

Factors Influencing Strategies Adopted by Community Based Organizations in Kenya: a Case of Nyamira County

Hellen Nyamoita John, Dr. Willy Muturi, Dr. Andrew Nyang'au

¹*Jomo Kenyatta University of Agriculture and Technology Department of Commerce & Economics Studies, Nairobi, Kenya*

^{2,3}*Jomo Kenyatta University of Agriculture and Technology, Kenya*

Abstract: *Community Based Organizations (CBOs) play an important role in providing services at the local level. CBOs are non-profit organizations whose activities are based primarily on volunteer efforts. This means that CBOs depend heavily on voluntary contributions for labour, material and financial support. In the hit for donor funding, communities in the developing countries, Kenya included live below a dollar per day and thus rely heavily on donations. The objective of the study is to examine the factors that influence strategy adoption by CBOs in Kenya. A descriptive Study of Nyamira County, Kenya. Target population of nine hundred and fifteen (915) Sub County Social Development Officers, and members of the CBOs and a sample of 10% of the total population was considered that gave a total of 92 respondents. The data was analyzed using descriptive statistics and results represented by use of percentages, frequency, tables and regression equations. Inferential statistics were done using Chi-square test and logistic regression analysis to determine the relationship between dependent and independent variables. The study concluded that competition, information technology. Resource mobilization and capacity building did influence both negatively and positively strategies adopted by CBOs. They affect negatively when such strategies are not embraced and positively when they are embraced and incorporated in to the organization for efficiency.*

Keywords: *Competition, Resource Mobilization, Ict, Kenya*

I. Introduction

Until the 1940s, strategy was seen as primarily a matter for the military. Military history is filled with stories about strategy. Almost from the beginning of recorded time, leaders contemplating battle have devised offensive and counter-offensive moves for the purpose of defeating an enemy. The word strategy derives from the Greek for generalship, *strategia*, and entered the English vocabulary in 1688 as *strategies*. According to James, (1810) Military Dictionary, it differs from tactics, which are immediate measures in face of an enemy. Strategy concerns something “done out of sight of an enemy.” Its origins can be traced back to Sun Tzu’s *The Art of War* from 500 BC. The evolution of strategy began in the early 1960s, when a flurry of authoritative texts suddenly turned strategic planning from an issue of vague academic interest into an important concern for practicing managers. Prior to this strategy wasn’t part of the normal executive vocabulary (Chandler, 1962).

The economic transition in China over the last three decades has produced profound impacts on not only China but also the world. A central part of this transition relates to business management. Top managers in China, influenced by Chinese realities including traditional thinking and existing institutional environments as well as Western management theories, have experienced first-hand challenges related to, and accumulated rich experiences in, formulating and implementing effective strategies to guide their firms through an ever changing and turbulent local as well as global environment (Mungfong, Xudong and Peilei, 2013).

Strategic Management in private firms in Nepal is reactive and ad-hoc. The rapidly changing environment and increased competition requires managers and strategic decision makers to be more analytical and foresighted rather than intuitive and reactive (Henderson, 1979). While the political and economic uncertainty in Nepal makes it difficult for organizations to forecast trends and make long term plans, it is imperative that they become more proactive, develop and leverage key resources and capabilities, and discern unique ways to compete and create advantages over their competitors. In order to effectively face their domestic and global competitors, it is important that managers realize the need to have superior resources and capabilities, to base strategies on such capabilities (to be different than competitors), and to aggressively pursue unique strategies that separate themselves apart from competitors (Hambrick and Fredrickson, 2004).

In Zimbabwe, CBOs have a legitimate role to play in the community development process and the potential to be at the centre of it; however, this potential is not fully realized due to debilitating factors internal and external to themselves that make for an unfavourable operating environment. The research shows, among other things, that CBOs are close to the project beneficiaries in community development; that they fit the strength-based community development paradigm; and that they are the foot soldiers in community development interventions (Maruta, 2014).

In Nigeria, the importance of technology, creativity, and innovation to overall future corporate success cannot be overemphasized in this modern world. We believe that innovation is the engine that will keep business organizations vital and growing. Business culture embraces creativity, seeks different perspectives and risks pursuing new opportunities. They create and rapidly convert technology into products and services, constantly searching for new ways to make technology more useful to customers. Innovation is the principle driver of growth (Austin, 1990).

In Uganda the concept of 'community-based action' is ubiquitous in the current development policy discourse amongst NGOs. A critical look was done on management issues involved in implementing community-based action. It is shown that community-based action can be implemented by NGOs in two ways; NGOs can either link with pre-existing community-based organisations (CBOs) or can create new community-based organizations. Each involves distinct management challenges (Berry, 1999).

In Rarieda Sub-county Kenya, the practices adopted by the CBOs were vision and mission statements, formulation of compelling guidelines, environmental scanning through competitor analysis, trend analysis and evaluations (Nyaora, 2013).

In Kilifi Kenya, existing social resources provide a basis for protecting low-income households from the impoverishing effects of illness-related costs. CBOs are one form of social resources that has considerable potential. Working with CBOs to strengthen health care affordability for households has challenges, which include; identifying and building CBOs with a strong internal trust base; and co-ordination and collaboration among CBOs and governmental structures (Catherine, Beryl and Jane, 2015).

In Kenya, there is lack of one resource or the other that is required for implementing malaria programs. On the one hand, the CBOs lacked the people to run the programs – most of their staffs are volunteers. They lack equipment and materials to run the projects with, and they lack finances to help them run the programs (Odindo, 2009).

Statement of the Problem

CBOs are uniquely positioned to catalyze change by creating local initiatives for common problems. CBOs have been known to face a number of challenges in running their programs. A study conducted on the sustainability of community based projects in Kenya (Wanjohi, 2010) revealed that the major challenges that these organizations face include poor leadership, inadequate skills and under-capitalization. Thus, unless these organizations are strategically positioned, it is very difficult for them to address not only the critical issues facing communities today but also the very challenges threatening their own survival. Research done showed factors that influence choice of competitive strategy include; changing donor funding patterns; quest to remain relevant; quest for sustainability; limited financial resources; political interference and pressure from the environment (Namusonge, 2013). A research done on strategic planning practices adopted by CBO found out that the practices adopted by the CBOs were vision and mission statements, formulation of compelling guidelines, environmental scanning through competitor analysis, trend analysis and evaluations (Nyaoro, 2013). Further studies indicate that CBOs have a legitimate and key role to play in community development yet they often operate under very difficult circumstances mainly due to factors both internal and external to themselves. These factors include limited financial resources, lack of effective leadership, and marginalization by other development actors (Maruta, 2014). There is no known study that has been done on the combination of the following factors in influencing strategies adopted by CBOs in Kenya; competition, information technology, resource mobilization and capacity building.

General Objective

The study assessed the factors influencing strategies adopted by CBOs targeting external donor funding in Nyamira County, Kenya

Specific Objectives

This study aimed to achieve the following three under listed objectives:

1. To establish the extent to which competition influences strategies adopted by CBOs in Nyamira County.
2. To evaluate the extent at which Information Technology influences strategies adopted by CBOs in Nyamira County.
3. To determine the extent to which effects of resource mobilization in influencing strategies adopted by CBOs in Nyamira County.

II. Literature Review

Theoretical literature Review

The following theories and models constitute the theoretical framework on which this research study is built on.

Resource based view

The Resource Based View regards the firm as a bundle of resources and suggests that their attributes significantly affect the firm's competitive advantage; and by implication performance (Barney, 1986 &1991; Penrose, 1959; Peteraf, 1993; Wernerfelt, 1984). The RBV looks at internal resources as a source of competitive advantage and aims to explain why firms in the same industry differ in performance. The basis of this

competitive advantage lies primarily in the application of the bundle of valuable resources at the disposal of the firm (Barney, 1991). Accordingly, the firm has to identify the key potential resources which should fulfill the criteria of being valuable, rare, in-imitable and non-substitutable by the firms' competitors. By linking internal environment to performance of CBOs, the study provided empirical support to resource-based view theory that evaluates performance based on all the resources that exist within the organization. Further, project selection and implementation by CBOs should be based on their ability to implement them efficiently.

The sink and turtle model

Sink and Tuttle defined a process for planning and measuring organizational performance. The work includes a process for performance improvement, seven broad measures (categories) of performance, and discusses various approaches to achieve organizational performance control and improvement. The seven measurement categories of organizational performance are: effectiveness, efficiency, quality, quality of work life, innovation, cost and prices, and productivity (Sink, 1985). The organization should not adopt a "one approach fits all" strategy, but rather, should use the system and approach that appears to work best for them.

The balance scorecard

The balanced scorecard (BSC) is a strategy performance management tool - a semi-standard structured report, supported by design methods and automation tools, that can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions (Schneiderman, 2006).

The critical characteristics that define a balanced scorecard are its focus on the strategic agenda of the organization concerned, the selection of a small number of data items to monitor and a mix of financial and non-financial data items. The balanced scorecard provides a framework for managing and implementation of strategy while also allowing the strategy itself to evolve in response to changes in the company's competitive market and technological environment (Kaplan and Norton 2007).

The logical framework analysis

Logical Framework Analysis (Logframe) is the most widely used logical approach in the non-profit sector. It is a problem solving approach which takes into account the views of all stakeholders and also agrees on the criteria for project success and lists the major assumptions. It highlights project activities, outputs or results, purpose and goals as the key areas of evaluation in projects (Rolstada, 1998).

The LFAs are created to show how measurable impact (desired objectives and outcomes/goal) will be achieved and how achievement will be verified. Typically, logic models show the logical relationships between the resources, activities, outputs and outcomes of a program, which in turn lead to impact. As a tool, however, a logframe must not be considered an end in itself – it is only as good as the field experience and analytical abilities of the people creating and using it (McLaughlin & Jordan, 2010).

Conceptual Framework

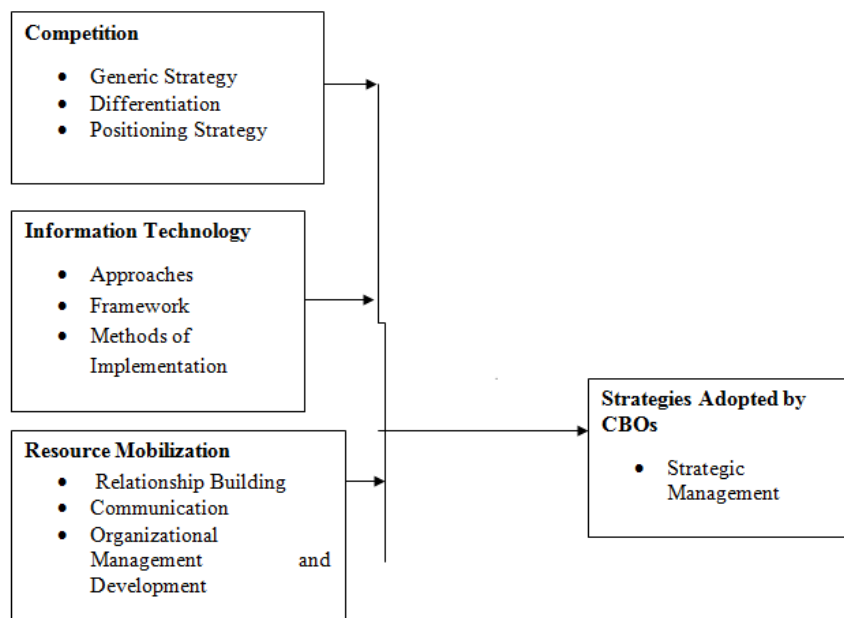


Figure 2.1 Conceptual Framework

Empirical Literature Review

Namusonge (2013), analyzed competitive strategies adopted by governance, Non-Governmental Organizations in Nairobi, Kenya. The study investigated competitive strategies adopted by governance Non-Governmental Organizations (NGOs) and the factors influencing choice of competition strategies by governance Non – Governmental Organizations in Nairobi, Kenya. The study concluded that the essence of strategy formulation is coping with competition. The study recommended that further research should focus on strategies used to strengthen NGOs’ capacity in resource mobilization through business capacity.

Githige (2011), analyzed factors that influence strategic choices adopted by Community Based Organizations (CBOs) competing for donor funding in Nairobi, Kenya. The study aimed to determine factors that influence strategic choices adopted by CBOs in Nairobi, Kenya as they compete for donor funding. The study concluded that organizations should have a strong management and fund raising team that is not swayed by pressure from donors to undertake projects that are not in line with their vision and mission. The study further recommended that research should be done on the factors that influence strategic choices adopted by CBOs competing for donor funding in other regions in Kenya so as to allow for generalization as different CBOs in different regions have different strategic approaches.

Nyaoro (2013), analyzed strategic planning practices adopted by CBOs in Rarieda, Kenya. The study aimed to determine the strategic planning practices adopted by CBOs in Rarieda Sub-County, Kenya. The study concluded that the practices adopted by the CBOs were vision and mission statements, formulation of compelling guidelines, environmental scanning through competitor analysis, trend analysis and evaluations. The study further recommended that in future, researchers should assess the extent to which strategic planning practices are adopted in the organization or the degree which their adoption affected performance of organizations. Abila (2014) carried out a study on effects of competitive strategies on organizational performance on International Planned Parenthood Federation (IPPF), Kenya. The study aimed to establish the effects of positioning strategies on organizational performance at IPPF, to examine the effects of differentiation on organizational performance at IPPF, to determine the extent to which governance affects organizational performance at IPPF and to establish the extent to which the management structures of IPPF are aligned to its competitive strategy. The study concluded that it is only when organizations have built their capacity to transcend dependence on conditional project based funding that they will be in a position to go through more effective strategic marketing processes. The study further recommended more research on how to build the capacity of the board to play their leadership role in competitive strategies more effectively. Another further research should focus on strategies used to strengthen organizational capacity in resource mobilization.

Luvai (2012), studied the factors that influence effectiveness of CBOs in community development programs in Kibwezi District, Kenya. The study aimed to establish if governance affects effectiveness of CBOs in community development, to determine if resource mobilization capacity affects CBOs effectiveness in community development, to determine if the CBO formation process determines its effectiveness in community development programs and to establish if effective internal management determines CBOs effectiveness in community development programs. The study concluded that resource mobilization and effective internal management can be controlled to influence CBO effectiveness even without governance and CBO formation process. The study further recommended for future research to include use of CBO records for data collection for the same variables. This is to ensure that the respondents’ views are collaborated by the CBO records.

III. Research Methodology

Research Design

This study employed a descriptive approach on the factors influencing the implementation of Integrated Financial Management Information Systems in the County governments in Kenya. According to Mugenda&Mugenda (2008), the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study.

Target Population

The target population of this study was 915 people drawn from Nyamira County Officials and also officials from some selected CBOs.

Table 1: Target Population and Sample Size

Sub-Counties	Target Population			Sample Size		
	No. of CBOs	No. of officials Per CBO	Total No. of officials	No. of CBOS	No. of officials	Total No. of officials
Sub-County Officials	-	-	5	-	-	1
Masaba North	44	7	308	5	7	35
Manga	8	7	56	1	7	7
Nyamira North	24	7	168	2	7	14
Nyamira South	34	7	238	3	7	21
Borabu	20	7	140	2	7	14
TOTAL	130	35	915	13	35	92

Source: County Social Development Office-CSDO

Sampling procedure and sample size

The study sample size was 92 CBO officials which represented 10% of target population (Table 1). The study adopted a stratified sampling technique. By use of stratified sampling, the population was organized into strata units. The strata units were organized according to sub-counties regions. Each target population in each sub-county was established and a sample of 10% was drawn from each of them. This was done to have an equal representation and avoid biasness. Table 1 shows summary of sample distribution

Data collection procedure

The study exercised care and control to ensure all questionnaires issued to the respondents were received and to achieve this, the maintained a register of questionnaires, which was showed issued and received questionnaires. The questionnaire were picked later time after respondent assured of the completion.

Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then captured into SPSS version 20 software where cleaning and analysis commenced. Quantitative data collected was analyzed by the use of descriptive statistics using and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie chart. Inferential statistics were done to draw conclusions of the findings. Chi-Square test of Association was done to ascertain relationship between dependent and independent variables. The Chi-square test of Association formula was; $\chi^2 = \sum [(O_{r,c} - E_{r,c})^2 / E_{r,c}]$

where $O_{r,c}$ is the observed frequency count at level r of Variable A and level c of Variable B, and $E_{r,c}$ is the expected frequency count at level r of Variable A and level c of Variable B.

The variables that showed significance were subjected further to logistic regression model to draw conclusions on to what extent and direction (Positive, negative) they contributed to or influenced CBOs strategies. The regression equation was :

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where Y is the dependent variable and X_i is the i^{th} of independent variables.

IV. Results And Discussion

Descriptive statistics was used to discuss the findings of the study. The study targeted a sample size of 92 respondents from all the 92 respondents filled and returned the questionnaires making a response rate of 100 %. This response rate was satisfactory to make conclusions for the study as Cooper and Schneider (2003), states that a response rate of between 30 to 80 % of the total sample size can be used to represent the opinion of the entire population.

Competition

The study sought to find out from respondents whether competition do influence strategies adopted by CBOs targeting external funding. When they were asked whether there existed other CBOs undertaking similar interventions, slightly more than half (52%) of respondents reported such CBOs to be in existence as opposed to 48% of the respondents (Figure 3).

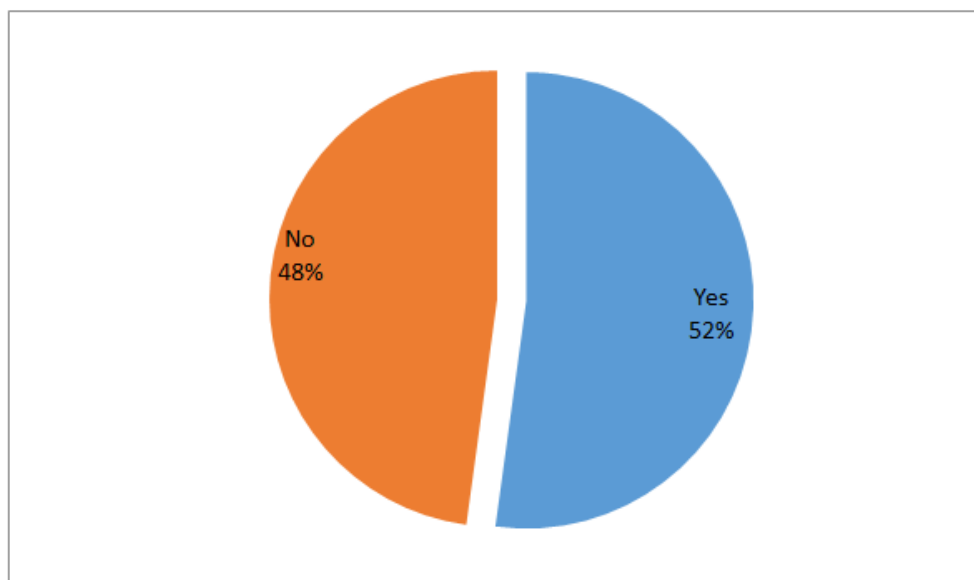


Figure 3: Other CBOs with similar work

Source: Field data, 2016

The study sought further to find out whether certain competitive strategies did influence resource mobilization. A high proportion (70; 76%) of the respondents perceived that threats from substitute services that offered by other CBOs would influence strategies for resource mobilization while 22; 24% of respondents disagreed. More than half (52; 56.5%) of respondents reported that threat of new entrant of CBOs would also influence these strategies while 40; 43.5% disagreed. Threat from other CBOs bargaining power over funding from donors would be influence according to more than two thirds (68; 73.9%) of the respondents as opposed to 24; 26.1% of respondents. Most (88; 81%) of the respondents agreed that rivalry among CBOs offering similar work could be influential to strategies for resources mobilization while 11; 12% disagreed. Table 10 shows the summary results.

Table 10: Competitive forces that influence strategies for resource mobilization

Statement	Agree		Disagree	
	F	%	F	%
Threat from substitute services that offered by other CBOs	70	76	22	24
Threat of new entrant of CBOs	52	56.5	40	43.5
Threat from other CBOs strength in bargaining power over funding from donors	68	73.9	24	26.1
Rivalry among CBOs offering similar work	81	88	11	12

The study sought further to establish the relationship between competition and strategies adopted by CBOs targeting external funding. The Chi-Square test of association indicated a significant in most aspects of competition. Competition based on other CBOs with similar work, the generic strategy, differentiation strategy, threat of new entrant and threat from other CBOs in bargaining power over funding were all significant (P<0.05). Table 11 gives the summary the rest of the summary.

The study findings of this study showed significance between competition and CBOs strategy. The findings are in line with (Ghalayani and Noble, 2010) who asserts that organizations tend to improvise ways to respond to competition. Most choose differentiation strategy where they rebrand their services or offer the services that are unique. Others merge together when they find out that they offer similar services. Some venture into generic strategy where they diversify their products to gain superior returns. These are happening under all pressure for CBOs to meet their organizational objectives and goals.

Table 11: Competition influence in strategic management

Statement	Strategic management		
	χ^2	df	Sig
Other CBOs with Similar work	5.175	1	0.024*
Generic strategy: Gaining cost effective resources will help in generating superior returns	4.791	1	0.029*
Differentiation strategy: Thematic areas with unique attributes can help generate superior returns	6.839	1	0.03*
Positioning strategy: A firm that is optimally positioned can generate superior returns	0.057	1	0.811
Threat from substitute services that offered by other CBOs	0.061	1	0.434
Threat of new entrant of CBOs	5.603	1	0.032*
Threat from other CBOs strength in bargaining power over funding from donors	13.949	1	0.002*
Rivalry among CBOs offering similar work	0.965	1	0.735

*Significant at 0.05

However, Harvard Business Review, (2011) strategy works where the approach to differentiation is well understood and its application and how it will evolve agreed upon management of the organization. Porter (2007) argued that superior performance can be achieved in a competitive industry through the pursuit of a generic strategy, which he defines as the development of an overall cost leadership, differentiation, or focus approach to industry competition. If a firm does not pursue one of these strategy types, it will be stuck-in-the-middle and will experience lower performance when compared to firms that pursue a generic strategy (Porter, 2006).

Other studies unlike the current one have gone further to find out that there existed relationship between competitive strategies among nongovernmental organizations and strategic planning and firm performance. Some of the studies within the African context by Adegbite, (2010) and Fubara, (2002) noted that firms that practiced strategic planning recorded better performance compared to non-planners. Patel, (2010) pointed out that effective strategic planning is necessary for organizations to achieve sustainable competitive advantage and make appreciable contribution in a competitive environment.

The study sought to find out the extent at which ICT influences strategies adopted by CBOs in access of donor funding. Almost two thirds (60; 65%) of the respondents agreed that ICT did influence the strategies as opposed to 32; 35% of the respondents (Figure 4).

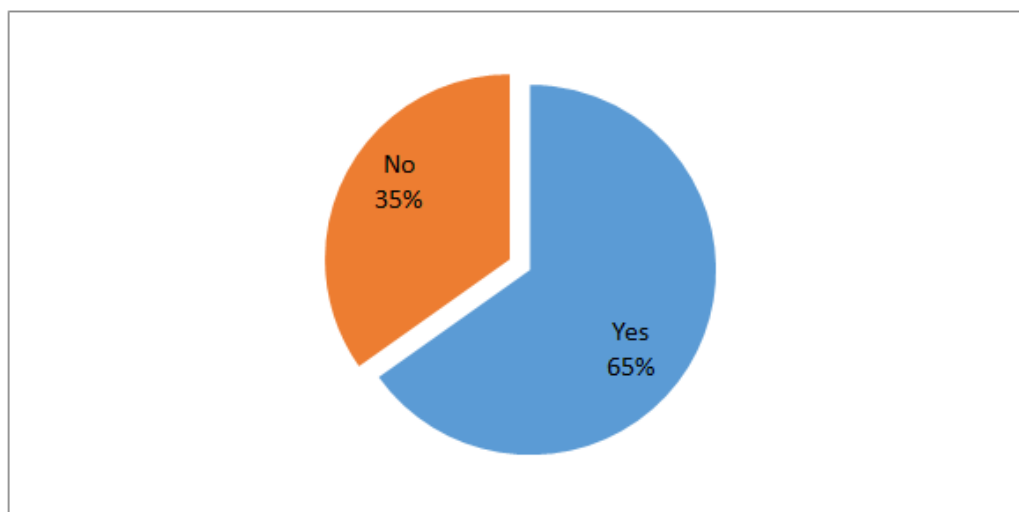


Figure 4: ICT influence in access of Funding

A high proportion (68; 73.9) of respondents perceived that by use of ICT resource mobilization in an organization would be improved. However, 24; 26.1% of respondents disagreed on that. Most (78; 84.8%) of the respondents agreed that ICT skills improves competence level of personnel in an organization as opposed to 14; 15.2% of the respondents (Table 12). Moreover, a high proportion (72; 78.2%) of the respondents perceived that use of ICT helps an organization in making key decisions for resource mobilization as opposed to 20; 21.8% of respondents (Table 12).

Table 12: Use of ICT to influence Strategies

Statement	Agree		Disagree	
	F	%	F	%
Use of ICT improves resource mobilization of an organization	68	73.9	24	26.1
ICT skills improves competence level of the personnel in an organization	78	84.8	14	15.2
Use of ICT helps an organization in making key decisions for resource mobilization	72	78.2	20	21.8

Source: Field data, 2016

On cross tabulation of ICT by CBOs strategies targeting external funding, the findings revealed significant ($P < 0.05$) relation between the two variables. The Chi-square test of Association showed that use of ICT improves resource mobilization of an organization thus influencing strategies that target external funding. Others that were significant were; ICT skills that improve competence level of the personnel in an organization and use of ICT in accessing funds were all significant (Table 13).

Table 13: ICT influence in strategic management

Statement	Strategic management		
	χ^2	Df	sig
ICT influences strategies for access for funding	6.717	1	0.002*
Use of ICT improves resource mobilization of an organization	5.555	1	0.041*
ICT skills improves competence level of the personnel in an organization	4.960	1	0.031*
Use of ICT helps an organization in making key decisions for resource mobilization	1.568	1	0.210

*Significant at 0.05

Information technology can do a lot to help CBOs achieve their objectives and goals. According to (Wanjohi, 2010), information technology provides an efficient means of capturing, storing, analyzing, sharing and presenting data. However, for an organization to have a sound use of information technology, it must be ready to maintain its work force with this knowledge. According to the author, it's been difficult for

nongovernmental organizations to retain personnel who are knowledgeable in the IT field in general; it is even more difficult when such specific skills are required. Building IT capacity for transforming data into knowledge is one of the biggest challenges facing CBO's today.

Andresen, (2011) stresses the importance of information technology in helping CBOS in resource mobilization. The author says that one of the most potentially effective fundraising tools CBOs have at their fingertips is the internet, although online giving is not without its pitfalls. When people give online, they want to give quickly and conveniently; they want to feel like they are somehow making a difference; they want “to feel personally connected to something greater than them”; and they want to feel useful.

The study sought to find from the respondents’ aspects that would help an organization to acquire resources and mobilize people towards achieving those goals. When respondents were asked to agree or disagree to whether forming partnerships and alliances with other Organizations helps an organization in carrying out its activities, almost an equal number (45; 49%; 47; 51%) of the respondents held a divided opinion (Table 14). However, slightly more than two thirds (62; 67.4%) of the respondents agreed that networking with other organizations to achieve the goals helps an organization in carrying out its activities for resource mobilization. Moreover, Majority (89; 92.4%) of the respondents agreed that by having a resource mobilization team helps an organization in carrying out its activities as opposed to 7; 7.6%. More than half (56; 60.9%) agreed that communication in the organization was vital strategy to mobilize resources while the rest of the respondents disagreed. Organization management, development and community involvement in project design helps an organization in carrying out its activities as stated by 74; 80.4% and 56; 60.9% of respondents, respectively (Table 14).

Table 14: Resource mobilization

Statement	Agree		Disagree	
	F	%	F	%
Forming partnerships and alliances with other Organizations helps an organization in carrying out its activities	45	49	47	51
Networking with other organizations to achieve your Goal helps an organization in carrying out its activities	62	67.4	30	32.6
Communication in the organization	56	60.9	36	39.1
Having a resource mobilization team helps an organization in carrying out its activities	85	92.4	7	7.6
Organization management and Development helps an organization in carrying out its activities	74	80.4	18	19.6
Community involvement in project design helps an organization in carrying out its activities	56	60.9	36	39.1

In regard to aspects for resource mobilization in an organization, the chi-square test of association showed significant ($P < 0.05$) in most aspects thus its influence in CBOs strategic management for external funding. Communication in the organization, having a resource mobilization team, organization management and development and community involvement in project design aspects that helps an organization in carrying out its activities were all significant as shown in table 15. Despite of respondents agreeing that networking and forming partnerships with other organizations to achieve goal helps an organization in carrying out its activities, they did not show significant difference with strategic management in this study. This could be attributed to the fact that most organizations were hesitant to forming partnerships with their rivals.

Table 15: Resource mobilization influence in strategic management

Statement	Strategic management		
	χ^2	df	Sig
Forming partnerships and alliances with other Organizations helps an organization in carrying out its activities	1.292	1	0.256
Networking with other organizations to achieve your Goal helps an organization in carrying out its activities	2.177	1	0.674
Communication in the organization helps in carrying out activities	5.184	1	0.036*
Having a resource mobilization team helps an organization in carrying out its activities	9.134	1	0.001*
Organization management and Development helps an organization in carrying out its activities	7.132	1	0.033*
Community involvement in project design helps an organization in carrying out its activities	6.132	1	0.024*

*Significant at 0.05

Resources are the inputs or the factors available to a company which helps to perform its operations or carry out its activities (Schoemaker, 1993). Although this is true for many organizations, performance of CBOs in Kenya remains wanting due to constraints originating from external environment and lack of expertise in monitoring and analyzing external environment (Odindo, 2009). Resources are generated through an organization’s ability to create, supply and deliver products, services or programs useful to customers, clients or beneficiaries (Henke, 1992).

The findings of this study reveal that Resource mobilization team is vital in organization strategies. Kelly, (2010), affirms that resource mobilization plan must be closely linked to the strategic plan of an organization and the management team must be fully involved in the resource mobilization planning. Like marketing, it is a function that is not just left to the resource mobilization team. Other stake holders and community involvement in these plans would boost towards achieving the goals easily.

The findings revealed that organization management and development was significant to organization strategies. This confirms with Venture, (2010) that it’s an important aspect of resource mobilization that involves identifying the organization’s vision, mission, and goals, and putting in place internal systems and processes that enable the resource mobilization efforts, such as: identifying the roles of board and staff; effectively and efficiently managing human, material, and financial resources; creating and implementing a strategic plan that addresses the proper stewardship and use of existing funds on the one hand, and identifies and seeks out diversified sources of future funding on the other.

Respondents were asked to agree or disagree whether knowledge and skills of an organization helps an organization in resource mobilization. Most (80; 87%) of the respondents agreed while 12; 13% disagreed. More than two thirds (64; 69.5%) of respondents also perceived that ability to accommodate personnel from different cultural backgrounds helps an organization in resource mobilization as it was opposed to 36; 30.5% of the respondents (Table 16). The significance of capacity building is further narrated by Mckinsey, (2001), the nonprofits, just like businesses; need to focus on building the capacity of their entire organization if they want to maximize their social impact. Both board and staff need to dedicate themselves to raising capacity building to the same level of importance and attention as program development and management – to think early and often about strengthening the organization in lockstep with implementing programs.

Knowledge and skills of an organization helps an organization in resource mobilization as revealed in this study. However, (Maruta, 2014), points out that many CBOs have been found to have limited knowledge and skills relating to governance systems, finance and administration systems, documentation, fundraising and general organizational management. While not every CBO needs all these items, however, the more formal it becomes, the more it would benefit from access to and use of knowledge and skills in these areas.

The study further sought to know whether certain strategic options would help an organization in gaining competitive advantages. Slightly more than half (52; 56.7%) of the respondents perceive that generic strategy that involves gaining cost effective resources in generating superior return would not help in gaining a competitive advantage. However, 40; 43.3% of the respondents said otherwise. Most (80; 86.9%) of respondents perceived that differentiation strategy that involves venturing into thematic areas that were unique would help in generating high superior return thus giving an organization a competitive advantage. On the other hand, 12; 13.1% disagreed that differentiation strategy would give a competitive edge to an organization. A high proportion (70; 76%) of respondents perceives that positioning strategy that entails a firm optimal position could generate superior returns as opposed to 22; 24% respondents who reported otherwise (Table 18).

Table 18: Strategic options for competitive gain

Statement	Agree		Disagree	
	F	%	F	%
Generic strategy: Gaining cost effective resources will help in generating superior returns	40	43.3	52	56.7
Differentiation strategy: Thematic areas with unique attributes can help generate superior returns	80	86.9	12	13.1
Positioning strategy: A firm that is optimally positioned can generate superior returns	70	76	22	24

A logistic regression analysis was done to establish the relation between the dependents and independent variables. The regression further was ordered to establish the contribution of each dependent variable towards independent variable that is strategic management and hence determine the rejection or acceptance of the null hypothesis of the study. The null hypothesis stated that there is no significant relationship between the influence of competition, ICT, Resource mobilization and capacity building and strategies adopted by CBOs in Nyamira County. The chi-square test of association had shown all dependent variables being significant to CBOs strategic management. All aspects under each dependent variable (Competition, ICT and Resource Mobilization) that were significant were further subjected to regression analysis to determine their significant contribution towards CBOs strategies in targeting external funding.

The regression equation was :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where Y is the dependent variable (Strategic management) and Xi is the ith of Independent variables that included Competition, ICT and Resource Mobilization. Each independent variable had aspects that were associated with. The variables that showed significant in test of association were incorporated as shown in table 18.

$$Y = \beta_0 + \beta_1 \text{Competiton} + \beta_2 \text{ICT} + \beta_3 \text{Resource mobilization} + \epsilon$$

Therefore, the result equation was

$$Y = -30010 - 0.312\beta_1 + 1.061\beta_2 + 2.055\beta_3 - 0.263\beta_4 - 0.155\beta_5 + 1.102\beta_6 + 1.093\beta_7 + 1.593\beta_8 + 0.370\beta_9 + 1.178\beta_{10}$$

Table 19: Binary logistic regression analysis

		B	S.E.	Wald	df	Sig.	Exp(B)
Competition	CBOs with similar works	-0.312	.506	2.379	1	0.012*	0.732
	Generic strategy	1.061	.543	3.824	1	0.031*	0.346
	Differentiation	2.055	.805	6.523	1	0.011*	0.128
	Threat of new entrant	-0.263	.527	0.250	1	0.617	1.301
	Threat from other CBOs strength in bargaining power over funding from donors	-0.155	.901	0.030	1	0.864	0.857
Information Technology	Use of ICT in improving resource mobilization	1.102	.726	2.306	1	0.129	3.011
	ICT skills improves competence level of the personnel	1.093	1.671	0.908	1	0.021*	4.918
Resource Mobilization	Communication	1.593	1.671	3.908	1	0.041*	4.918
	resource mobilization team	0.370	.683	0.293	1	0.588	0.691
	Organization management and Development	1.264	.645	3.845	1	0.040*	3.539
	Community involvement in project design	1.193	1.671	0.908	1	0.341	4.918
Constant		-3.010	2.859	1.108	1	0.002*	0.043

*Significant at 0.05

The logistic regression was statistically significant $\chi^2 = 104.502, p < .0005$. The model explained 22.6% (Nagelkerke R^2) of variance. The threat of new entrant and threat from other CBOs strength in bargaining power over funding from donors fell short of significance in the ranking of aspects under competition. However, the two variables had negative effects towards CBOs strategies. Threat of new entrant had -0.263 units decrease effect in strategic management as compared to threat from other CBOs strength bargaining power over funding from donors at (-0.1550) decrease in units. The former however, was more 1.301 more likely to be considered by CBOs in their strategies as compared with the latter with 0.857 odds. CBOs with similar work affected significantly negative the strategic management for external funding with (-0.312) unit decrease effects with an odd of 0.732 more likely to be considered in CBOS strategies for external funding. Generic and differentiation strategy would give a positive significant competitive edge towards CBOs strategies for external funding with an increase of 1.061 and 2.055 units in strategic management. Despite this, the results revealed a lower ranking after the aspect of CBOs with similar work with odds of 0.326 and 0.126 respectively (Table 19).

ICT skills that improve competence level of personnel contributed significantly positively towards CBOs strategies for external funding while ICT in improving resources for mobilization fall short of significance. Both aspects registered a contribution of 1-unit increase in strategic management with ICT skills to improve competence level of personnel 4.918 more likely to be given priority in CBOs strategies ranking as compared to 3.011. However, both of these aspects of ICT ranked higher hence ICT was generally considered vital towards CBOs strategies for external funding (Table 19)

Communication, organization and management in carrying out organization activities ranked the strongest aspects in resource mobilization and the two aspects of resource mobilization would contribute significantly positive towards CBOs strategies for external funding. However, having a resource mobilization team would also contribute positively but the variable falls short of significance. Moreover, the former had odds of 4.198 and 3.539 of more likely to be employed by CBOs in strategies for external funding as compared to the latter 0.691. Despite community involvement in project design in an organization in carrying out activities falling short of significance in the model, it was 4.198 more likely to be considered ranking similar to the aspects that were significant (Table 19). Capacity building in the aspect of knowledge and skills of an organization contributed significantly positive towards CBOs strategies for external funding (Table 19).

V. Conclusion And Recommendations

The study therefore concluded that those organizations that have adopted differentiation strategy than generic strategy are more likely to do better in optimization of their resources. When an organization has better competitive strategies it becomes more efficient in carrying out activities. Offering unique services is key to gaining a competitive advantage and posse's strength in bargaining power over funding from donors. The study therefore concluded that competition to a great extent influence strategies adopted by CBOs in access of funding.

We recommend that there is need for CBOs to have in place or consider positioning themselves so that to establish services that are unique and be able to be in better location that can appeal donor funding.

References

- [1]. Adegbite, M. (2010). Does the implementation of a combination competitive strategy yield incremental performance benefit? A new perspective from transition economy in Sub-Saharan Africa. *Journal of Business Research*, 61, 346-354.
- [2]. Andrews, K.R. 1971, *The concept of corporate strategy*, Illinois, Irwin Editions.
- [3]. Ansoff, H.I. (1965): *Strategic Management*. John Wiley & Sons, New York.
- [4]. Austin, J. (1990), *Managing in developing countries: strategic analysis and operating techniques*, London, The Free Press.
- [5]. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- [6]. Barney, J. B. (1986a). Organizational culture: Can it be a source of sustained competitive advantage, *Academy of Management Review*, 29(2), 656-665.
- [7]. Berry Jo De (1999). Exploring the concept of community: implications for NGO management. *CVO International Working Paper Number 8*
- [8]. Catherine; Beryl, and Jane. 2015. *The role of community-based organizations in household ability to pay for health care in Kilifi District, Kenya*. Oxford University Press
- [9]. Chandler, A. (1962). *Strategy and Structure*; chapters in the history of American industrial enterprises. Massachusetts, Cambridge, MIT Press.
- [10]. Cooper, D.R. and Schindler, P.S. (2003). *Business Research methods (7th ed)*. New York: Irwin/
- [11]. David, W. C. and Ann E. A. (2011), what do we seek when we seek Sustainability? Paper presented at the 10th APEID International Conference Bangkok, Thailand.
- [12]. Drakakis-Smith, David. *Third World Cities*. 2nd ed. New York: Routledge, 2000.
- [13]. Dougherty, D. (1996). Organizational Capacities for Sustained Product Innovation. Faculty of Management, McGill University
- [14]. Drucker, P.F. (1954). *The Practice of Management*. Harper and Broders, New York
- [15]. Fubara, B. (2002), *Economic Management of Africa: Issues and Perspectives*, Port Harcourt, Pearl Publishers.
- [16]. Gay L. R. (1992). *Education Research, Competence for Analysis and Application*, Columbus: Charles Merril Publishing Co.
- [17]. Ghalayani A.M. & Noble J.S. (2010). The changing basis of performance measurement. International
- [18]. Githige, R. W. (2011). Factors That Influence Strategic Choices Adopted by Community Based Organizations Competing for Donor Funding In Nairobi Kenya. Masters of Business Administration. Nairobi University.
- [19]. Hambrick, D.C. and A.A. Cannella Jr., 2004. "CEOs Who Have COOs: Contingency Analysis of an Unexplored Structural Form," *Strategic Management Journal*, October.
- [20]. Henderson B. D. (1979), Henderson on Corporate Strategy, Boston: Abt Books, 6.
- [21]. Harvard Business Review (2011); "The Great Repeatable Business Model"
- [22]. Henke, E. (1992). *Introduction to Nonprofit Organization Accounting*. Boston: South-Western Publishing Co.
- [23]. James, C. (1918). *Military Art and Science Dictionaries*. London: Printed for T. Egerton at the Military Library, 1802.
- [24]. Kaplan, S and Norton, (2007). The real value of strategic planning, *Sloan Management Review*, Vol. 44 No.2, pp.71-6.
- [25]. Kelly, K.S. 2010. "ROPES: A model of the fund-raising process." in J. M. Greenfield (ed), *The Nonprofit Handbook: Fundraising*. New York: John Wiley & Sons, Inc. 96-116.
- [26]. Luvai, K. T. (2012). Factors Influencing the Effectiveness of Community Based Organizations in Kibwezi District, Kenya. Master of Arts Degree in Project Planning and Management of the University of Nairobi.
- [27]. Magadla, S., (2016). 'Social Protection and Inequality in Africa: Exploring the Interactions.' Mimeograph. Development Policy Research Unit. University of Cape Town: Cape Town.
- [28]. Maruta, R. (2014). The creation and management of organizational knowledge. *Knowledge-Based Systems*, 67(1), 26-34.
- [29]. McLaughlin & Jordan, G. B. (2010). *Using Logic Models*. In Joseph S. Wholey, Harry P. Hatry & Kathryn E. Newcomer (Eds.), *Handbook of Practical Program Evaluation (3rd ed.)*. San Francisco, CA: Jossey-Bass.
- [30]. Middlemiss, L.K. (2009). *The role of community-based organisations in stimulating sustainability practices among participants. Thesis Submitted in accordance with the requirements for the degree of Doctor of Philosophy*, University of Leeds
- [31]. Mugenda, A. and Mugenda, O. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press, Nairobi.
- [32]. Ngechu. M. (2004), *Understanding the research process and methods*. An introduction to research methods. Acts Press, Nairobi.
- [33]. Namusonge, M.M. (2013). Competitive Strategies Adopted by Governance Non-Governmental Organizations in Nairobi, Kenya. Master's Thesis submitted to Nairobi University.
- [34]. Nyaoro (2013). *Strategic Planning Practices Adopted by Community Based Organizations in Rarieda Sub-County, Kenya. Master Thesis Award of the Degree in Business Administration (Mba)*, School of Business, University of Nairobi.
- [35]. Odindo, M. (2009). *Capacity Needs of CBOs in Kenya to Apply for Global Fund Grants; An African-European Initiative*. Cologne: Stop Malaria Now.
- [36]. Patel, L. (2010). NGOs and the Service Delivery Challenge. *Social Work*. 34(1): 112-125.
- [37]. Pearce, J.A. and Robinson, R.B. (2009). *Strategic Management: Implementation and Control*, 3rd ed, Boston: Richard D. Irwin McGraw-Hill, USA.
- [38]. Penrose, E. T. (1959). *The growth of the Firm*. New York: M. E. Sharpe, Inc.
- [39]. Peteraf, M. A. (1993). The cornerstones of competitive advantage: A Resource-Based View. *Strategic Management Journal*, 14, 179-192.
- [40]. Porter M. (1985). *Competitive Advantage; Creating and sustaining superior performance*. The Free Press.
- [41]. Porter M.E. (2007). *Competitive Advantage*. Free Press, New York.

- [42]. Rolstadas, A. (1998). Enterprise Performance Measurement. *International Journal of Operations and Production Management*, 18 (9/10), 989-999,0144-3577.
- [43]. Schoemaker., Paul. (1993). Strategic assets and organizational rent, *Strategic Management Journal*, 1993, Vol. 14, 33-46.
- [44]. Schneiderman, A.M. (2006). Why Balanced Scorecards Fail. *Journal of Strategic Performance Measurement*, Accessed 4/9/2016
- [45]. Sink, D. S, (1985). *Productivity Management: Planning, Measurement and Evaluation, Control and Improvement*, John Wiley and Sons, Inc, 1985.
- [46]. Ventures (2010): Evidence for West Africa. *International Business Review*, 11(5), 523-541.
- [47]. Thayer –Hart, et al, (2010). *Survey Fundamentals. A Guide to Designing and Implementing Surveys*. University of Wisconsin-Madison.
- [48]. Wernerfelt, B. (1984). A resource-based View of the Firm. *Strategic Management Journal*,5, 171-180.
- [49]. Wanjohi, A.M. (2010). *Sustainability of Community Based Projects in Developing Countries*. Saarbrücken, Germany: LAP LAMBERT Academic Publishing. Available online at <http://www.amazon.co.uk/Sustainability-Community-Projects-Developing-Countries/dp/3843376085> Countries.