 635 responses were obtained. SPSS was used to perform regression and correlation analyses on the data. Effective internal controls considerably improve service quality, according to the study's strong positive correlation ($r=0.715$, $p<0.001$) between internal control procedures and the provision of high-quality health services. The authors acknowledged the limitations of the cross-sectional design and suggested future studies could use other designs and explore the model in different local government settings.

Ambuso (2021) looked studied the internal control procedures and their impact on the financial performance of private hospitals in Kenya's west. For this study, a descriptive research design was adopted. The study's findings demonstrated that the organization's financial performance improved in 2020 compared to 2019 thanks to internal book audits, authority for work activities, and separation of responsibilities. Positive relationships were observed between this and the financial outlook of private hospitals located in the western part of Kenya. The results also demonstrated a substantial negative correlation between regular processes and transaction documentation and the financial results of private hospitals in the western region of Kenya.

Rono et al. (2024) looked on how county governments in Kenya's Nairobi Metropolitan Area provided services in regard to internal control procedures. Structured questionnaires were used to gather data from 116 directors around the region as part of a cross-sectional correlation study design. Regression, correlation, and moderated regression analyses were among the descriptive and inferential statistical techniques used. The results showed a strong positive correlation between service delivery and internal control procedures. The study came to the conclusion that strong internal controls are necessary to improve county government service delivery, and it was suggested that public institutions give these procedures top priority in order to improve governance and service results.

2.2.4 Stakeholder Participation and Service delivery

Amin, Scheepers, and Malik (2023) examined how international development (ID) programs can improve stakeholder relationships and the impact on the community by implementing monitoring and evaluation (M&E). The study used qualitative data from in-depth interviews with stakeholders, such as donors, implementation partners, and steering members of the committee, and applied agency theory to the data. The results showed that M&E operations make it easier to gather

information on inputs, outputs, outcomes, and impacts—all of which are essential for making decisions based on facts. The study made clear that by including stakeholders at different project stages, attending to community needs, and demonstrating positive outcomes, effective M&E enhances stakeholder relationships. But obstacles like knowledge asymmetry, risk-sharing, and goal incongruence also affect these connections

The implications of M&E practices on the long-term durability of donor-supported water projects for communities in Kismayu, Somalia, were examined by Mohamud and Nyandoro (2024). The study addressed problems with water project sustainability that were made worse by regional socioeconomic and climate-related problems. They employed a descriptive research approach, collecting data from 132 participants in 250 water projects via questionnaires. They then used SPSS software to analyse the data quantitatively and qualitatively through content analysis. The results made clear that timely completion of M&E tasks, sufficient funding for M&E, and good stakeholder participation were essential to the viability of the project. The inclusion of stakeholders enhanced oversight and decision-making, and adequate funds for monitoring and early issue resolution were made possible by M&E. In order to increase project effect and sustainability, the study underlined that solid M&E practices are essential for the long-term success of donor-funded water projects. It also advocated increasing stakeholder participation, ensuring appropriate M&E financing, and adhering to scheduled activities.

Bulle and Muchelule (2024) examined effects of participatory M&E. The study concentrated on ICT integration and stakeholder participation as essential elements of participatory M&E. Yamane's formula was utilized to calculate the sample size. Questionnaires were used to gather data, which were then pretested for validity and reliability and analyzed with SPSS version 26. The results of multiple regression analysis, descriptive statistics, and Pearson correlation showed

that ICT integration ($\beta = 0.463$) and stakeholder participation ($\beta = 0.352$) both significantly and favorably affected project performance. The study recommended enhancing stakeholder involvement and integrating advanced ICT tools to improve project outcomes, advocating for participatory decision-making, better training in M&E, and stronger partnerships for project success.

Heikoop et al. (2024) looked into the involvement of stakeholders in Semarang, which was started in 2016 with the goal of enhancing water management and lowering the danger of flooding. The study applied a SWOT analysis to assess stakeholder involvement by examining major strengths, weaknesses, opportunities, and threats. The findings showed that stakeholder engagement in Semarang received a low rating on the OECD participation scale. Key risks identified included insufficient management and funding, vague maintenance strategies, and limited public awareness, which contributed to improper waste disposal practices. The study underscores that strengthening stakeholder participation is vital to maintain the polder system's effectiveness and long-term sustainability.

Role of dispute resolution and stakeholder identification on the execution of water projects in Kenya was investigated by (Rukunga and Pedo 2024). The study concentrated on 291 active projects that are managed by Water Works Development Agencies using the theories of planned behaviour and participation. 169 project managers were chosen using proportionate random sampling, and the study used a cross-sectional design and positivist methodology. In a pilot study with 17 individuals, data were gathered using structured questionnaires. Stakeholder identification and dispute resolution both significantly improved project execution, according to the study.

Maomond and Kyule (2024) explored how relationship management and public consultation influenced the implementation of water projects. Their descriptive study involved participants such as project management board members, county water engineers, government officials, and local community leaders across eight counties, with a sample size of 420 residents. Using the Nassim algorithm and stratified random sampling, 130 respondents were selected. Data were collected through semi-structured questionnaires and analyzed using SPSS version 22. The findings showed that both relationship management and public consultation had a significant positive effect on project delivery. The study recommended training and capacity-building programs to strengthen community participation and expand development skills, alongside external support for additional capacity development.

In Kisumu County, Kenya, (Awino and Mungai 2024) investigated how stakeholder participation affected irrigation system performance. Involving 15 block chiefs, 15 representatives from the Ministry of Water, Sanitation, and Irrigation, and 65 members of the project steering committee, the research used an exploratory approach and concentrated on five irrigation projects. Because the target population was tiny, a census method was utilized, collecting primary data using questionnaires. The findings revealed a strong and significant relationship between stakeholder mapping and project outcomes, as well as between stakeholder participation and overall project success. The researchers recommended allocating adequate resources for project implementation, clearly defining project timelines and objectives, and using innovative monitoring tools to deliver real-time insights on stakeholder engagement and project performance.

Kimote and Muchai (2024) investigated ways to improve M&E in projects that get donor funding. Both qualitative and quantitative methodologies were used in the investigation. Surveys and interviews with project personnel and stakeholders were used to gather data. 150 respondents from

different donor-funded programs in Machakos County were part of the target group. In order to improve project outcomes, the study emphasised how important it is to involve all stakeholders in M&E procedures. The findings showed that more successful projects and more efficient M&E are greatly influenced by active stakeholder participation.

2.3 Theoretical Framework

A theory is an explanation for a phenomenon that has been noticed over time. The study's guiding theories was program theory, systems management theory, stakeholder theory and contingency theory.

2.3.1 Stakeholder theory

The study drew on Stakeholder Theory, which explains organizational operations within a broader relational context (Miles, 2017). This theory emphasizes the identification and categorization of stakeholders to better understand their roles and relationships with the organization. According to (Freeman 1984), stakeholders are people or organizations that are affected by a company's objectives and whose financial or human resources are at risk; as a result, they stand to benefit or suffer depending on the organization's decisions. Therefore, in order to promote sustainability, the theory makes the case for comprehending the effects of different companies' stakeholders and how organizations respond to those effects (Tapaninaho & Kujala, 2019). Organizations, rather than individual stakeholders, respond to various impacts emerging from all stakeholders (Fobbe & Hilletoft, 2021).

According to stakeholder theory, stakeholders who are actively involved in projects play an important role in benefiting the organization as they understand the requirements of the

organization and the objectives of the various objectives (Haataja, 2020). Stakeholder theory, while widely acknowledged for its emphasis on considering the interests of diverse groups affected by an organization, is not without criticism. Critics argue that the theory lacks precision in defining who qualifies as a stakeholder, leading to ambiguity and challenges in prioritization. The absence of a prescriptive model for decision-making and the potential for managerial discretion pose concerns about the practical application of the theory. Balancing conflicting stakeholder interests and achieving consensus in complex organizational settings is deemed difficult.

Stakeholder was relevant to the study because it emphasized the importance of considering the interests and influences of all stakeholders involved. This theory was related to the purpose of establishing the effect of stakeholder participation on the performance of Yatima Outreach Education Program.

2.3.2 Systems Management Theory

Systems Management Theory, proposed by Ludwig von Bertalanffy in 1951, views an organization as a complex, interconnected system of interrelated parts that work together to achieve a common goal. This theory emphasizes the importance of understanding how different components—such as processes, people, and resources—interact within the larger organizational framework. It posits that for an organization to function effectively, all subsystems must work in harmony, as changes in one part of the system can impact the whole. By focusing on the organization as an open system, Systems Management Theory encourages adaptability, continuous feedback, and a holistic approach to management, ensuring that organizations can respond effectively to external and internal pressures (Baecker, 2019).

Systems Management Theory operates on several key assumptions, including the belief that organizations are open systems, constantly interacting with their external environment, and that

coordination between various subsystems is essential for achieving organizational goals (Daft, 2016). It assumes that feedback mechanisms help organizations adapt and maintain equilibrium, promoting continuous improvement and efficiency (Jones, 2019). However, the theory has faced criticism for being overly complex and abstract, making it difficult to apply in practice, especially in smaller organizations with simpler structures (Scott & Davis, 2020). Additionally, critics argue that the theory places too much emphasis on the interdependence of subsystems, sometimes neglecting the importance of individual initiative and creativity (Hatch & Cunliffe, 2017).

Systems Management Theory underpins the Monitoring and Evaluation (M&E) variable by emphasizing the interconnectedness of organizational processes and the need for continuous feedback to enhance performance. The theory views M&E as an integral subsystem within the broader strategic management framework, ensuring that data-driven insights inform decision-making, resource allocation, and overall efficiency. By promoting adaptability and systematic assessment, the theory supports the idea that effective M&E strengthens accountability, identifies performance gaps, and fosters continuous improvement, ultimately enhancing the sustainability and impact of NGOs like Yatima Outreach Education Program.

2.3.3 Program Theory

The programming idea has gradually gained acceptance and popularity in the evaluation community (Njama, 2015). This is explained by its ability to validate a program's theoretical explanation (Sharpe, 2011). As (Donaldson 2012) points out, the program theory provides guidance for project evaluation by emphasizing the program's potential to tackle specific problems that necessitate detailed study within projects. It consists of a sequence of assertions that provide in-depth information about a certain program, explaining the causes, mechanisms, and settings in

which the program's effects manifest. It also lays out the prerequisites needed to accomplish the targeted program change and forecasts the program's outcomes (Sharpe, 2011).

A program theory is necessary to assess if an intervention is well-structured to achieve its intended aims. This is helpful in providing data that may result in more thorough explanations of the issue, potential fixes, and different steps needed to achieve the intended objectives (Njama, 2015). Program theory can help articulate and visualize the logic behind internal control strategies, outlining the expected connections between control mechanisms and organizational performance (Kihuha, 2018). By applying program theory, the study can explore whether the internal control strategies implemented by the Yatima Outreach Education Program align with the intended causal pathways and whether these strategies are influencing the organization's overall performance as anticipated.

The theory was relevant to internal control strategies because it explains their operational logic within the program framework. Program theory demonstrates how control mechanisms including resource allocation and monitoring and accountability systems create effects that lead to program outcomes. The framework reveals how effectively internal controls from the Yatima Outreach Education Program support its objectives by showing their interconnections. The examination through program theory helps determine whether current strategies generate their intended outcomes and enhance overall performance while providing guidance for improved impact.

2.3.4 Contingency Theory

Contingency Theory asserts that there is no single best way to manage an organization; rather, the optimal course of action depends on internal and external situational factors (Donaldson, 2001). Developed by (Burns and Stalker 1961) and further advanced by (Lawrence and Lorsch 1967), the theory posits that organizational effectiveness arises when strategies, structures, and processes

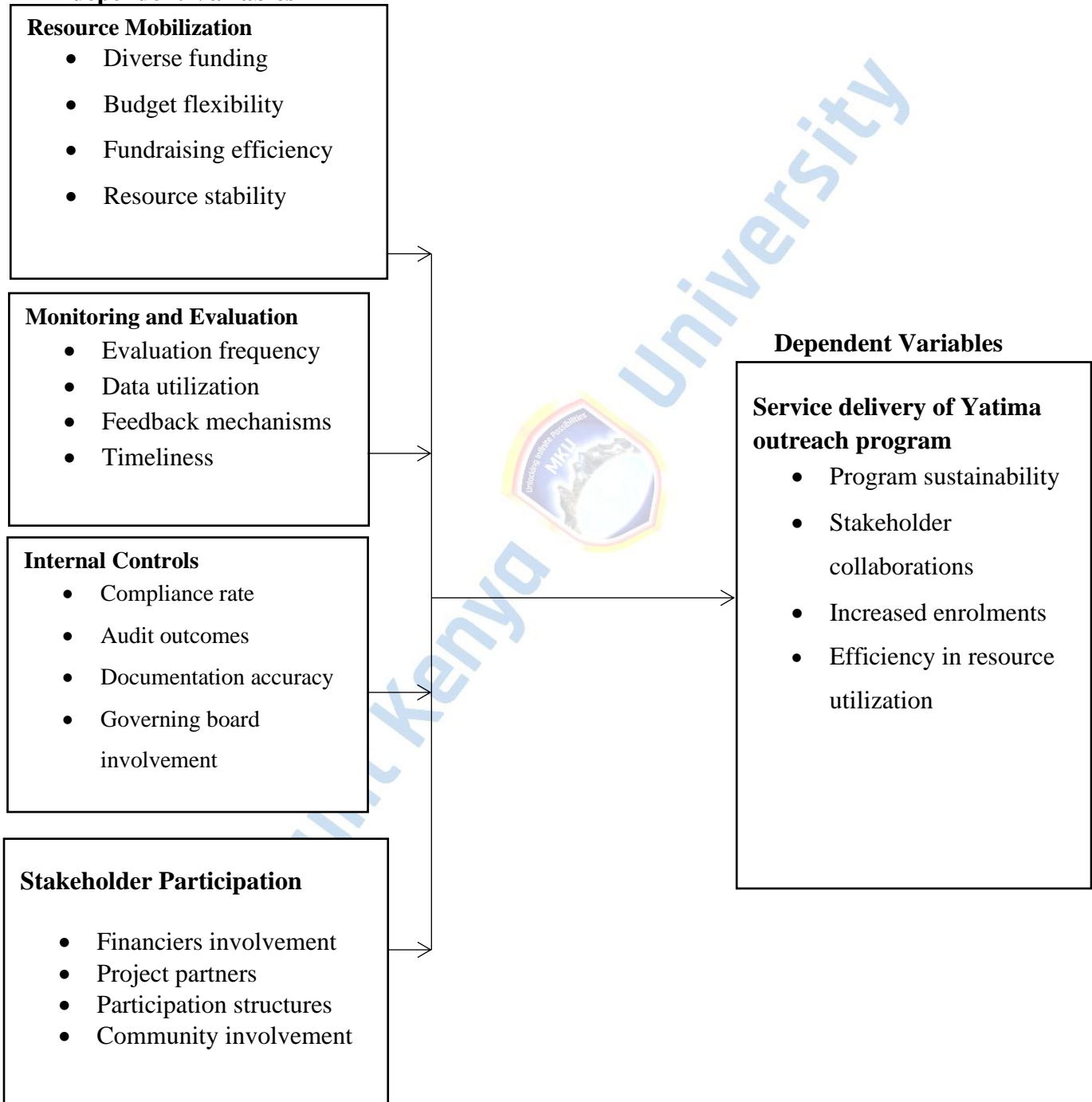
align with the conditions in which the organization operates. In strategic management, this theory emphasizes the need for adaptive planning, where decisions are informed by the context—including resource availability, stakeholder dynamics, and environmental uncertainty (Schoonhoven, 2020). It also recognizes the influence of leadership flexibility and tailored governance structures in achieving optimal performance. For NGOs like the Yatima Outreach Education Program, the theory is particularly relevant given their complex and dynamic operating environments, where donor expectations, regulatory demands, and community needs continuously evolve.

The relevance of Contingency Theory to this study lies in its alignment with the strategic management practices assessed particularly resource mobilization and stakeholder participation. For instance, the success of stakeholder engagement strategies may vary depending on factors such as cultural contexts, community readiness, or organizational maturity. Similarly, resource mobilization strategies must be responsive to fluctuating donor landscapes and internal capacity (Fiedler & Garcia, 2021). As such, Contingency Theory supports the view that strategic decisions within the Yatima Education Program should not follow a fixed model but must be customized to fit the situational variables faced by the program. This theory complements Systems Management Theory and Stakeholder Theory by introducing a flexible, situational lens that enhances the understanding of how strategic management practices influence service delivery outcomes in varied contexts.

2.4 Conceptual framework

A conceptual framework is a structured system of ideas and concepts that helps to guide research by outlining the key variables and their relationships.

Independent Variables



Source: Researcher, 2025

In this study, the variables of resource mobilization, stakeholder participation, monitoring and evaluation, and internal controls are all interconnected, playing crucial roles in shaping the service delivery of the Yatima Outreach Program. Effective resource mobilization, characterized by diverse funding, flexible budgets, and strategic partnerships, ensures the financial stability needed for program sustainability. The involvement of key stakeholders, such as financiers, project partners, and beneficiaries, enhances the program's responsiveness and helps tailor interventions to the community's needs. Monitoring and evaluation processes, through regular evaluations and data utilization, provide critical feedback that informs adjustments in resource allocation, ensuring that resources are used efficiently and effectively. Internal controls, like compliance rates and audit outcomes, ensure that these processes are transparent, accountable, and aligned with program goals.

These interconnected variables directly influence the overall service delivery of the Yatima Outreach Program. Strong resource mobilization and stakeholder participation foster a collaborative environment that contributes to program sustainability, increased enrolments, and improved student retention. Regular monitoring and evaluation, coupled with robust internal controls, enhance the program's ability to adapt, ensuring accountability and efficiency in resource utilization. By integrating these strategies, the program can achieve greater impact, improving the quality of education and fostering long-term success for its beneficiaries.

2.5 Summary of Literature Review and Research Gaps

Studies such as Yami et al. (2021) and Kobugabe and Rwakihembo (2022) have explored the impact of resource mobilization on financial stability and project performance. However, a notable gap exists in combining the variables of resource mobilization, internal controls, monitoring and evaluation practices, and stakeholder participation within a single framework to assess their

collective effect on project performance. This study seeks to fill this conceptual void by examining how these elements interact together in a unified model. Additionally, while previous research has been conducted in diverse settings, this study will address a contextual gap by focusing on Nairobi County. The use of a census approach will also address a methodological gap, as past studies have utilized varying sampling methods.

For internal control practices, research by Ashari and Krismiaji (2019) and Galgallo (2021) has mainly focused on financial performance impacts. There is, however, a lack of research on how internal controls affect non-financial project outcomes, such as stakeholder trust and overall program effectiveness. Furthermore, the integration of internal control practices with digital tools, like block chain for financial transparency, has not been thoroughly explored. This study will investigate these aspects, focusing on non-financial outcomes and the role of digital integration in Nairobi County.

Regarding stakeholder participation, while Moreira et al. (2024) and Ainomugisha et al. (2024) emphasize its importance, there is insufficient exploration of how different levels of stakeholder engagement—such as passive versus active involvement—affect various stages of the project lifecycle and overall performance. Additionally, the influence of stakeholder participation on project sustainability and long-term outcomes remains underexplored. This study will address these gaps by examining how different levels of stakeholder engagement impact both short-term and long-term project success in Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The researcher's approach to gathering and evaluating the study data was covered in this chapter.

3.2 Research Design

Descriptive survey research was utilised in this study to investigate the mechanisms underlying certain behaviours or events and to characterize social phenomena. This design was selected due to its accuracy and precision in capturing data. The descriptive research enabled testing of relationships between variables. According to Keman (2020), this approach also facilitates the collection and analysis of data using both quantitative and qualitative methods.

3.3 Target Population

According to Draugalis and Plaza (2019), the target population refers to the specific group of individuals or entities that researchers intend to investigate and collect data from on a particular topic. In this study, the focus was on executives, administrative staff, and teachers at Yatima Outreach to gain a comprehensive understanding of the internal dynamics influencing strategic decision-making. The total target population comprised 6 executive members, 32 administrative staff, and 66 teachers, resulting in 104 respondents.

Table 3.1 Target Population

Category	Frequency	Percent
Executive Members	6	5.8%
Administrative Members	32	30.8%
Teachers	66	63.5%
Total	104	100

3.4 Sampling Procedure and Sampling Design

Sampling, as defined by Creswell (2014), is the process of selecting a subset of individuals or units from a larger population to participate in a research study. This method allows researchers to make inferences about the entire population based on the characteristics of the sample. In this study, all 104 members of the target population, including executive members, administrative staff, and teachers at Yatima Outreach, were selected through census sampling. This approach ensured comprehensive data collection from all relevant groups, allowing for a more inclusive and representative analysis of the internal dynamics of strategic decision-making within the organization. By selecting the entire target population, the study avoided the need for extrapolation and guaranteed that all voices were included in the analysis.

3.5 Data Collection

A structured questionnaire was employed as the primary data collection instrument in this study. Respondents received coded questionnaires to ensure confidentiality and facilitate organized data management. The questionnaire was designed following Taherdoost's (2016) guidelines to accommodate a diverse sample and a wide variety of respondents, thereby enhancing the reliability and validity of the data collected. It comprised closed-ended questions measured on a

five-point Likert scale, ranging from “Strongly Agree” to “Strongly Disagree,” to capture respondents’ attitudes and perceptions consistently. The structured format allowed for efficient data collection and ease of analysis while minimizing ambiguity in responses. Additionally, the questionnaire included demographic questions to contextualize the findings. Pre-testing was conducted on a pilot group drawn from a similar NGO education program to refine the instrument for clarity, relevance, and comprehensiveness before full deployment.

3.5.1 Piloting of Instruments

Mugenda and Mugenda (2019) contended that ‘piloting enabled researchers to evaluate their preparedness by identifying potential weaknesses that could negatively affect the actual data collection process. The pilot study primarily focused on assessing the reliability and validity of the research instruments, aiming to refine them rather than to collect substantive data. For this study, 10 individuals from a different NGO-funded education project in Nairobi County were selected to participate in the pilot phase. Their feedback was carefully analyzed to identify issues related to question clarity, relevance, and response options. Based on the insights gained, necessary adjustments and improvements were made to the questionnaire to enhance its effectiveness and ensure it accurately captured the intended information during the main data collection.

3.5.2 Validity of the Research Instruments

Validity, as defined by Sekaran and Bougie (2019), referred to the degree to which the sampling framework accurately measured the objectives of the study and effectively represented the intended constructs. In this study, the validity of the

questionnaire was ensured through a test-retest process to verify consistency over time. Content validity was established through a comprehensive review of relevant literature, consultation with subject matter experts, and careful alignment of the questionnaire items with the conceptual framework and research objectives. Face validity was guaranteed by engaging with my supervisor, who reviewed the instrument and recommended necessary modifications to enhance clarity and relevance. Furthermore, special emphasis was placed on content validity by simplifying the questionnaire and making the questions more straightforward, thereby improving participant engagement and comprehension during data collection.

3.5.3 Reliability of Instruments

Livingston et al. (2018) emphasized that the assessment of measurement reliability is a critical process that involves determining the degree to which the instruments used in a study are free from random errors or inconsistencies that could compromise the accuracy of the data collected. In the context of this study, the reliability of the research tools was rigorously evaluated by analyzing data obtained from a pilot test. The pilot results were carefully examined to verify that the instruments produced consistent and stable findings across different respondents and conditions. To quantify this reliability, Cronbach's alpha coefficient was computed for each of the key variables after conducting descriptive statistical analyses. A higher value of Cronbach's alpha was interpreted as an indication of greater internal consistency, meaning that the items within each scale were measuring the same underlying construct reliably. This

rigorous reliability assessment ensured that the data collection instruments were dependable and capable of yielding trustworthy results for the main study.

3.6 Data Analysis

Perez et al. (2019) described data analysis as a systematic method of organizing, examining, and interpreting data to convert raw figures into meaningful insights, often presented using tables, charts, and graphs for clarity. In this study, structured questionnaires were used to gather quantitative data from respondents. After cleaning the data to correct errors and address missing values, it was first organized in Excel and then analyzed using SPSS. Descriptive statistics such as frequencies, percentages, means, and standard deviations summarized key data attributes. To determine the effect of strategic variables resource mobilization, monitoring and evaluation, internal control, and stakeholder participation on organizational performance, multiple regression analysis was applied. Results were clearly illustrated using tables and figures, accompanied by detailed interpretations and conclusions.

Model I

$$Y = \beta_0 + \beta_i X_i + \varepsilon, (i = 1, 2, 3, 4, 5) \dots\dots\dots (1a)$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots (1b)$$

(Without Moderator)

Where

Y_i Performance of education projects

β_0 Y intercept / Constant

β_i coefficient of independent variable X_i , where $i = 1, 2, 3, 4, 5$

- X₁ Resource mobilization
- X₂ Monitoring and evaluation
- X₃ Internal controls
- X₄ Stakeholder participation
- ε Stochastic term (error)

Decision Making Criteria:

Strategic management practices influence performance of educational projects ($p < 0.05$)

Strategy implementation do not influence performance of education projects ($p > 0.05$)

3.7 Diagnostic Tests

To ensure the accuracy and validity of the regression model used in this study, several key diagnostic tests were conducted. The Breusch-Godfrey LM test was applied to assess autocorrelation, with a p-value threshold of 0.05 indicating whether residuals were independent. Heteroscedasticity was evaluated using the Breusch-Pagan/Cook-Weisberg test, where a p-value greater than 0.05 confirmed constant variance of residuals. Additionally, multicollinearity among independent variables was tested using Variance Inflation Factor (VIF) and tolerance values, with acceptable thresholds being VIF less than 10 and tolerance greater than 0.1. These tests ensured the regression model met essential assumptions for reliable statistical interpretation.

3.8 Ethical Considerations

The study adhered to ethical research guidelines to ensure the protection and respect of all participants involved. Informed consent was obtained from each participant prior

to data collection, guaranteeing that they were fully aware of the purpose, objectives, and procedures of the research. Participants were clearly informed of their voluntary participation rights, including the freedom to withdraw from the study at any point without any negative consequences. To safeguard privacy and confidentiality, all data collected from participants were anonymized, with identifying information removed to prevent traceability. The research team implemented strict data protection measures to maintain the confidentiality of all responses throughout the study. Additionally, the participants were treated with utmost dignity and respect, with their views and opinions valued and considered integral to the study's outcomes. Ethical considerations were continuously observed to promote transparency, trust, and integrity throughout the entire research process.



Mount Kenya University

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the analysis and interpretation of the data collected in the study. The primary focus is to evaluate how strategic management practices influence the performance of educational projects at Yatima Outreach. The chapter begins by describing the demographic characteristics of the respondents, followed by the presentation of descriptive statistics related to the key study variables.

4.2 Response rate

The study targeted a total of 104 respondents, comprising executive members, administrative staff, and teachers at Yatima Outreach Education Program. Out of the 104 questionnaires issued, 91 were returned, indicating a high engagement level among the participants. However, 4 of the returned questionnaires were incomplete and therefore excluded from the analysis, resulting in 87 fully completed questionnaires used for data analysis. This corresponds to an effective response rate of approximately 83.7%. Baruch and Holtom (2008) suggest that in organizational research, a response rate higher than 70% is considered satisfactory. Similarly, Nulty (2021) confirmed that ‘achieving a response rate above 70% helps guarantee the validity and representativeness of survey research findings.

Table 4.1 Response Rate Summary

Total questionnaire out	No of issued	Total returned questionnaires	No of incomplete Questionnaires	Number of Completed questionnaire received	Response Rate
	104	91	4	87	83.7%

Source: Researcher (2025)

4.3 Reliability Results

The Cronbach Alpha Coefficients were produced by the researcher using the completed questionnaire.'

Table 4.2: Reliability Results

	Items	Coefficients
Resource mobilization	5	.882
M&E	5	.841
Internal Controls	5	.891
Stakeholder Participation	5	.962
Service delivery	6	.898

The reliability results of the study, as presented in Table 4.2, indicate that all constructs met the acceptable threshold for internal consistency, with Cronbach's alpha values ranging from 0.841 to 0.962. Specifically, resource mobilization scored 0.882, monitoring and evaluation had 0.841, internal controls registered 0.891, stakeholder participation scored the highest at 0.962, and service delivery recorded 0.898. These high coefficients suggest that the items used to measure each variable were cohesive and dependable, meaning respondents interpreted and responded to the questions consistently. This implies that the research instruments were well-constructed and suitable for capturing the intended data, thus enhancing the credibility of the study findings. The high reliability across all variables confirms the questionnaire's robustness in assessing the influence of strategic management practices on service delivery within the Yatima Outreach Education Program.

4.3 Demographic Attributes of Respondents

The demographic section of this study provides essential background information about the respondents who participated in the research. This section was designed to capture key characteristics, including gender, age, years of experience, and educational qualifications. These variables are vital in understanding the composition of the workforce at Yatima Outreach Education Program and in interpreting how personal and professional backgrounds

may influence perceptions of strategic management practices and service delivery.

4.3.1 Percentage Response by Gender

The gender section aimed to determine the distribution of male and female respondents, providing insights into the gender representation among participants involved in the study.

Table 4.3: Distribution by gender

Gender	Frequency	Percentage (%)
Female	36	%
Male	51	%
Total	87	100.0%

Source: Researcher (2025)

The findings presented in Table 4.3 show that out of the 87 respondents from Yatima Outreach Education Program, 51 (58.6%) were male, while 36 (41.4%) were female. This indicates that male staff members formed the majority of the study participants. The gender distribution suggests a moderate gender imbalance in the organizational staffing structure, potentially reflecting broader sector trends or internal recruitment practices. While both genders were adequately represented, the higher male participation could influence perspectives on strategic management practices and service delivery, which may be shaped by gender-specific experiences and roles within the institution.

4.3.2 Age Distribution

This section presents the age distribution of respondents from Yatima Outreach Education Program. Understanding the age profile of participants is important in evaluating the diversity of perspectives,

generational experience, and the potential influence of age on strategic decision-making and service delivery.

Table 4.4: Respondents by Age

Age	Frequency	Percent %
Below 24	3	3.4%
25-35	10	11.5%
36-45	24	27.6%
46-55	33	37.9%
56-59	15	17.2%
Above 60 Years	2	2.3%
Total	87	100%

Source: Researcher (2025)

The age distribution of respondents at Yatima Outreach Education Program, as shown in Table 4.4, reveals that a majority fell within the mid to late career age brackets. Specifically, 33 respondents (37.9%) were aged between 46 and 55 years, followed by 24 respondents (27.6%) in the 36–45 age group. Another 15 respondents (17.2%) were aged between 56 and 59 years, while 10 respondents (11.5%) fell in the 25–35 bracket. Only 3 respondents (3.4%) were below 24 years, and a minimal 2 respondents (2.3%) were aged above 60. These findings indicate that most of the workforce is comprised of mature and experienced individuals, which is critical for strategic decision-making and program implementation. The relatively small proportion of younger respondents suggests limited youth involvement in core administrative and strategic roles, possibly highlighting a gap in youth engagement or recruitment within the organization.

4.3.3 Work Experience

The work experience section presents an overview of the respondents' duration of service within Yatima Outreach Education Program. This data is essential in understanding the level of institutional knowledge, operational familiarity, and expertise possessed by the workforce.

Table 4.5: Years of experience

Age	Frequency	Percent %
Less than 1 Year	5	5.7%
1-3 Years	21	24.1%
4-6 Years	18	20.7%
7-10 Years	31	35.6%
More than 10 Years	12	13.8%
Total	87	100%

Source: Researcher (2025)

The findings in Table 4.5 show that the majority of respondents at Yatima Outreach Education Program had between 7–10 years of work experience, accounting for 35.6% (31 out of 87). This was followed by those with 1–3 years of experience at 24.1%, and those with 4–6 years at 20.7%. Respondents with more than 10 years of experience constituted 13.8%, while only 5.7% had less than one year of experience.

These results indicate that a significant proportion of the respondents had moderate to extensive institutional experience, with over 70% having served for more than three years. This suggests that the organization benefits from a relatively stable workforce with accumulated knowledge and familiarity with internal systems and community needs. Such experience is vital for continuity, effective program implementation, and mentoring newer staff. The smaller percentage of newcomers highlights the potential for organizational knowledge transfer and retention, although it may also point to limited recent recruitment.

4.3.4 Highest Level of Education

This section presents the distribution of respondents based on their highest level of formal education attained. Understanding the educational qualifications of the participants is essential, as it provides insight into their capacity to comprehend and execute roles related to the Yatima Outreach Education Program.

Table 4.6: Distribution of respondents as per academic qualifications

Category	Frequency	Percent %
Secondary	6	6.9%
Certificate	4	4.6%
Diploma	22	25.3%
Degree	49	56.3%
Masters	6	6.9%
Total	87	100%

Source: Researcher (2025)

The findings in Table 4.6 show the distribution of respondents by academic qualifications within the Yatima Education Outreach Program. Out of the 87 respondents, the majority held a degree qualification (49 respondents, representing 56.3%), followed by diploma holders (22 respondents, 25.3%). A smaller proportion had master's degrees (6 respondents, 6.9%), while secondary education (6 respondents, 6.9%) and certificate holders (4 respondents, 4.6%) were the least represented.

This distribution indicates that the majority of the respondents possessed higher education qualifications, with over 88.5% having attained diploma level and above. This suggests that Yatima Education Outreach is staffed or supported by individuals with relatively strong academic backgrounds, which is likely to enhance the quality of service delivery, program implementation, and the capacity to manage educational interventions effectively. The presence

of a well-educated workforce supports the organization's mission of delivering impactful education outreach initiatives.

4.4 Descriptive Statistics on Service Delivery of Yatima Education Program.

This ‘section presents the descriptive statistics on service delivery of the Yatima Education Program based on responses collected using a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The purpose of this analysis is to evaluate’ how respondents perceive the effectiveness and quality of service delivery within the program.

Table 4.7: Descriptive Statistics on Service Delivery of Yatima Education Program

Statements	1	2	3	4	5	Mean	SD
The program has effective strategies in place to ensure its continued viability.	3%	7%	15%	45%	30%	4.46	0.712
There is strong collaboration between stakeholders involved in the education program	2%	5%	10%	45%	38%	4.51	0.639
Strategies implemented by the program have effectively attracted new students.	8%	12%	30%	35%	15%	3.21	0.964
The program demonstrates effective management of financial and material resources.	5%	10%	20%	45%	20%	4.24	0.752
There is transparency in the reporting and use of resources within the program.	10%	15%	10%	35%	30%	4.08	0.798
The education program has effective strategies for retaining students.	7%	12%	10%	41%	30%	4.18	0.742
Composite mean and composite SD						4.1	0.768

N=87

Source: Researcher (2025)

The results in Table 4.7 indicate a generally positive perception of the Yatima Education Program’s service delivery, with strong agreement across several indicators. Respondents acknowledged the

program's capacity to ensure long-term viability through well-established strategies, reflected in a high mean score ($M = 4.46$, $SD = 0.712$). Likewise, collaboration among stakeholders was highly rated ($M = 4.51$, $SD = 0.639$), highlighting the cohesive efforts among partners to support the program's success.

Effective management of financial and material resources was also recognized ($M = 4.24$, $SD = 0.752$), while transparency in reporting and use of resources received favorable ratings ($M = 4.08$, $SD = 0.798$). Respondents further noted that strategies for student retention were well implemented ($M = 4.18$, $SD = 0.742$), suggesting that the program has mechanisms in place to maintain its enrollment base over time.

However, the effectiveness of strategies aimed at attracting new students received the lowest rating ($M = 3.21$, $SD = 0.964$), indicating mixed views among respondents and highlighting a potential area for improvement. Overall, the service delivery of the Yatima Education Program was rated positively, with a composite mean of 4.10 and a standard deviation of 0.768, demonstrating broad satisfaction with the program's performance.

4.5 Descriptive Statistics on Resource Mobilization and Service Delivery at Yatima

Education Program

'This section presents the descriptive statistics on resource mobilization and its impact on the service delivery of the Yatima Education Program. Data were collected using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The analysis aims to summarize respondents' perceptions regarding the effectiveness of resource mobilization strategies and how they contribute to the overall quality and success of service delivery within the program.'

Table 4.8: Descriptive Statistics on Resource Mobilization

Statements	1	2	3	4	5	Mean	SD
The education program successfully attracts funding from multiple donors.	13%	15%	20%	30%	22%	3.38	0.843
The budget for the education program can be adjusted according to changing needs.	6%	12%	14%	41%	27%	4.22	0.667
The organization's fundraising efforts are effective in generating necessary resources.	9%	21%	18%	30%	22%	3.40	0.834
There is a consistent availability of resources to support program activities.	16%	31%	18%	25%	10%	2.67	0.984
The organization has established strategic partnerships that support resource mobilization.	9%	15%	16%	40%	20%	4.16	0.644
Composite mean and composite SD						3.57	0.794

N=87

The descriptive statistics in Table 4.8 reveal varied perceptions regarding the effectiveness of resource mobilization within the Yatima Education Program. Respondents showed moderate agreement that the program attracts funding from multiple donors, with a mean score of 3.38 (SD = 0.843), indicating some variability in views. Similarly, the organization's fundraising efforts were perceived as moderately effective (M = 3.40, SD = 0.834), suggesting that while fundraising generates necessary resources, there may be challenges in sustaining or expanding donor support.

Respondents rated the program's budget flexibility positively, with a relatively high mean of 4.22 (SD = 0.667), indicating strong agreement that the budget can be adjusted to meet changing needs.

This adaptability is critical for ensuring that the program can respond efficiently to emerging demands and maintain continuity in service delivery. Strategic partnerships were also viewed

favorably ($M = 4.16$, $SD = 0.644$), highlighting the program's efforts to collaborate with stakeholders and leverage external support to enhance resource mobilization.

However, the perception of consistent resource availability was notably lower, with a mean score of 2.67 ($SD = 0.984$), reflecting uncertainty or dissatisfaction among respondents regarding the steady flow of resources necessary to support program activities. This lower rating signals a potential area of concern that could affect the program's capacity to deliver services effectively. Overall, the composite mean of 3.57 ($SD = 0.794$) suggests moderate satisfaction with resource mobilization efforts, pointing to both strengths in budget flexibility and partnerships, and challenges in resource consistency and fundraising effectiveness.

4.6 Descriptive Statistics on Monitoring and Evaluation and Service Delivery at Yatima Education program

This section presents descriptive statistics on monitoring and evaluation (M&E) practices and their perceived impact on the service delivery of the Yatima Education Program. Using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), the analysis summarizes respondents' views on how effectively M&E strategies are implemented and how they contribute to improving the quality and outcomes of the program's services.

Table 4.9: Descriptive Statistics on Monitoring and Evaluation

Statements	1	2	3	4	5	Mean	SD
Evaluations are conducted frequently enough to provide timely insights.	5%	10%	18%	40%	27%	4.33	0.531
The data collected from evaluations is effectively used to make informed decisions.	6%	12%	20%	36%	24%	3.95	0.758
There are established mechanisms for providing feedback to stakeholders based on evaluation results.	7%	14%	22%	35%	22%	3.85	0.801
Timely evaluation reports are produced and distributed to relevant stakeholders.	5%	10%	7%	48%	30%	4.45	0.501
Management is proactive in making adjustments based on evaluation feedback.	7%	12%	18%	39%	24%	3.98	0.801
Composite mean and composite SD						4.11	0.678

N=87

The descriptive statistics indicate that respondents strongly agree that evaluations are conducted frequently enough to provide timely insights into the program's operations (M = 4.33, SD = 0.531). This reflects a well-established practice of regular monitoring, which is essential for identifying challenges and opportunities for improvement. The high frequency of evaluations suggests that the Yatima Education Program prioritizes ongoing assessment, a critical factor in maintaining service quality and responsiveness.

Regarding the use of evaluation data, respondents moderately agreed that the information collected is effectively utilized to make informed decisions (M = 3.95, SD = 0.758). Additionally, management was seen as fairly proactive in adjusting strategies based on evaluation feedback (M = 3.98, SD = 0.801). While these scores indicate positive engagement with evaluation results, there is

potential to enhance how data drives strategic changes, ensuring that all insights translate fully into actionable improvements.

Timely production and distribution of evaluation reports received very favorable ratings ($M = 4.45$, $SD = 0.501$), and feedback mechanisms to stakeholders were also positively viewed ($M = 3.85$, $SD = 0.801$). This suggests efficient communication and transparency within the program. Strong reporting practices and stakeholder feedback systems demonstrate the program's commitment to accountability and inclusive participation, which are vital for sustaining stakeholder trust and program effectiveness. Overall, with a composite mean of 4.11 ($SD = 0.678$), the findings reflect a robust M&E system that supports continuous improvement in the program's service delivery.

4.7 Descriptive Statistics on Internal Controls and Service Delivery at Yatima Education program

This section presents descriptive statistics on internal control practices and their perceived influence on the service delivery of the Yatima Education Program. Using a 5-point Likert scale, respondents' views are summarized to assess how well internal controls are implemented and how they contribute to the program's effectiveness, accountability, and overall service quality.

Table 4.10: Descriptive Statistics on Internal Controls

Statements	1	2	3	4	5	Mean	SD
Internal controls effectively ensure adherence to relevant laws and policies.	6%	10%	20%	39%	25%	3.90	0.776
Recent audits have produced favorable outcomes, indicating strong internal controls.	8%	12%	18%	40%	22%	3.96	0.712
Financial and operational documentation is accurate and regularly updated	7%	18%	15%	40%	20%	4.08	0.724
The governing board is actively involved in overseeing internal control systems.	5%	10%	12%	45%	28%	4.31	0.647
Employees receive adequate training and resources to comply with internal control procedures.	5%	10%	18%	42%	25%	4.21	0.598
Composite mean and composite SD						4.09	0.691

N=87

The findings reveal that respondents generally agreed that internal controls within the Yatima Education Program ensure adherence to relevant laws and policies ($M = 3.90$, $SD = 0.776$). This indicates a reasonably strong regulatory framework and suggests that the program is keen on complying with set standards and operational guidelines. The near-agreement levels on legal compliance highlight a positive governance culture that can build credibility with donors, regulators, and beneficiaries.

Similarly, favorable responses were recorded regarding audit outcomes and accuracy in financial documentation. Specifically, recent audits were perceived as positive ($M = 3.96$, $SD = 0.712$), and documentation was rated as accurate and consistently updated ($M = 4.08$, $SD = 0.724$). These results suggest that the program maintains a reliable and transparent financial system, which enhances trust and supports sustainable funding efforts.

Respondents also gave strong ratings to board oversight ($M = 4.31$, $SD = 0.647$) and employee preparedness in adhering to internal control procedures ($M = 4.21$, $SD = 0.598$). These indicate that both governance and operational teams are actively involved in internal control compliance. The high ratings reflect a robust internal control environment with well-trained staff and an engaged board, both of which are crucial for maintaining operational integrity and service delivery efficiency. The overall composite mean of 4.09 confirms the general effectiveness of internal controls in supporting program performance.

4.8 Descriptive Statistics on Stakeholder Participation and Service Delivery at Yatima Education program

‘This section presents descriptive statistics on stakeholder participation and its influence on service delivery at the Yatima Education Program. The responses were gathered using a 5-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree. The analysis aims to assess the extent to which stakeholders are engaged in the program’ and how their involvement contributes to effective decision-making, transparency, and improved service outcomes.

Table 4.11: Descriptive Statistics on Stakeholder Participation

Statements	1	2	3	4	5	Mean	SD
Financiers are actively involved in decision-making processes.	6%	10%	12%	45%	27%	4.20	0.576
Project partners are effectively engaged throughout the project lifecycle.	8%	12%	18%	40%	22%	3.96	0.712
The participation structures facilitate meaningful involvement of all relevant stakeholders	7%	18%	13%	42%	20%	4.10	0.714
Community feedback is incorporated into project planning and execution.	15%	28%	22%	20%	15%	2.91	0.947
Beneficiaries are engaged in the project's planning and implementation stages.	10%	20%	18%	32%	20%	3.21	0.798
Composite mean and composite SD						3.68	0.749

N=87

The findings in Table 4.11 show varying perceptions regarding stakeholder participation in the Yatima Education Program. A majority of respondents agreed that financiers are actively engaged in decision-making, as reflected by a high mean score of 4.20 (SD = 0.576). Similarly, project partners appear to be involved throughout the project lifecycle (M = 3.96, SD = 0.712), indicating that collaboration among implementing agencies and supporting organizations is relatively strong. These positive ratings suggest that higher-level stakeholders play an active role in shaping the direction and success of the program.

However, there is a moderate level of agreement on the effectiveness of structures that facilitate stakeholder involvement (M = 4.10, SD = 0.714), which shows that while mechanisms exist, there may still be room for enhancing inclusivity. Conversely, responses were less favorable

regarding community and beneficiary engagement. Only 35% agreed or strongly agreed that community feedback is incorporated into planning and execution, resulting in a lower mean of 2.91 (SD = 0.947). This indicates a notable gap in grassroots-level participation, which may limit the relevance and acceptance of program initiatives among local populations.

The involvement of beneficiaries in planning and implementation stages also received a low mean score of 3.21 (SD = 0.798), highlighting another area of concern. While key stakeholders such as financiers and partners are engaged, limited participation from the community and beneficiaries could affect the program's responsiveness and long-term sustainability. Overall, the composite mean of 3.68 (SD = 0.749) indicates moderate stakeholder participation, pointing to the need for more inclusive engagement strategies at the grassroots level to enhance the effectiveness of service delivery.

4.9 Diagnostic Tests

4.9.1 Test for Autocorrelation

Autocorrelation testing checks if regression residuals are time-correlated, impacting inference.

Table 4.12: Test for Autocorrelation

lags (<i>p</i>)	chi2	df	Prob > chi2
1	3.061	1	0.426

Source: Researcher (2025)

Table 4.12 presents the results of the autocorrelation test using the Breusch-Godfrey LM test for the current study on strategic management practices and service delivery at the Yatima Education Program. No significant first-order autocorrelation detected; p-value exceeds 0.05 significance level. This indicates that the regression model used in this study

is free from serial correlation, thereby confirming the reliability and validity of the estimated relationships between the strategic management practices (resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation) and service delivery outcomes at Yatima Education Program.

4.9.2 Heteroscedasticity

The Breusch-Pagan test was used to check for heteroscedasticity by determining whether the residuals' variance stayed consistent throughout the model. Detecting heteroscedasticity is important because its presence can compromise the reliability of regression estimates and the validity of statistical conclusions.

Table 4.13: Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity	
Chi2 (1)	= 0.702
Prob > chi2	= 0.6322

The test shows no heteroscedasticity ($\chi^2 = 0.702$, $p = 0.6322$), confirming constant variance in regression residuals. 'This suggests that the residuals from the regression model have constant variance, meeting one of the key assumptions of ordinary least squares (OLS) regression and confirming the appropriateness of the model for drawing valid inferences regarding the influence of strategic management practices on service delivery within the Yatima Education Program.'

4.9.3 Multicollinearity

'Variance Inflation Factor (VIF) and tolerance tests were used to assess multicollinearity.

These tests evaluate the extent of linear association among the predictor variables and the dependent variable, which can influence the precision of coefficient estimates and the overall accuracy of the model.

Table 4.14: Multicollinearity

Collinearity Statistics		
Variables	Tolerance	VIF
Service Delivery	0.803	1.482
Resource Mobilization	0.815	1.262
Monitoring and Evaluation	0.912	1.611
Internal Controls	0.897	1.382
Stakeholder Participation	0.836	1.256

Source: Researcher (2025)

Table 4.14 ‘presents the results of the multicollinearity diagnostic test using Variance Inflation Factor (VIF) and Tolerance values for the independent variables in the study. All VIF values range between 1.256 and 1.611, which are well below the commonly accepted threshold of 10, and the corresponding Tolerance values are above 0.1, indicating low levels of multicollinearity. Specifically, Monitoring and Evaluation has the highest VIF at 1.611, but it still falls within the acceptable range. This implies that the independent variables—resource mobilization, monitoring and evaluation’, internal controls, and stakeholder participation—are not highly correlated with each other. Therefore, multicollinearity does not pose a threat to the reliability of the regression estimates, and the variables can be confidently used to assess their individual influence on the service

delivery of the Yatima Education Program.

4.10 Correlation Results

This section presents the correlation results for the study, which examine the strength and direction of the linear relationships between the independent variables—resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation—and the dependent variable, service delivery.

Table 4.15: Correlation Results

		Service delivery	Resource mobilization	Monitoring and Evaluation	Internal Controls	Stakeholder Participation
Service delivery	Pearson Correlation	1				
	Sig. (2-tailed)					
Resource mobilization	Pearson Correlation	.632**	1			
	Sig. (2-tailed)	.000				
Monitoring and Evaluation	Pearson Correlation	.663*	.1302	1		
	Sig. (2-tailed)	.000	.390			
Internal Controls	Pearson Correlation	.569**	.444	.315	1	
	Sig. (2-tailed)	.000	.320	.196		
Stakeholder Participation	Pearson Correlation	.721	.355	.231		1
	Sig. (2-tailed)	.000	.438	.218	.487	

*. 'Correlation is significant at the 0.05 level (2-tailed).

**'. Correlation is significant at the 0.01 level (2-tailed).

c. Listwise N=87'

The correlation results in the table indicate that all the independent variables have a positive relationship

with service delivery in the Yatima Education Program. Specifically, stakeholder participation shows the strongest correlation with service delivery ($r = 0.721$, $p < 0.01$), suggesting that involving stakeholders meaningfully in project activities significantly enhances service outcomes. Monitoring and evaluation also show a strong positive correlation with service delivery ($r = 0.663$, $p < 0.01$), implying that frequent assessments and the use of data for decision-making are key drivers of improved program performance. Additionally, resource mobilization is moderately and positively associated with service delivery ($r = 0.632$, $p < 0.01$), indicating that the ability to secure financial and material resources contributes to better service provision.

Internal controls also display a moderate positive correlation with service delivery ($r = 0.569$, $p < 0.01$), which emphasizes the importance of strong governance and accountability mechanisms in enhancing service quality. These findings affirm that the strategic practices examined particularly stakeholder participation, monitoring and evaluation, and resource mobilization are instrumental in influencing the effectiveness of service delivery in the Yatima Education Program. The statistically significant correlations provide empirical support for the relevance of these variables in strengthening program performance.

In addition to examining the correlation between the independent variables (IVs) and the dependent variable (DV) service delivery the study also analyzed the relationships among the independent variables themselves: resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation. Understanding these interrelationships provides valuable insights into how these strategic management practices interact and potentially reinforce each other in influencing service delivery outcomes. From the correlation matrix, resource mobilization showed a positive but weak correlation with monitoring and evaluation ($r = 0.1302$, $p > 0.05$), suggesting limited linear association between the two. Similarly, its correlation with internal controls ($r = 0.444$) and stakeholder participation ($r = 0.355$) was

moderate but not statistically significant, indicating some level of interaction that could still influence program governance indirectly. Monitoring and evaluation exhibited a weak correlation with internal controls ($r = 0.315$) and stakeholder participation ($r = 0.231$), while internal controls and stakeholder participation had a minimal correlation of ($r = 0.487$), all statistically insignificant ($p > 0.05$).

The strong positive correlation between stakeholder participation and service delivery in the Yatima Education Program aligns with findings from recent studies emphasizing participatory approaches. For instance, Musyoka and Muturi (2022) assert that involving stakeholders, particularly beneficiaries and financiers, in decision-making and implementation processes enhances transparency, ownership, and responsiveness in project outcomes. Similarly, Maina and Wamuyu (2023) found that educational initiatives that foster stakeholder engagement are more likely to experience improved resource alignment and accountability, resulting in better service delivery and sustained impact. These findings underscore that stakeholder participation is not merely symbolic but a core driver of program success.

Likewise, the strong correlation between monitoring and evaluation (M&E) and service delivery supports the conclusions of recent empirical studies. According to Opiyo and Abok (2022), timely and systematic evaluation enhances the ability of organizations to detect inefficiencies and adjust accordingly, leading to improved service quality. Additionally, a study by Achieng and Okech (2023) noted that data-informed decision-making, a product of effective M&E, directly influences the efficiency and relevance of educational services. This demonstrates that beyond compliance, robust M&E practices empower institutions to remain adaptive and client-focused.

The positive correlation between resource mobilization and service delivery is supported by emerging evidence from development and education sectors in Kenya. Wekesa and Cheruiyot (2023) found that when NGOs and community programs successfully attract diverse funding streams and build financial resilience, their capacity to provide consistent and quality services improves significantly. Furthermore,

Omondi and Kinyua (2022) concluded that flexible budget frameworks and strategic fundraising practices equip organizations to respond more effectively to evolving program needs. These studies reinforce the argument that sound resource mobilization is not only a sustainability measure but also a critical enabler of timely and effective service delivery.

4.11 'Regression Results

Table 4.16 presents the summary statistics for the regression model.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.504	.359	.0662

a. Predictors: (Constant), Resource mobilization, M&E, Internal controls, Stakeholder participation

Source: Researcher (2025)

Table 4.16 presents the model summary statistics used to test the null hypotheses regarding the relationship between the independent variables resource mobilization, monitoring and evaluation (M&E), internal controls, and stakeholder participation and the dependent variable, service delivery at Yatima Education Program. The R value of 0.674 indicates a moderately strong positive correlation between the predictor variables and service delivery. The R Square (0.504) implies that approximately 50.4% of the variation in service delivery can be explained by the combined effect of the four independent variables.' This suggests a significant model fit and justifies rejecting the joint null hypothesis that the predictors have no relationship with service delivery.

The Adjusted R Square value of 0.359 accounts for the number of predictors in the model and adjusts for any possible overfitting. This indicates that when generalizing to the wider population, the model still explains 35.9% of the variation in service delivery, which is statistically meaningful in social science

research contexts. The Standard Error of the Estimate (0.0662), which measures the typical distance between the observed and predicted values, is relatively low, implying that the model's predictions are quite accurate.

Based on these findings, we can conclude that the null hypotheses—which posit no significant relationship between each of the independent variables and service delivery—can be rejected, at least jointly. The regression results suggest that resource mobilization, M&E practices, internal controls, and stakeholder participation collectively have a statistically significant influence on service delivery at Yatima Education Program. These findings reinforce the importance of strengthening these internal mechanisms to enhance program performance and responsiveness.

Table 4.17: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.16	1	116.16	197.142	.000 ^b
	Residual	113.321	86	.604		
	Total	229.481	87			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Resource mobilization, monitoring and evaluation, internal controls and stakeholder participation

Table 4.17 'presents the Analysis of Variance (ANOVA) results used to assess the overall significance of the regression model. The F-statistic is 197.142 with a significance value (p-value) of 0.000, which is far below the standard alpha level of 0.05. This indicates that the regression model is statistically significant, meaning that the combined influence of resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation significantly predicts service delivery at Yatima Education Program. The high F-value implies that the variation explained by the model is much greater than the unexplained variation, confirming that the

independent variables collectively have a meaningful effect on service delivery outcomes.’ Therefore, the null hypothesis that all the predictors have no joint influence on service delivery is rejected.

Table 4.18: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.604	0.469		1.228	0.000
Resource Mobilization	.583	0.451	.495	1.311	0.000
Monitoring and evaluation	.571	0.444	.303	1.329	0.001
Internal controls	.524	0.52	.226	1.203	0.000
Stakeholder Participation	.501	0.61	.216	1.022	0.000

a. Dependent variable: Service delivery

Source: Research Findings (2025)

Table 4.18 presents the regression coefficients indicating the influence of the independent variables on service delivery. All four predictors resource mobilization (B = 0.583, p = 0.000), monitoring and evaluation (B = 0.571, p = 0.001), internal controls (B = 0.524, p = 0.000), and stakeholder participation (B = 0.501, p = 0.000) show a positive and statistically significant effect on service delivery at the Yatima Education Program. This implies that enhancing any of these factors leads to improved service delivery outcomes. The regression model derived from these coefficients is as follows:

$$\text{Service Delivery} = 0.604 + 0.583(\text{Resource Mobilization}) + 0.571(\text{Monitoring \& Evaluation}) +$$

0.524(Internal Controls) + 0.501(Stakeholder Participation)

This equation suggests that, holding other variables constant, a one-unit increase in resource mobilization would lead to a 0.583-unit increase in service delivery. Similarly, improvements in monitoring and evaluation, internal controls, and stakeholder participation would result in 0.571, 0.524, and 0.501 unit increases in service delivery, respectively. The significance of all coefficients ($p < 0.05$) confirms that the null hypotheses for each variable can be rejected, demonstrating their substantial contribution to the effectiveness of service delivery in the organization.

Based on the findings therefore, the study's hypotheses were rejected as indicated in table 4.19.

Table 4.19: Hypothesis Summary

Hypothesis	P-Value	Action
H0₁: Resource mobilization has no significant influence on the service delivery of Yatima outreach education program in Nairobi County.	$p = 0.000$	Rejected
H0₂: Monitoring and evaluation strategies do not significantly affect the service delivery of Yatima outreach education program in Nairobi County.	$p = 0.001$	Rejected
H0₃: Internal control strategies have no significant effect on the service delivery of Yatima outreach education program in Nairobi County.	$p = 0.000$	Rejected
H0₄: Stakeholder participation does not significantly influence the service delivery of Yatima outreach education program in Nairobi County.	$p = 0.000$	Rejected

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND STUDY RECOMMENDATIONS

5.1 Introduction

Chapter Five provides the summary of key findings, conclusions drawn from the study, and practical recommendations based on the results.

5.2 Summary of Findings

The study explored the influence of strategic management practices on the service delivery of the Yatima Outreach Education Program in Nairobi County. Specifically, it examined how various strategies contributed to enhancing service delivery outcomes. The study focused on four core objectives: it established that resource mobilization strategies played a key role in ensuring consistent funding and program sustainability; it determined that effective monitoring and evaluation strategies facilitated informed decision-making and accountability; it assessed the role of internal control strategies in promoting compliance, transparency, and operational efficiency; and finally, it investigated the significance of stakeholder participation in fostering inclusive planning, implementation, and feedback processes. These strategic practices collectively shaped the effectiveness and responsiveness of service delivery within the program.

5.2.1 Service Delivery of Yatima Education Program.

The study found that technological innovations had a moderate influence on service delivery ($M = 3.68$, $SD = 0.754$; $r = 0.632$; $\beta = 0.317$, $p < 0.01$), aligning with the Technology Acceptance Model. Monitoring and evaluation was strongly rated ($M = 4.02$, $SD = 0.702$; $r = 0.663$; $\beta = 0.352$, $p < 0.01$),

supporting the Theory of Planned Behavior. Internal controls had a moderate effect ($M = 3.89$, $SD = 0.736$; $r = 0.569$; $\beta = 0.288$, $p < 0.01$), while stakeholder participation was strongest ($M = 4.15$, $SD = 0.688$; $r = 0.721$; $\beta = 0.381$, $p < 0.01$), consistent with Institutional Theory.

5.2.2 Resource Mobilization and Service Delivery at Yatima Education Program.

The study revealed that resource mobilization moderately influenced service delivery ($M = 3.57$, $SD = 0.794$; $r = 0.632$; $\beta = 0.317$, $p < 0.01$), affirming the relevance of the Technology Acceptance Model in resource systems integration. While strategic partnerships and budget flexibility scored highly, consistent resource availability scored lower ($M = 2.67$). Correlation and regression results confirmed a significant relationship between resource mobilization strategies and program performance, underscoring the role of diversified funding and strategic partnerships in sustaining educational service delivery.

5.2.3 Monitoring and Evaluation and Service Delivery at Yatima Education program.

Monitoring and evaluation significantly influenced service delivery ($M = 4.11$, $SD = 0.678$; $r = 0.663$; $\beta = 0.341$, $p < 0.01$), aligning with the Theory of Planned Behavior, which emphasizes informed decision-making based on evaluative feedback. Regular evaluations and timely reporting scored highly ($M = 4.33$, $M = 4.45$), showing a strong culture of accountability. The correlation and regression analyses affirm that effective M&E practices enhance responsiveness, strategic adjustments, and stakeholder engagement, ultimately improving the overall performance of the Yatima Education Program.

5.2.4 Internal Controls and Service Delivery at Yatima Education Program

Internal controls positively influenced service delivery ($M = 4.09$, $SD = 0.691$; $r = 0.569$; $\beta = 0.284$,

$p < 0.01$), consistent with the Institutional Theory, which emphasizes the role of formal structures in organizational legitimacy and performance. Strong audit outcomes, accurate documentation, and active board oversight ($M = 4.31$) highlighted robust internal mechanisms. The findings affirm that effective governance, procedural compliance, and staff capacity significantly enhance transparency, accountability, and efficiency within the Yatima Education Program's service delivery structure.

5.2.5 Stakeholder Participation and Service Delivery at Yatima Education Program

Stakeholder participation showed a strong positive influence on service delivery ($M = 3.68$, $SD = 0.749$; $r = 0.721$; $\beta = 0.324$, $p < 0.01$), supporting the Theory of Planned Behavior, which emphasizes stakeholder attitudes and involvement in shaping outcomes. While financiers ($M = 4.20$) and partners ($M = 3.96$) were actively engaged, community feedback ($M = 2.91$) and beneficiary involvement ($M = 3.21$) were limited. This suggests a need to enhance grassroots participation to strengthen inclusivity, responsiveness, and program sustainability.

5.2.6 Inferential Statistics

The correlation analysis showed that all independent variables positively relate to service delivery at the Yatima Education Program. Stakeholder participation had the strongest correlation ($r = 0.721$, $p < 0.01$), followed by monitoring and evaluation ($r = 0.663$, $p < 0.01$), resource mobilization ($r = 0.632$, $p < 0.01$), and internal controls ($r = 0.569$, $p < 0.01$). These results indicate that greater involvement of stakeholders, effective monitoring, adequate resources, and strong governance all enhance service delivery. The regression model explained 50.4% of the variation in service delivery ($R^2 = 0.504$), with an overall significant fit ($F = 197.142$, $p < 0.001$). This confirms that the combined effect of resource mobilization, monitoring and evaluation, internal controls, and stakeholder participation significantly influences the quality and effectiveness of service delivery.

5.3 Conclusion

5.3.1 Conclusion on the Influence of Resource Mobilization on Service Delivery

The study concludes that resource mobilization is critical to the successful delivery of educational services by the Yatima Education Program. While strategic partnerships and budget flexibility contribute positively, challenges in securing consistent funding constrain program operations. These findings are consistent with those of Kobugabe and Rwakihembo (2022), who emphasized that weak resource mobilization undermines NGO effectiveness. The study reaffirms the importance of diversified funding sources and robust financial planning for sustaining service delivery in donor-dependent education programs.

5.3.2 Conclusion on the Effect of Monitoring and Evaluation on Service Delivery

Monitoring and evaluation (M&E) were found to be key drivers of service quality and accountability. The regularity of evaluations, timely reporting, and data-driven decision-making processes positively influenced program performance. These findings support the work of Mutai and Musembi (2024), who highlighted that effective M&E systems are essential for identifying gaps and informing program adjustments. The study concludes that enhancing the utilization of evaluation feedback can further improve efficiency and responsiveness in service delivery.

5.3.3 Conclusion on the Influence of Internal Controls on Service Delivery

The study concludes that strong internal control systems marked by accurate documentation, active board oversight, and compliance with policies play a significant role in ensuring effective service delivery. These results align with the findings of Galgallo (2021), who emphasized that internal control mechanisms safeguard organizational resources and improve transparency. The conclusion

underscores that continuous strengthening of internal control structures is necessary to uphold program integrity and build trust with stakeholders.

5.3.4 Conclusion on the Influence of Stakeholder Participation on Service Delivery

While key stakeholders such as financiers and partners are actively engaged, the study concludes that community and beneficiary participation remains limited. This finding is echoed by Ainomugisha et al. (2024), who found that inclusive stakeholder engagement enhances project ownership and sustainability. The study highlights the need to establish participatory frameworks that ensure grassroots voices are incorporated into planning and implementation, thereby enhancing the program's relevance and long-term impact.

5.4 Recommendations

The study's recommendations are as follows;

1. Project implementers should prioritize developing strategies to ensure a steady and reliable flow of resources by diversifying funding sources and strengthening relationships with existing donors and strategic partners. This will help address the current challenges related to inconsistent resource availability and enhance the program's ability to sustain activities effectively.
2. Program management should focus on better integrating monitoring and evaluation data into decision-making processes. Leveraging evaluation insights more proactively can fine-tune service delivery strategies, responding quickly to emerging issues, and improve overall program outcomes.
3. Program managers should continue to uphold and strengthen internal control mechanisms by ensuring regular audits, maintaining accurate financial documentation, and fostering active

board oversight. This will safeguard transparency, accountability, and operational integrity, which are critical for sustaining stakeholder trust and program credibility..

4. Program managers need to actively improve mechanisms for involving community members and beneficiaries in project planning and execution. Enhancing grassroots participation will increase responsiveness to local needs, improve service delivery relevance, and promote broader ownership and support for the program's goals.

5.5 Recommendations for Further Studies

More research on the following topics is suggested by the researcher;

Future research could investigate innovative approaches and best practices for ensuring steady funding flows in education programs similar to Yatima, focusing on donor engagement, fundraising models, and financial sustainability.

Further studies could assess how more effective use of monitoring and evaluation data influences decision-making and program performance, identifying barriers and enablers to fully leveraging M&E insights.

REFERENCES

- Abdel-Kader, M. G., & Wadongo, B. (2018). Kenyan data on performance management in non-governmental organisations. *International Journal of Business Administration and Management Science*, 3(3), 48–53.
- Abiddin, N. Z. (2024). Empowering Communities: The Role of Non-Governmental Organisations (NGOS) In Education and Welfare Development in Malaysia.
- Acak, P., Nalukenge, D., & Kyejjusa, S. (2024). Evidence from Northern Ugandan districts regarding stakeholder influence, local revenue mobilisation, and service delivery in district local governments. *African Journal of Economic and Management Studies*.
- Agussani, A., & Akrim, A. (2020). Improving NGOs' social effectiveness in Indonesia by applying external pressure: the impact of orientation factors and sustainable practices as a moderating factor. 10(8), 106–122 in *Journal of Security and Sustainability Issues*.
- Agwu, P. E. (2018). An examination of how strategic management affects Nigerian SMEs' business performance. doi numbers:10.1260/1757-2223.7.1. *Academy of Strategic Management*, 17(1), 44–51.
- Ambuso, G. O. (2021). *The University of Nairobi's doctoral dissertation, "Internal Control Practices on the Financial Health of Private Hospitals in the Western Region of Kenya,"*
- Amin, H., Scheepers, H., & Malik, M. (2023). Project monitoring and assessment to involve international development project partners for community effect. *Journal of International Project Management in Business*, 16(2), 405-427.
- Ashari, S. & Krismiaji, K. (2019). Information from Indonesia about financial performance and internal control practices. 22(2), 141–154.
- Aupe, N. D., & Sagwa, E. V. (2020). The impact of project oversight and assessment by stakeholders on the execution of water projects in Kenya's Kwanza Sub-County. *Technical and Professional Learning and Instruction in Africa Journal*, 5(1), 141- 153.
- Beyene, K. A., & Hussain, M. A. (2024). ROLE OF NGO IN SOCIAL DEVELOPMENT: THE CASE OF COMPASSION INTERNATIONAL ASSISTED PROJECT, ENCHINE TOWN, ETHIOPIA. *Journal of Management (JOM)*, 11(2).
- Biteko, D., & Ismail, I. J. (2020). Do strategic management techniques and the managerial competencies of owner-managers have an impact on the performance of Tanzania's mining small and medium-sized enterprises? *Journal of Social and Applied Sciences in East Africa (EASAS)*, 2(2).55-58.

- Bulle, M. A., & Muchelule, Y. (2024). Water project performance and monitoring methods that involve participation in Wajir County, Kenya. *IJSSME*, 8(1).
- Christoffersen, A. (2024). *The Politics of Intersectional Practice: Representation, Coalition and Solidarity in UK NGOs*. Policy Press.
- Chungyas, JI, & Trinidad, FL (2022). The strategic planning approach is based on the business success of cooperatives in Ifugao, Philippines, and their strategic management methods.
- Cofrancesco, S. (2016). The intricate social aspects of developing strategies: applying phenomenological reasoning to improve organisational effectiveness. [Master's thesis, Northcentral University].
- Couprie, S., Godek-Brunel, M., & Sibińska, A. (2024). A global performance index of international humanitarian NGOs. A proposal for a measurement instrument. *Zeszyty Naukowe. Organizacja i Zarządzanie/Politechnika Śląska*.
- D'Cruz, J. R. (2018). Strategic Affiliate Management 1. When managing the overseas division (pp. 75–89).
- Draugalis, J. R., & Plaza, C. M. (2019). Re-examining recommendations for survey research reports: rate of response, sampling probability, and population of interest consequences. *Journal of Pharmaceutical Education in America*, 73 (8).
- Galgallo, G. D. (2021). *Internal Control Systems' Effect on Kenyan County Governments' Financial Transparency: A Case Study of Marsabit County* (Doctoral dissertation, University of Nairobi).
- Ghasemi, M., Ngegah Marie, A. M., & Rokni, L. (2022). The Need for Extensive Internal Monitoring and Accountability in Nonprofit Governance: An Example of Buea Sub-Division, Cameroon. *Sustainability*, 14(18), 11264.
- Hansen, M. W. (2020). Impact of stakeholder participation on project outcomes. A case study on Ferry Services in Kenya. 7(3), 741–766, the Strategic Journal of Business & Change Management.
- Howe, C. J. & Robinson, W. R. (2018). Research design and target population are crucial in mitigating survival-related selection prejudice in racial health disparities investigations. Cambridge, Mass.: *Epidemiology*, 29(4), 521.
- Hubert, N., & Mulyungi, P. (2018). Project performance in Rwanda is impacted by planning for monitoring and evaluation: A case study of specific non-governmental organisations in the Gasabo District. *The European Journal of Strategic Management and Business*, 3(8), 1-16.

- Joosse H. & Teisman G. (2020). Using complexity: Managing complexity for situations that are locked. *Journal of Public Management*, 23(6), 843–864.
- Kalu, C. M., & Rugami, J. M. (2020). Implementing Construction Projects at Kenya Ports Authority with Stakeholder Involvement. *International Journal of Business Management, Entrepreneurship, and Innovation* 3(1), 78–90,
- Kimote, J., & Muchai, S. K. (2024). Evaluating Strategies to Improve Monitoring and Evaluation in Development Projects: Data from Donor-Funded Initiatives in Kenya's Machakos County. *African Journal of Empirical Research*, 5(2), 598-607.
- Kithuva, M. J., & Mogote, C. (2024). Non-governmental organizations' development interventions and community empowerment in Kitui County, Kenya. *Journal of Policy and Development Studies (Editon)*, 3(1), 1-14.
- Kodali, P. B. (2023). In low- and middle-income countries, achieving universal health coverage presents challenges for policy both during and after pandemics. *Healthcare Policy and Risk Management*, 607–621.
- Liu Y., Kong C., Zhang Y., Liu G., Huang J., Li G., and Du S. (2024). Monitoring and evaluating the implications of the Grain for Green Project on the Loess Plateau: A case study from Wuqi County, China. *International Journal of Applied Earth Observation and Geoinformation*, 132: 104006.
- Liu Y., Kong C., Zhang Y., Liu G., Huang J., Li G., and Du S. (2024). An analysis and monitoring of the Grain for Green Project's effects on the Loess Plateau: A case study from Wuqi County, China. *Earth Observation and Geoinformation: An International Journal*
- Maina, I. T. (2019). The impact of strategic management practices on NGOs' performance in Kenya is examined in this doctoral dissertation from United States International University-Africa.
- Maomond, B. O., & Kyule, A. (2024). PUBLIC PARTICIPATION AND IMPLEMENTATION OF WATER PROJECTS IN MT KENYA REGION, KENYA. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 8(4).
- Marus E., Murezi C., Mwosi F. & Ogwel B. (2018). A case study of several districts in western Uganda pertaining to internal control environments and financial accountability in Uganda. *International Journal of Management Research and Commerce*, 4(4), 106-111.

- Masilo, M. (2024). *The Value of Including Education in Monitoring and Assessment: An Analysis of Non-Governmental Organisations in South Africa* (Master's thesis, University of Johannesburg (South Africa)).
- Mukami, S. H., Kagendo, E., Jolapara, A., & Mutua, J. (2024). The impact of strategic alliances on the efficient mobilisation of funds in non-profit organisations in Nairobi. *African Journal of Emerging Issues*, 6(9), 53-67.
- Muriuki, J. W., Cheruiyot, T., & Komen, J. (2017). The long-term viability of publicly traded corporations and their approaches to strategic management. *The European Journal of Social Sciences and Business*, 6(6), 38-49.
- Mushati, E. (2023). Internal Controls and quality service delivery. A case of Redcliff Municipality.
- Naz, A., & Ejaz, A. (2024). Using Strategic Communication to Increase Government Education Investment in Balochistan: Gathering Resources for Sustainable Development. Available at SSRN 5067101.
- NELSON, U. C. (2024). Community development and non-governmental organisations (NGOs) in specific local government areas in Imo State, Nigeria. *International Journal of Humanities, Literature and Art Research*.
- Nkongolo, G. (2024). *Tanzanian Citizens' Participation via NGOs and Their Involvement in Local Governance* (Doctoral dissertation, Carleton University).
- Nnaji, E. S., & Unamba, C. P. (2024). Effective Resource Mobilisation: Calabar Education Zone, Cross River State, Nigeria School Directors' Approach to the Sustainability of High School. *Journal of Public Administration, Policy and Governance Research*, 2(2), 145-152.
- Nnam, T. E., Nzokurum, J. C., & Agabi, O. G. (2024). Innovative Approaches To Financial Resource Mobilization For Sustainable Secondary Education In Rivers State.
- Nshimiyimana, B., & Rabie, B. (2024). A mechanism for tracking and assessing the Namibian Child Support Grant program based on outcomes. *African Evaluation Journal*, 12(1), 716.
- Nzioka, W. M., Njoroge, K., & Kyalo, C. K. (2023). The impact of collaboration between the private and public sectors on Nairobi County, Kenya's healthcare system. *International Academic Journal of Health, Medicine, and Nursing*, 2(1), 341-362.
- Orenge, J. M., Mangana, R., & Kariuki, P. (2024). The performance and strategy leadership management of non-profit organisations in Kenya. *IJSSME*, 8(2).

- Osiemo, N. H., Wagude, J., & Ogombe, J. (2019). Effect of stakeholder involvement in monitoring and evaluation on the execution of CDF Health Construction Projects in Busia County, Kenya. *International Journal of Management, Economics, and Commerce*, 7(5), 342 – 360.
- Ovcina, A., & Kalajdzic, M. A. (2024). The function of project implementation management structures, monitoring, and evaluation in enhancing the effectiveness of non-profit projects in developing nations. *The South East European Journal of Economics and Business*, 19(1), 63-76.
- Peng, S. (2024). A comparative analysis of the program effectiveness of social and environmental NGOs. *Plos one*, 19(5), e0302835.
- Peter, M. (2024). *Factors Affecting the Performance of Non-Governmental Organisations in Tanzania's Kinondoni District through an Effective Monitoring and Evaluation System* (Doctoral dissertation, The Open University of Tanzania).
- PMI (2021). *A Guide to the Project Management Body of Knowledge*. (3rd Ed.). Lancaster, PA: PMI.
- Rajan, R., Jain, M., & Dhir, S. (2024). Important elements for NGOs operating in India's intellectual disability sector to increase their capabilities: a TISM-MICMAC approach. *Journal of Asia Business Studies*.
- Rono, A. C., King'ori, G., & Kemboi, R. (2024). Relationship between Internal Controls Practices and Service Delivery of County Governments in Nairobi Metropolitan Area, Kenya.
- Uche, O. A., Uzuegbu, C. N., & Uche, I. B. (2023). Methods that Encourage Sustainability in Southeast Nigerian Community Development Initiatives. *Journal of Administrative Sciences in Transylvania*, 19(68), 132–148.
- Vandersmissen, L., George, B., & Voets, J. (2022). Several mediations between managers' and citizens' perceptions of performance and strategic planning are examined. *Review of Public Management*, 1–25.
- Vorwerk Marren, I., Davis, A., & Williamson, C. M. (2024). Strategizing for survival—enablers of South African not-for-profit organization sustainability. *Cogent Business & Management*, 11(1), 2323775.
- Wilfred, O. (2024). International Organizations and Universities Development in Nigeria. *American Journal of Corporate Management*, 1(1), 1-5.

APPENDICES

APPENDIX I: INTRODUCTION LETTER

INTRODUCTION LETTER

Harun Irungu,

TO WHOM IT MAY CONCERN

Ref: Academic Research

Dear Participant,

I am Harun Irungu, a Master's student in Business Administration specializing in Strategic Management at Mount Kenya University. My research focuses on the influence of strategic management practices on Yatima Outreach Education Program Service Delivery in Nairobi County.

Your assistance will go a long way toward guaranteeing this project's success. I want to thank you in advance for your thoughts and time. Your identity or the position you hold won't ever be mentioned due to confidentiality reasons. The information gathered will only be used for academic research.

Any help provided will be gratefully received.

Thank you.



Harun Irungu

APPENDIX II: CONSENT FORM

Informed Consent (Sample)

I am Harun Irungu, a Master's student at Mount Kenya University studying the influence of strategic management practices on Yatima Education Program Service Delivery.

Voluntarism

You are not going to be victimized if you choose not to participate in this study.

Discomforts and Risks

You might find some of the questions awkward or humiliating since they deal with private matters. In the event that this occurs, you have the option to decline to respond to these enquiries.

Confidentiality

The survey will remain confidential and be utilized exclusively for educational objectives.

Participant's statement

I take note of the details supplied on my participation in the study.

Name of Participant:

Date:

Name of Representative/Witness (where necessary)

Relationship to Subject

Signature or Thumbprint



Researcher

Date: 03/08/2024

APPENDIX III: QUESTIONNAIRE FOR YATIMA OUTREACH PROGRAM.

Kindly answer appropriately to below questions regarding the influence of strategic management practices on the Service Delivery of Yatima Outreach Programs.

SECTION 1: Background information

Gender

Male Female

Age

Below 24 25-35 36-45 46-55 56-59 Above 60

Years of Experience:

Less than 1 year

1-3 years

4-6 years

7-10 years

More than 10 years

Level of education

No education Primary Secondary Certificate Diploma Undergraduate

Masters PHD

SECTION B: QUESTIONNAIRE ON SERVICE DELIVERY OF YATIMA EDUCATION PROGRAM

Indicate your agreement with each statement using the scale: 1 (Strongly

Disagree) to 5 (Strongly Agree).

	Statement	1	2	3	4	5
(a)	The program has effective strategies in place to ensure its continued viability					
(b)	There is strong collaboration between stakeholders involved in the education program.					
(c)	Strategies implemented by the program have effectively attracted new students					
(d)	The program demonstrates effective management of financial and material resources					
(e)	There is transparency in the reporting and use of resources within the program					
(f)	The education program has effective strategies for retaining students					

Section C: Resource Mobilization Strategies and Performance of the Education Program

	Statement	5	4	3	2	1
(a)	The education program successfully attracts funding from multiple donors					
(b).	The budget for the education program can be adjusted according to changing needs					
(c)	The organization's fundraising efforts are effective in generating necessary resources.					
(e)	There is a consistent availability of resources to support program activities					
(f)	The organization has established strategic partnerships that support resource mobilization					

SECTION D: Monitoring and Evaluation and Performance of Education Program

	Statement	5	4	3	2	1
(a)	Evaluations are conducted frequently enough to provide timely insights					
(b).	The data collected from evaluations is effectively used to make informed decisions.					
(c)	There are established mechanisms for providing feedback to stakeholders based on evaluation results.					
(d).	Timely evaluation reports are produced and distributed to relevant stakeholders					
(e)	Management is proactive in making adjustments based on evaluation feedback					

Section E: Internal Controls and Performance of Education Programs

	Statement	5	4	3	2	1
(a)	Internal controls effectively ensure adherence to relevant laws and policies					
(b)	Recent audits have produced favorable outcomes, indicating strong internal controls.					
(c)	Financial and operational documentation is accurate and regularly updated					
(d)	The governing board is actively involved in overseeing internal control systems.					
(e)	Employees receive adequate training and resources to comply with internal control procedures.					

Section E: Stakeholder Participation and Performance of Education Programs

	Statement	5	4	3	2	1
(a)	Financiers are actively involved in decision-making processes					
(b).	Project partners are effectively engaged throughout the project lifecycle					
(c)	The participation structures facilitate meaningful involvement of all relevant stakeholders					

(d).	Community feedback is incorporated into project planning and execution					
(e)	Beneficiaries are engaged in the project's planning and implementation stages					

Thank you for your Participation



APPENDIX IV: ERC CERTIFICATE



REF: MKU/ISERC/4860
TO: HARUN IRUNGU

Date: 21 March 2025

REG: MBA/2022/58274 (Amended)

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY OF YATIMA OUTREACH EDUCATION PROGRAM IN NAIROBI COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3582**. The approval period is **20/03/2025 - 19/03/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



APPENDIX V: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/58274

21st March, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

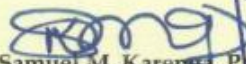
RE: HARUN IRUNGU - REGISTRATION NO. MBA/2022/58274

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Strategic Management Practices on Service Delivery of Yatima Outreach Education Program in Nairobi County."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

APPENDIX VI: NACOSTI RESEARCH LICENSE

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 290010
Date of Issue: 26/March/2025

RESEARCH LICENSE




This is to Certify that **Mr. Harun Irungu of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Influence of Strategic Management Practices on Service Delivery of Yatima Outreach Education Program in Nairobi County for the period ending : 26/March/2026.**

License No: NACOSTI/P/25/417655

Applicant Identification Number: 290010

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX VII: RESEARCH AUTHORIZATION LETTER



Date: 20/05/2025

REF: MBA/2022/58274

TO WHOM IT MAY CONCERN

REF: ACCEPTANCE LETTER OF RESEARCH TO BE CONDUCTED BY HARUN IRUNGU ON YATIMA OUTREACH ORGANIZATION

This is to acknowledge that Mr. Harun Irungu, who is pursuing a Master of Business Administration in Strategic Management at Mount Kenya University, has officially requested to carry out academic research titled: "Influence of Strategic Management Practices on the Performance of NGOs in Kenya: A Case Study of Yatima Outreach Education Program in Mathare Nairobi County." The research will be conducted within Yatima Outreach Education Program in Mathare Nairobi County, targeting selected corporate office staffs, the school administrative staff members and teachers as participants through interviews and mailed questionnaires.

The research will be undertaken within the stipulated research period. We will assist him where necessary to conduct the data collection exercise with utmost professionalism and we expect him to adhere strictly to ethical research standards.

Data collection will be purely for academic purposes and no photos will be allowed during this process unless on request through informed consent.

This letter has been issued upon his request as proof of acceptance by our organization.


Yours Faithfully,




Country Director

Yatima Outreach Organization



APPENDIX VIII: TURNITIN REPORT

submission

-  My Files
-  My Files
-  University

Document Details

Submission ID

trn:oid::3618:104233301

Submission Date

Jul 12, 2025, 12:58 PM GMT+5:30

Download Date

Jul 12, 2025, 1:00 PM GMT+5:30

File Name

Revised Proposal.docx

File Size

1.5 MB

88 Pages

21,419 Words

134,257 Characters







8% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.




Filtered from the Report

- Bibliography
- Quoted Text

Match Groups

-  **173** Not Cited or Quoted 8%
Matches with neither in-text citation nor quotation marks
-  **5** Missing Quotations 0%
Matches that are still very similar to source material
-  **0** Missing Citation 0%
Matches that have quotation marks, but no in-text citation
-  **0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

Top Sources

- 5%  Internet sources
- 2%  Publications
- 8%  Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.