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Organizations in Kenya: A Case of World Food Programme**



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## Sustainability Strategies and Performance of International Not-For-Profit Organizations in Kenya: A Case of World Food Programme

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### Abstract

**Purpose:** The study aimed at identifying sustainability strategies adopted by international not-for-profit organizations in Kenya and how the strategies influenced the organizations' performance. This research specifically focused on the World Food Programme (WFP) as a case study. The research aimed to examine the impact of fund generation, talent development, managerial capacities and collaboration on the success of international not-for-profit organizations in Kenya.

**Methodology:** The research was informed by Resource Dependency Theory, Dynamic Capabilities Theory, Contingency Theory of Leadership, and Stakeholder Theory. This study used a descriptive research approach. The research focused on a specific group of individuals, consisting of 319 senior and middle management personnel that work at World Food Programme headquarters located in Nairobi County, Kenya. The research used Fishers' et al. methodology to get the sample size of 174 respondents. The research used a questionnaire to gather primary data. The obtained data was encoded and exported into the computer software program known as Statistical Package of Social Sciences (SPSS) for analysis, which produced conclusions related to the topic of the research. Descriptive statistics were used to combine quantitative analytic methodologies. The main data was summarized, organized, interpreted, and presented using frequencies, percentages, mean scores, and standard deviations. The research findings are shown using statistical graphs, data tabulation, and measurements of central tendency. The principles of impartiality, secrecy, anonymity, and voluntary involvement were scrupulously followed.

**Findings:** The results showed that implementing fund development as a sustainability strategy has a notable and beneficial impact on the performance of international not-for-profit organizations in Kenya ( $\beta = 0.263$ ;  $P = 0.000 < 0.05$ ). The study revealed that talent development has a noteworthy impact on the success of international not-for-profit organizations in Kenya ( $\beta = 0.334$ ;  $P = 0.000 < 0.05$ ). The study revealed that management qualities had a strong and beneficial impact on the success of international not-for-profit organizations in Kenya ( $\beta = 0.308$ ;  $P = 0.000 < 0.05$ ). The results also indicated that cooperation and collaboration had a crucial role in influencing the success of foreign non-profit organizations in Kenya ( $\beta = 0.206$ ;  $P = 0.007 < 0.05$ ). The study found that implementing sustainability strategies significantly improved the performance of international not-for-profit organizations in Kenya.

**Unique Contribution to Theory, Practice and Policy:** Therefore, the study recommends that leaders of these organizations prioritize the adoption of these strategies to further enhance performance.

**Key Words:** *Fund Generation, Talent Development, Managerial Capacities, Collaboration and International Not-For-Profit Organizations*

## Introduction

The dynamic nature of the global business landscape has made it more challenging to forecast the durability and sustainability of companies on a global scale (Ceesay, 2020). Similar to for-profit-making organizations (organizations that exist to make profits for the shareholders), International not-for-profit Organizations aim at sustaining their operations and ensure longevity and continuity (Delabre, Alexander & Rodrigues, 2020). The not-for-profit organizations aim at continuing to deliver their core mandates (mainly humanitarian services) just like the for-profit-making organizations aim at continuing to generate revenues and profits to the shareholders for long foreseeable future (Mousavi & Bossink, 2020). To achieve this, the none-profit making organizations have also increasingly focused on embracing sustainability strategies that strengthen their operations and enhance their survival (Wondirad, Tolkach, & King, 2020). What separates the for-profit and not-for-profit international organizations, however, is how the two perceive performance. The concept of performance in not-for-profit organizations focuses on strengthening and expanding their service delivery, capturing more beneficiaries while promoting effectiveness and efficiency of their humanitarian missions (Sisaye, 2021). Non-Governmental Organizations (NGOs) are usually independent of the government. Further, they invest in achieving collective goals rather than commercial ones. NGOs are established to pursue altruistic goals without a profit motive and are based on the government's control (Ndung'u & Mutinda, 2022). For instance, NGOs operate in private agencies, indigenous groups organized regionally, and member groups in villages that assist development. The charitable organizations establish trusts and independent foundations to mobilize private funds to facilitate community development and promote family planning services.

Sustainability is a continuous process that entails the interaction of strategic, organizational, programming, social, and financial factors. Kenyan IOs integrate sustainability concepts to acquire and maintain resources. The organizations focus on creating positive relationships, managing risks, and maintaining standard financial practices to remain sustainable (Ndung'u & Mutinda, 2022). In addition, NGOs establish and maintain good relations with stakeholders such as beneficiaries, employees, and financial funders. However, NGOs encounter many challenges in the strive to maintain sustainability. For instance, decision-making procedures are problematic since the organizations have stakeholders from different places, each with diverse opinions. Diversity causes tension between staff and senior managers before settling on a decision that will increase forward movements towards sustainability in the organization. Poor governance and relations between leaders and staff ruin sustainability and increase the complexity of successfully achieving objectives (Munene & Nyaga, 2021). Mainly, poor management in organizations results from the leaders' inability and negligence to conduct their governing roles effectively. Also, leaders get engaged in personal activities that they lack time to assess how employees handle functions and advise accordingly (Oracha, 2022). As a result, many IOs have chosen senior staff members to make decisions and formulate policies to ensure

workers make more effort to improve performance. In addition, employers' experience in recruiting qualified personnel hinders sustainability, especially when the employee's documents are not consistent with their work performance (Wamalwa & James, 2018). Developing suitable careers is a significant weakness for non-governmental organizations since they lack a career structure to evaluate professionalism. The lack of staff training programs in IOs in Kenya makes it hard to attain sustainability since employees lack the right skills and competence for job performance (Samuel & Ronald, 2022).

### **Statement of the Problem**

In the current business world, organizations are faced with unprecedented dynamics most of which have far-reaching effects on the organizations' normal operations (World Bank, 2023). External environment dynamics such as the COVID-19 Pandemic, political uncertainties such as geopolitical wars, and natural calamities such as draught, famine, and floods have exposed most organizations to sustainability concerns, where some are at the verge of closing down their operations. Similar to their for-profit counterparts, not-for-profit organizations especially the international humanitarian organizations are also not spared from these uncertainties (Sisaye, 2021). Coupled with increasing demand for humanitarian aid as more people are pushed to dire need by the dynamics facing the modern-day world, these organizations are also facing a decline in their resources as more donors are shifting their focus and sources of revenues shrinking every other day (Abiddin et al., 2022). Evidently, the World Food Programme (WFP), the largest international humanitarian organization has seen a continuous decline in funding over the past three years. In 2022, WFP received USD 1.4 billion from its main 31 donors, a 5% decline from what it had received in 2021. In 2023, the organization had a funding shortfall of 62%, forcing it to significantly cut most of its expenditures on humanitarian programmes (World Food Programme, 2023). In the contrary, between 2021 and 2022, the number of targeted beneficiaries, number of programmes and service delivery of WFP increased by 29%, an evidence that while the people in need of WFP humanitarian services were increasing, the available resources were shrinking. In Kenya, World Food Programme has been instrumental in helping the communities in humanitarian need through feeding programmes and cash transfer programmes (World Food Program, 2022). The sustainability of these interventions has however been declining, as the resources have continued to shrink. The total number of WFP beneficiaries in Kenya was 1.352 million in 2020, 1.22 million in 2021 and 1.76 million in 2022 (World Food Programme Country Report, 2022). However, these numbers were below the targeted and increasing beneficiaries, reducing programs and this was as a result of inadequate resources, where for instance, in 2021, despite the target of USD. 249,512,507.0, the organization only got USD. 180,865,614.0, thus limiting the outreach of the programmes.

Empirical evidence shows that sustainability strategies are instrumental in enhancing organizational performance. A study by Vincze et al. (2021) on the role of sustainability strategies on firm performance revealed that strategies such as human and financial resources management significantly contribute to firm performance. Fonseca, Abreu, and Silvestre (2021) while assessing the effect of sustainability strategies on performance of multinational enterprises, established that strategies such as management commitment and collaboration were

instrumental in enhancing organizational performance. In Kenya, Mabonga (2020) did a study on the role of sustainability strategies on performance of small enterprises and revealed that collaboration and financial resource mobilization were key strategies that strengthen firm performance. While these studies show the essence of sustainability strategies on organizational performance, they have variedly conceptualized the sustainability strategies, while focusing on varied contexts. Further, these studies have utilized varied methodologies and the contexts may not be generalized to the international humanitarian organizations such as the World Food Programme. This research aimed to evaluate the impact of corporate sustainability policies on the efficiency of international not-for-profit organizations in Kenya, specifically focusing on the World Food Programme.

### **Research Objectives**

- i To establish the influence of fund development on performance of international not-for-profit organizations in Kenya.
- ii To determine the influence of talent development on performance of international not-for-profit organizations in Kenya.
- iii To establish the effect of management capabilities on performance of international not-for-profit organizations in Kenya.
- iv To determine the influence of collaboration on performance of international not-for-profit organizations in Kenya.

### **Theoretical Review**

#### **Resource Dependence Theory**

The Resource Dependent Theory (RDT) was put forward by Pfeffer (1987). The theory points out to the essence of resources in an organization, in that organizations depend on inputs for them to remain sustainable, and these inputs are mainly the resources. According to Wang, Chen, Fang, and Tian (2018), while organizations are considered as autonomous entities, in reality, they are not autonomous, and need others to exist. Pfeffer (1987) expounds this further by indicating that organizations require key inputs to continue operating, and most of these inputs are outsourced from external sources. One of these inputs as indicated by Roundy and Bayer (2019) is the financial resources. While there could be some internally generated inputs driving organizational process, financial resources in many times have to come from external sources for the organization to remain competitive (Schaffer, 2022). The reason why organizations seek external resources and funding, borrow from sources such as donors and lenders is so as to remain competitive through expansion of their operations and investments (Wang, Chen, Fang, & Tian, 2018). This therefore means that organizations ought to strive to retain cordial relationship with other external parties so as to have a better ground to borrow and finance their practices. At any given time, companies require external resources for a seamless operating process. Through such resources, the companies' power over competitors is enhanced since they now have a greater muscle to operate seamlessly. The theory basically shows that just like a vehicle would require fuel to move, organizations will require resources to operate. And since not every organization is self-sufficient, they ought to outsource these resources

through their strategic leaders (Kengne, 2022). This implies that strategic leaders require resource mobilization capabilities for enhanced performance. The resource dependence theory upholds the need for organizations to utilize and mobilize external resources in order to sustain their operations (Biermann & Harsch, 2017). International organizations such as the World Food Programme and other Not-For-Profit organizations highly depend on external resources especially from donors to operate and run their functions. Fund development is therefore an integral sustainability strategy that these organizations utilize to continue operating. Based on the RDT theory, enhancing access to external resources (funds) through strategies like the fund development strategy would make the organizations more efficient and capable of sustaining their operations. Therefore, this theory was applied in this research in order to speak to the first purpose of the study, which is to investigate the impact that fund development has on the performance of international organizations in Kenya.

### **Dynamic Capabilities Theory**

The dynamic capabilities theory, which was developed by Teece and colleagues in 1997, provides support for the fundamental role that the development of human resources (capabilities) and talents plays in strengthening the long-term viability and performance of organizations in the contemporary (dynamic) operating environment. According to Teece (2014), dynamic capabilities are the fundamental skills and competencies that organizations require to record a superior performance and enhance competitiveness. These skills determine the extent to which a company through its human resource is able to maximize the use of the available inputs to strengthen customer satisfaction and ensure better performance (Kuuluvainen, 2012). The theory upholds the need for managers to consider upgrading their pool of human resources by bringing-in the strategic skills that enable the organizations to meet the strategic goals. According to Kaas and Kircher (2015), dynamics are vigorous occurrences that a company faces every day, which need to be handled effectively for superior results. These occurrences can only be handled appropriately when there are skills and capabilities that are of equal or more strength (Pisano, 2017). Enhancing the capabilities therefore requires a robust human resource that is aligned to the organization's strategic goals and equal to the task of handling these dynamic occurrences. In the context of this study, dynamic capabilities theory helps in understanding the need for human resources as one of the sustainability strategies among the international organizations. As a strategy, human resource entails aligning the available skills and competences among the workforce with the strategic goals of the organization. To strengthen the ability of the organization to cope with the ever-changing world, having dynamic skills and competencies becomes paramount (Teece, 2018). International organizations require unique and diverse skills owing to the volatility of their target areas and the activities they undertake. To this effect, the organizations can be sustainable if they have adequate skills aligned to their internal and external dynamic environments. The dynamic capabilities theory, therefore, was used in this study to speak to the second objective of the study which is to evaluate the effect of talent development on performance of international organizations in Kenya.

### **Contingency Theory of Leadership**

The contingency theory of leadership, which was developed by Woodward in 1965, revolves on the role that leaders play in determining the performance of their organizations. It has been acknowledged that the theory that is usually referred to as the organizational management theory is a significant theoretical framework that describes the reasons why managers and leaders should behave in a certain way in order to produce the greatest possible results for the company. In accordance with Woodward's definition from 1965, a contingent leader is a manager of an organization who focuses on what is significant for the organization at the present moment and for a particular cause. According to Boehe (2016), the theory views organizations as semi-autonomous entities that have some degree of freedom but are still dependent, to a certain extent, on the choices that are made by people who are in charge of them in order to achieve accomplishments. To this end, Simha (2022) suggests that managers should behave in a manner that is in the best interests of the companies they oversee, and above all else, they should ensure that their choices are not based on their previous experiences but rather on the conditions and occurrences that are now taking place. The ability to make management decisions that foster the success and sustainability of the organization without relying on past experiences is what Cheng and Fisk (2022) refer to as management capabilities. In the context of this study, the contingency theory of leadership was applicable on the basis of the essence of management capabilities as one of the sustainability strategies. International organizations require managers who can make the best decisions and commit their time and skills to the sustainability of the organization. For these organizations to be sustainable, they require managers who can lead an innovative workforce and those that can set a strategic direction for the organization (Cheng & Fisk, 2022). Just as the contingency theory upholds, the international organizations require managers who are not dependent on their prior experiences, but those that use the specific environments and current situations to make the best decisions for the organizations. According to Popp and Hadwich (2018), leadership approach used in one organization may not be replicated in another organization, since organizations are heterogeneous, meaning that their challenges, processes and opportunities differ. It is thus the responsibility of a skilled manager who has the appropriate management abilities to develop the strategy to problem-solving based on the circumstances and the environment in which the business is working. Therefore, the contingency theory of leadership was used in this research in order to address the third purpose of the study, which is to evaluate the impact that management qualities have on the performance of multinational organizations in Kenya.

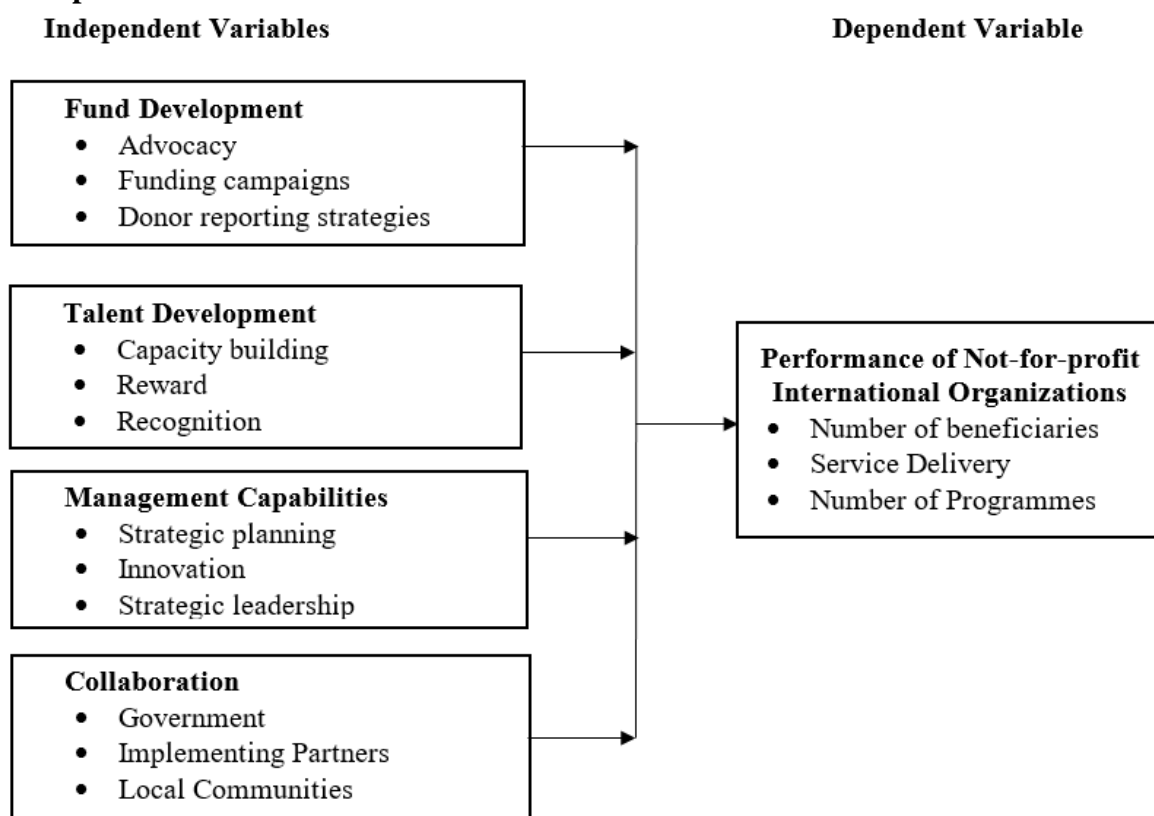
### **Stakeholder Theory**

The stakeholder theory by Freeman (1984) posits the instrumental role played by stakeholders in determining the organizational success and sustainability. According to Freeman (2023), a stakeholder is an individual, entity or group of persons with direct or indirect relationship/interaction with the organization, such that the decisions made in the organization affects them and vice-versa. The stakeholder theory considers stakeholders are essential determinants of what is implemented in an organization and the extent to which it helps the organization achieve its goals. Some of the key stakeholders mentioned by Freeman et al. (2020) include the internal stakeholders (employees, owners), and the external stakeholders (financiers/donors, regulators, customers, the community, and the competitors). These

stakeholders have a significant impact on the success of the organization, and any internal decisions made affect them. Freeman and Phillips (2002) asserted that stakeholders could exert influence over an organization's operations, goals, growth, and even its continued existence.

International not-for-profit organizations such as the World Food Programme are a build-up of multiple entities and parties who have varied interests but working together towards a common goal. These parties (stakeholders) have to be engaged and teamed-up on a frequent basis for them to significantly contribute to the success of the organizations (Waheed & Zhang, 2022). The organizations highly depend on the goodwill and support from key partners, thus broadening these collaborations and strengthening the existing collaborations would be an integral sustainability strategy for the international organizations (Freudenreich, Lüdeke-Freund, & Schaltegger, 2020). This shows the essence of stakeholder management as proposed on the stakeholder theory by Freeman to enhance the sustainability of international organizations. The theory was therefore used in this study to speak to the fourth objective which is to examine the effect of collaboration on the performance of international organizations in Kenya.

### Conceptual Framework



**Figure 1: Conceptual Framework**

### Fund Development and Organizational Performance

Sustainability strategies incorporate the organization's commitment through its management to come up with fundamental measures and approaches to strengthen their continued existence in



the market (Supardi, Utami, & Dewi, 2023). One of these key measures is resource development, particularly financial resources (Elbanna, Al Katheeri, & Colak, 2020). According to Supardi et al. (2023), one of the sustainability strategies is fund development and mobilization, where strategic managers do not just sit down and consume whatever resources are available by the shareholders but go out of their way to seek for other resources that can strengthen the operational capacity of the organization. As defined by Vanacker, Forbes, Knockaert, and Manigart (2020), fund development is the process of obtaining new resources from the available sources, directing these resources to the demanding operational areas in the organization, and monitoring to ensure that the resources are appropriately utilized. Through development and management of financial resources, strategic managers show their potential to achieve the set strategic goals, since these goals require the resources as the main drivers.

### **Talent Development and Organizational Performance**

Swanson (2022) defines human resources as the collection of skills, competencies, experience and knowhow possessed by employees in an organization. They are the capabilities that help people to do certain jobs and achieve the desired results. According to Belias, Trivellas, Koustelios, Serdaris, Varsanis, and Grigoriou (2017), human resources (employees) are the main drivers of organizational strategy in that they are the direct implementers of any set strategies. The employees dedicate their skills, experience and time to the organizational plans to ensure that they materialize into organizational success (Okolie, Omole & Yakubu, 2021). Developing these skills therefore is a major way to drive the success of the strategy (Wang & Doty, 2022). A strategic leader obtains organizational success not only by planning and coming up with strategies but by ensuring that these strategies are adequately and effectively implemented (Shirmohammadi, Hedayati Mehdiabadi, Beigi, & McLean, 2021). To achieve this, strategic leaders have to develop the appropriate human resources that are aligned to the strategies. Human resource development is therefore an integral aspect of strategic leadership that points out to the ability of the leader to manage, develop and enhance the pool of organizational human skills and competencies and align such skills to the strategic goals of the organization (Tien et al., 2020).

### **Management Capabilities and Organizational Performance**

Management capability in an organization is a major determinant of how best and effective an organization achieves its mandate, through a properly set strategic direction and ensuring innovation is upheld for a more effective operational process. The competency of an organizational manager involves the ability to take heed of what the organization needs and showing the way towards the strategic goals of the organization. It is the responsibility of managers who are capable and competent to manage innovation in such a way that people are encouraged to become more creative and inventive (Ambilichu, Omoteso, & Yekini, 2022). According to Ngeiywo, Otuya, and Tanui (2022), it offers visibility and guidance for how to foster innovation and win support for the leadership. According to Rajest, Regin, and Shynu (2022), the ideal management and leadership abilities include the ability to urge people to acquire new experiences, to push employees to accomplish greater requirements and objectives, and to go above and beyond what is asked of them in order to help employees in their

professions. Management competency has been characterized as the ability to foresee, imagine, and sustain flexibility, as well as the ability to empower people to create a strategic opportunity and a bright future for the organization (Enwereji & Potgieter, 2022).

### **Collaboration and Organizational Performance**

International organizations operate in an environment with multiple stakeholders who play an essential role in steering the success of the organizations. To bring these stakeholders together and strengthen their contribution to the sustainability of the organizations, intensive collaboration is vital. As defined by Fonseca, Abreu and Silvestre (2021), collaboration is the ability to of two or more parties to come into an agreement and arrangement to work together on mutual interests. This is meant to combine efforts for more far-reaching results while fostering synergy, leveraging complementary strengths, and creating a conducive environment for innovation and growth (Kantabutra & Ketprapakorn, 2020). As a sustainability strategy, collaboration aims at ensuring that the organization is not only relying on its internal capabilities and resources to be sustainable, but also seeking external partners who can strengthen its capabilities for mutual benefits.

### **Research Methodology**

The study used a descriptive research approach. The World Food Programme was the target audience for the study. The unit of observation consisted of included 319 senior and middle level managers. To establish the sample size of 174, a sampling formular by Fishers et al. (2018) was utilized. To gather information, a closed-ended, structured questionnaire was used. A conclusion was reached in this research study by sorting, classifying, editing, processing, and evaluating the raw data collected from the respondents. The information was encoded and then imported into Statistical Package for Social Sciences (SPSS) for the purpose of conducting an analysis in order to obtain a quantitative conclusion about the topic of the research. Incorporating quantitative analytical techniques that make use of descriptive statistics like percentages and frequencies was taken into consideration. The responses from the respondents were evaluated and compared using a variety of statistical measures, including frequencies, percentages, mean scores, and standard deviations. Following this, the findings of the research were presented via the use of statistical graphs, data tabulation, and measures of central tendency in order to facilitate consistent interpretation of the conclusions. In order to determine whether or not there is a connection between the independent variables (Sustainability Strategies) and the dependent variable (Performance of International Not-For-Profit Organizations), a regression analysis was carried out. The model is as shown below:

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

Where: Y =Performance of International Organizations,  $\beta_0$  is the y-intercept or model coefficient,  $\beta_1 - \beta_4$  = the coefficients of the independent variables,  $X_1$  = Fund Development,  $X_2$  = Talent Development,  $X_3$  = Management Capabilities,  $X_4$  = Collaboration and  $\epsilon$  is the error term.

### **Results**

#### **Response Rate**

The research had a sample size of 174 individuals who participated in the survey, and an equal number of questionnaires were distributed. One hundred and forty-nine of these surveys were completely filled out and sent back for analysis. This indicated that 85.6% of people responded to the survey. Furthermore, according to Kothari (2016), a response that is sixty percent or above is deemed to be a solid representation of the sample size, and as a result, it is sufficient for analysis.

### **Descriptive Analysis Results**

For the purpose of the research, the views of the respondents were evaluated with relation to key statements about fund development. These statements were derived from key indicators of the variable, which included advocacy, fundraising campaigns, and donor reporting tactics. On the basis of a five-point Likert scale, the answers were based on the following: 1 indicated strongly disagree (SD), 2 indicated disagree (D), 3 indicated neutral (N), 4 indicated agree (A), and 5 indicated strongly agree (SA).

### **Descriptive Results on Fund Development**

One of the primary goals of this research was to investigate the impact that fund development, which is considered to be one of the sustainability methods, has on the overall performance of international organizations that are not-for-profit in Kenya. Table 1 provides a summary of the results to be found here. As the findings portrayed, majority of the respondents agreed that the organization had an annual budget on how to spend and raise its revenues for every financial year (Strongly Agree = 46.0%; Agree = 16.1%; Mean = 3.42; Standard Deviation = 0.97). The respondents however disagreed that the budget allocated to the internal operations of the organization was adequate in ensuring seamless operations (Strongly Disagree = 20.1%; Disagree = 38.9%; Mean = 2.54; Standard Deviation = 1.23). The respondents further disagreed that the budget making process was inclusive of all the departments in the organization (Strongly Disagree = 15.4%; Disagree = 42.3%; Mean = 2.60; Standard Deviation = 1.16). According to Waititu and Ngali (2022), the effectiveness of a budget towards contributing to the success of an organization depends on the efforts made to ensure inclusivity in the budget-making process. With ineffective inclusion of the employees in making the budget, it means that the organization may lack adequate consideration of key areas that require funding while funding areas that are not incapacitated as far as funding is concerned (Mabonga, 2020).

The findings further revealed that most of the respondents disagreed on the statement that the organization had invested in multiple streams of revenue generating activities to enhance cash inflows for its financing programmes (Strongly Disagree = 18.8%; Disagree = 32.9%; Mean = 2.72; Standard Deviation = 1.28). Further, the respondents disagreed that the organization had ensured timely and adequate financial reporting on its financial status (Strongly Disagree = 20.8%; Disagree = 43.6%; Mean = 2.40; Standard Deviation = 1.12); and that the organization made adequate disclosures in its annual financial reporting (Strongly Disagree = 28.1%; Disagree = 11.4%; Mean = 3.02; Standard Deviation = 1.18). As the results portray, 37.2% of

the respondents disagreed that the available financial resources for the organization's operations were utilized in a transparent manner, while 49.5% disagreed that there were frequent internal audits to ensure the departments in the organization accountably utilized the allocated finances. The findings further portrayed that majority of the respondents disagreed with the statement that the organization had successfully minimized wastage of internal funds among the departments for the past five years (Strongly Disagree = 42.1%; Disagree = 19.5%; Mean = 2.21; Standard Deviation = 0.92). The findings imply that fund development in non-governmental organization has been a missing link that would be the reason for the continued underperformance. According to Ebenezer et al. (2020), fund development in non-governmental organizations is an essential sustainability strategy that ensures that the organizations are capable of continuously running their functions, thus steering their effectiveness and overall performance.

**Table 1: Level of Agreement with Statements on Fund Development**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
The organization has an annual budget on how to spend and raise its revenues for every financial year	17.1%	11.6%	9.1%	16.1%	46.0%	3.42	0.97
The budget allocated to the internal operations of the organization is adequate in ensuring seamless operations	20.1%	38.9%	17.4%	13.4%	10.1%	2.54	1.23
The budget making process is inclusive of all the departments in the organization	15.4%	42.3%	15.4%	20.1%	6.7%	2.60	1.16
The organization has invested in multiple streams of revenue generating activities to enhance cash inflows for its programmes	18.8%	32.9%	15.4%	22.8%	10.1%	2.72	1.28
The organization has ensured timely and adequate financial reporting on its financial status	20.8%	43.6%	14.8%	16.1%	4.7%	2.40	1.12
The organization makes adequate disclosures in its annual financial reporting	28.1%	11.4%	22.8%	30.6%	9.1%	3.02	1.18
The available financial resources for the organization's operations are utilized in a transparent manner	25.1%	12.1%	20.8%	29.5%	12.5%	2.94	1.31
There are frequent internal audits to ensure the departments in the organization accountably utilize the allocated finances	26.0%	23.5%	5.5%	31.5%	13.4%	2.92	1.13

The organization has successfully minimized wastage of internal funds among the departments for the past five years	42.1%	19.5%	14.1%	13.6%	10.7%	2.21	0.92
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**Descriptive Results on Talent Development**

The second objective of this study was to examine the influence of talent development as one of the sustainability strategies on performance of international not-for-profit organizations in Kenya. In Table 2, the results are given in their entirety. According to the data, the majority of respondents did not agree with the statement that there were regular trainings for workers to improve their skills and competences (the percentage of respondents who strongly disagreed was 23.5%, while the percentage of respondents who disagreed was 59.7%; the mean was 2.09, and the standard deviation was 0.98). The respondents also disagreed that the organization gave the employees opportunities to further their education (Strongly Disagree = 22.1%; Disagree = 48.3%; Mean = 2.34; Standard Deviation = 1.20), and that the management actively promoted employees’ career development through strategies such as job rotation, and delegation of duties (Strongly Disagree = 49.7%; Disagree = 25.5%; Mean = 2.00; Standard Deviation = 1.29). The findings imply that development of talent in terms of training and development was not effectively upheld in the international not-for-profit organizations. According to Omar (2021), ineffective training of employees negatively affects their performance as they lack the necessary skills that are essential for fulfilling their mandates at the organization, and this affect the overall organizational performance.

The findings further revealed that most of the respondents disagreed that there were frequent rewards to the employees to enhance their motivation (Strongly Disagree = 34.2%; Disagree = 26.8%; Mean = 2.40; Standard Deviation = 1.34), and that the management recognized the best-performing employees to enhance their morale and satisfaction (Strongly Disagree = 28.9%; Disagree = 33.6%; Mean = 2.58; Standard Deviation = 1.49). Further, majority (69.8%) of the study’s participants disagreed that there were employee engagement platforms to ensure the employees give their views and opinions (Mean = 2.16; Standard Deviation = 1.39), while 63.1% disagreed that the management gave appropriate feedback to the employees whenever their raise their concerns (Mean = 2.39; Standard Deviation = 1.27). The findings further revealed that 72.9% of the respondents disagreed that contributions and recommendations given by the employees were considered during decision making (Mean = 2.11; Standard Deviation = 1.24) The findings are a clear indication that engagement of employees which is a key aspect in steering employees’ talent development was not effectively upheld in most of the international organizations. This, as contemplated by Buijs et al. (2023), is a major concern that could affect performance of non-governmental organizations as it renders them ineffective due to lack of the required human skills. Moreover, as indicated by Wondirad et al. (2020), failure by non-governmental organizations to reward and motivate their personnel would affect their morale, thus reducing retention of the best talents.

**Table 2: Level of Agreement with Statements on Talent Development**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
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There is frequent training of the employees to enhance their skills and competencies	23.5%	59.7%	5.4%	6.7%	4.7%	2.09	.98
The organization gives the employees opportunities to further their education	22.1%	48.3%	13.4%	4.7%	11.4%	2.34	1.20
The management actively promotes employees' career development through strategies such as job rotation, and delegation of duties	49.7%	25.5%	7.4%	9.4%	8.1%	2.00	1.29
There are frequent rewards to the employees to enhance their motivation	34.2%	26.8%	10.1%	21.5%	7.4%	2.40	1.34
The management recognizes the best-performing employees to enhance their morale and satisfaction	28.9%	33.6%	8.1%	9.4%	20.1%	2.58	1.49
There are employee engagement platforms to ensure the employees give their views and opinions	47.0%	22.8%	7.4%	12.8%	10.1%	2.16	1.39
The management gives appropriate feedback to the employees whenever they raise their concerns	28.9%	34.2%	13.4%	15.4%	8.1%	2.39	1.27
Contributions and recommendations given by the employees are considered during decision making	40.3%	32.9%	9.4%	10.1%	7.4%	2.11	1.24

### Descriptive Results on Management Capabilities

The third objective of this study was to examine the influence of management capabilities on performance of international not-for-profit organizations in Kenya. The findings are as summarized in Table 3. The results portrayed that most of the respondents disagreed that the organization had a clear, compelling and realistic map to the right destination (Strongly Disagree = 34.9%; Disagree = 26.2%; Mean = 2.33; Standard Deviation = 1.29), and that there was a written mission and vision statements that clearly outlined who the organization was and what they do (Strongly Disagree = 27.5%; Disagree = 25.5%; Mean = 2.65; Standard Deviation = 1.39). Most of the respondents further disagreed that the mission and Vision statements were regularly reviewed and if necessary revised (Strongly Disagree = 22.8%; Disagree = 30.2%; Mean = 2.81; Standard Deviation = 1.47). According to Oracha (2022), one of the aspects that shows the competency of organizational leaders is their ability to articulate the organization vision and mission to the employees and ensure the employees work towards such key statements. With the evidence of ineffective embrace and articulation of mission and vision statements, it implies that the international organizations could be missing appropriate management capabilities which are essential in running the institutions successfully (Munene & Nyaga, 2021).

The findings further revealed that there were no robust and formal directional setting process (e.g strategic planning) that result in clear strategic direction (Mean = 2.75; Standard Deviation = 1.49). Moreover, the respondents disagreed that the decisions in the organization were inclusive, informed and bold at all levels of the organization (Strongly Disagree = 24.2%; Disagree = 26.2%; Mean = 2.77; Standard Deviation = 1.41), and that the leaders in the organization led by example (Strongly Disagree = 26.8%; Disagree = 26.8%; Mean = 2.69; Standard Deviation = 1.45). According to Adan and Muathe (2018), it is essential for

organizational leaders to be at the front-line and ensure that they lead by example as this is instrumental in stimulating the effectiveness of other employees towards the strategic goals of the organization. The respondents disagreed that there were frequent consultative meetings with key stakeholders such as government officials, and staff (Mean = 2.86; Standard Deviation = 1.47), and that decisions were communicated among staff members, and other key stakeholders (Strongly Disagree = 32.2%; Disagree = 22.8%; Mean = 2.50; Standard Deviation = 1.38). With unclear and ineffective communication, it implies that the organizations are unable to rally the entire team behind strategic goals, and this eventually affects organizational performance. As indicated by Zeemering (2021), organizations thrive where managers/leaders are committed towards unifying the team and articulating the strategic goals of the organization to the employees. This having been ineffectively embraced as per the respondents' opinions, it means that the international not-for-profit organizations may fail to achieve their full potential thus negatively affecting their performance.

**Table 3: Level of Agreement with Statements on Management Capabilities**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
The organization has a clear, compelling and realistic map to the right destination	34.9%	26.2%	17.4%	13.4%	8.1%	2.33	1.29
There is a written mission and vision statements that clearly outlines who we are, what we do and for who	27.5%	25.5%	13.4%	21.5%	12.1%	2.65	1.39
The mission and vision statement are regularly reviewed and if necessary revised	22.8%	30.2%	10.1%	16.1%	20.8%	2.81	1.47
There is robust and formal directional setting process (e.g strategic planning) that result in clear strategic direction	29.5%	19.5%	14.8%	18.1%	18.1%	2.75	1.49
Our decisions are inclusive, informed and bold at all level of the company	24.2%	26.2%	11.4%	24.2%	14.1%	2.77	1.41
The leaders in our organization leads by example	26.8%	26.8%	12.8%	16.8%	16.8%	2.69	1.45
There are frequent consultative meetings with key stakeholders such as government officials, and staff	26.2%	18.8%	16.1%	20.1%	18.8%	2.86	1.47
Decisions are communicated among staff members, and other key stakeholders	32.2%	22.8%	20.1%	12.1%	12.8%	2.50	1.38

### Descriptive Results on Collaboration

The fourth purpose of this research was to investigate the impact that cooperation have on the overall performance of international organizations that are not-for-profit in Kenya. Table 4 provides a summary of the results. As the results portray, it was evident that majority of the respondents (55.5%) disagreed that the management frequently sought sponsors to work with the organization in developing key programmes and projects (Mean = 2.44; Standard Deviation = 1.30). Moreover, 61.1% of the respondents disagreed that there was a good working relationship between the organization and key government agencies (Mean = 2.38; Standard Deviation = 1.41). This is an evidence that there is ineffective collaboration between international non-governmental organizations and local stakeholders, which is an aspect that could mean ineffectiveness in undertaking the organization's mandates. According to Sitaniapessy and Huwae (2023), partnering with local communities and stakeholders is instrumental for international organization to understand the local culture while steering local support for their programmes and projects. The findings further revealed that most of the respondents were of the opinion that the organization had not frequently patterned with key international organizations to run its mandates in the country (Mean = 2.67; Standard Deviation = 1.50), and that the organization did not effectively collaborate with the local communities to ensure effective service delivery (Mean = 2.83; Standard Deviation = 1.47). The respondents further disagreed that the organization has consultative meetings with the communities to seek their opinion on key programmes that concern them (Strongly Disagree = 30.2%; Disagree = 18.8%; Mean = 2.73; Standard Deviation = 1.50); and that there were key programmes that the organization implements through the county governments (Strongly Disagree = 36.9%; Disagree = 23.5%; Mean = 2.53; Standard Deviation = 1.55). Most of the respondents (68.4%) indicated that the organization did not have a framework that sets how it will collaborate with key stakeholders and partners (Mean = 2.23; Standard Deviation = 1.21) and that collaborations were not effectively upheld as part of the organization's strategic focus and plan (Mean = 2.64; Standard Deviation = 1.21). The findings imply that collaboration was not adequately upheld in the international organizations, and this would be a major setback towards the performance of the organizations. This is in line with Zhang et al. (2023) who indicated that continuous collaboration are instrumental in ensuring effectiveness of operations of international organizations as this mobilizes support from local parties and other stakeholders.

**Table 4: Level of Agreement with Statements on Collaboration**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
The management frequently seeks sponsors to work with the organization in developing key programmes and projects	30.9%	25.5%	20.1%	14.8%	8.7%	2.44	1.30
There is a good working relationship between the organization and key government agencies	37.6%	23.5%	12.8%	14.8%	11.4%	2.38	1.41
The organization has frequently patterned with key international organizations to run its mandates in the country	33.6%	17.4%	12.8%	20.1%	16.1%	2.67	1.50



The organization has always collaborated with the local communities to ensure effective service delivery	23.5%	25.5%	15.4%	14.8%	20.8%	2.83	1.47
The organization has consultative meetings with the communities to seek their opinion on key programmes that concern them	30.2%	18.8%	18.1%	13.4%	19.5%	2.73	1.50
There are key programmes that the organization implements through the county governments	36.9%	23.5%	8.7%	10.7%	20.1%	2.53	1.55
The organization has a framework that sets how it will collaborate with key stakeholders and partners	32.2%	36.2%	14.8%	9.4%	7.4%	2.23	1.21
Collaborations is part of the organization's strategic focus and plan	18.8%	31.5%	26.2%	13.4%	10.1%	2.64	1.21

### Descriptive Results on Performance of International Non-Profit Organizations

The study sought to examine the performance of international not-for-profit organizations in Kenya. Table 5 provides a summary of the results. According to the findings, the majority of respondents believed that the organization had not significantly increased the number of programs it had undertaken in Kenya over the previous five years (Mean = 2.61; Standard Deviation = 1.24) or that the programs it had completed had not had a greater impact on achieving the goals that had been anticipated (Mean = 2.84; Standard Deviation = 1.40). As the result portray, 46.3% of the respondents indicated that there had been no significant increase in the number of beneficiaries of the organization's programmes in the past three years (Mean = 2.87; Standard Deviation = 1.25); while 49.7% indicated that the organization's services had not increased in terms of geographical coverage in Kenya in the past three years (Mean = 2.78; Standard Deviation = 1.39). According to Abiddin et al. (2022), a well performing not-for-profit organization is evident through significant increase in the number of services offered, as well as the effectiveness of such services towards transforming the lives of targeted communities. The findings further revealed that majority of the respondents disagreed that the quality of services offered by the organization had significantly increased in the past three years (Strongly Disagree = 32.9%; Disagree = 35.6%; Mean = 2.25; Standard Deviation = 1.23), and that more targeted users (customers) had expressed their satisfaction with the services offered by our organization (Strongly Disagree = 42.3%; Disagree = 27.6%; Mean = 2.41; Standard Deviation = 1.05). The respondents further disagreed that there had been minimal complaints on the services offered at the organization that it were in the past (Strongly Disagree = 32.9%; Disagree = 36.9%; Mean = 2.14; Standard Deviation = 1.09), and that the absorption of budget in our organization had been optimized in the past two years (Strongly Disagree = 38.3%; Disagree = 34.9%; Mean = 2.03; Standard Deviation = 1.07). The findings are an indication that the international organizations have not been performing effectively as far as effectiveness of their mandates and quality of services offered are concerned. According to Saharan, Matelski, and Kumi (2021), non-profit organizations portray their performance through the services offered and number of programmes completed. With a minimal number, therefore, it is evident that the organizations are not performing as expected which could raise a question on how they are managed.

**Table 5: Level of Agreement with Statements on Organizational Performance**

Statements	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
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Our organization has seen a significant increase in the number of programmes undertaken in Kenya in the past five years	22.1%	29.5%	20.8%	19.5%	8.1%	2.61	1.24
The programmes completed by the organization in the past five years have been more impactful in meeting the expected goals	22.1%	22.8%	20.8%	16.8%	17.4%	2.84	1.40
There has been a significant increase in the number of beneficiaries of our organization's programmes in the past three years	12.1%	34.2%	22.8%	16.1%	14.8%	2.87	1.25
The organization's services have increased in terms of geographical coverage in Kenya in the past three years	21.5%	28.2%	18.1%	14.8%	17.4%	2.78	1.39
The quality of services offered by the organization have significantly increased in the past three years	32.9%	35.6%	11.4%	13.4%	6.7%	2.25	1.23
More targeted users (customers) have expressed their satisfaction with the services offered by our organization	42.3%	27.6%	9.4%	7.4%	13.4%	2.41	1.05
There have been minimal complaints on the services offered at the organization that it were in the past	32.9%	36.9%	16.1%	10.7%	3.4%	2.14	1.09
The absorption of budget in our organization has been optimized in the past two years	38.3%	34.9%	14.8%	9.4%	2.7%	2.03	1.07

## Inferential Analysis Results

### Correlation Analysis

The findings of the correlation study are presented in Table 6 to the reader. According to the findings, the Pearson correlation coefficient ( $r$ ) for the correlation between fund development and performance of international not-for-profit organizations was 0.745. This indicates that there was a strong correlation between fund development and performance of international not-for-profit organizations, which is equivalent to a correlation of 74.5 percent. According to Newman and Gough (2020), a correlation coefficient that is more than 0.5 indicates that there is a high connection between variables. As a result, fund development has a strong relationship with the success of international organizations that are not-for-profit. In addition, the findings demonstrate that the Pearson correlation coefficient ( $r$ ) for the link between the development of talent and the success of international organizations that are not-for-profit was 0.817. As a result of this being more than 0.5, it is a sign that fund development has a substantial association with the success of international organizations that are not-for-profit, which is comparable to a relationship that is 81.7%. The findings of the correlation study between managerial skills and performance of international not-for-profit organizations show that a correlation coefficient ( $r$ ) of 0.775 was found. This indicates that there is a strong relationship between the two. An indicator that there is a substantial association between the growth of management skills and the success of international organizations that are not-for-profit includes the fact that this occurred. The findings further portrayed that with a Pearson Correlation coefficient ( $r$ ) of 0.834, collaboration had a strong correlation (83.4%) with performance of international not-for-profit organizations. The findings are in concurrence with those of Mousavi and Bossink (2020) who established that sustainability strategies were integral in enhancing performance of not-for-profit organizations. Further, Kitsios et al. (2020) established that sustainability strategies such

as financial and human resources development were strong predictors of performance of modern organizations.

**Table 6: Correlation Analysis Results**

		Performance Fund of International t NGOs	Talent Developmen t	Managemen t Capabilities	Collaboration	
Performance of International NGOs	Pearson Correlation Sig. (2- tailed)	1				
Fund Development	Pearson Correlation Sig. (2- tailed)	.745** .000	1			
Talent Development	Pearson Correlation Sig. (2- tailed)	.817** .000	.256** .002	1		
Management Capabilities	Pearson Correlation Sig. (2- tailed)	.775** .000	.293** .000	.380** .000	1	
Collaboration	Pearson Correlation Sig. (2- tailed)	.834** .000	.169* .040	.155 .059	.234** .004	1
	N	149	149	149	149	

### Regression Analysis Results

A regression analysis was carried out in order to determine the nature of the connection that exists between sustainability strategies and the degree to which international non-governmental organizations in Kenya are successful. A model summary, an analysis of variance (ANOVA), and the results of the regression coefficients have all been used to represent the significance of the findings. For the purpose of determining the combined influence of the independent variables (Talent Development, Collaboration, Fund Development, and Management Capabilities) on the performance of international not-for-profit organizations, a multiple regression model was carried out. It was discovered from the model summary findings that were shown in Table 7 that the R-Square (R<sup>2</sup>) value for the model was 0.518. This suggests that sustainability strategies, which include Fund Development, Talent Development, Management Capabilities and Collaboration, were responsible for up to 51.8% of the difference in performance that was seen across international non-governmental organizations in Kenya.

Additional information on the findings of the analysis of variance (ANOVA) may be found in Table 7. Fund Development, Talent Development, Management Capabilities and Collaboration are good predictors of performance of international non-governmental organizations in Kenya, according to the results, which indicate that the regression model that was adopted was

statistically significant. This is supported by the F-statistic of 38.621, which is shown to be statistically significant, and a P-value of 0.000, which is lower than the critical P-value of 0.05. Table 7 displays the results of the regression coefficients that were calculated. The findings indicate that there exists a positive and statistically significant correlation between sustainability strategies (Fund Development, Talent Development, Management Capabilities and Collaboration) and the performance of international non-governmental organizations in Kenya. This conclusion is supported by the unstandardized Beta coefficients ( $\beta$ ) of 0.263, 0.334, 0.308, and 0.206 respectively. This was also supported by the t values, which showed that the t-calculated values of 3.850, 4.664, 5.444, and 2.756 were greater than the t critical value of 1.96 at a confidence level of 95%. This indicates that Fund Development, Talent Development, Management Capabilities and Collaboration have a significant impact on the performance of international non-governmental organizations in Kenya. Therefore, the success of foreign non-governmental organizations in Kenya was greatly impacted by the development of funds, the development of talent, management capabilities and collaboration.

**Table 7: Regression Analysis Results**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.719 <sup>a</sup>	.518	.504	.56920		
a. Predictors: (Constant), Talent Development, Collaboration, Fund Development, Management Capabilities						
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.052	4	12.513	38.621	.000 <sup>b</sup>
	Residual	46.655	144	.324		
	Total	96.707	148			

a. Dependent Variable: Performance of International NGOs

b. Predictors: (Constant), Talent Development, Collaboration, Fund Development, Management Capabilities

Model	Regression Coefficients			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	.280	.255		1.098	.274
Collaboration	.206	.075	.165	2.756	.007
Fund Development	.263	.068	.237	3.850	.000
Management Capabilities	.308	.057	.354	5.444	.000
Talent Development	.334	.072	.296	4.664	.000

a. Dependent Variable: Performance of International NGOs

### Conclusion

The study concluded that fund development plays a significant role as a sustainability strategy in influencing the performance of international not-for-profit organizations in Kenya. The results had it that advocacy of funds, funding campaigns and donor reporting strategies were not effectively upheld and this exposed the organizations to underfunding amid increasing demand for funds. It can therefore be concluded that the continued underperformance of the international not-for-profit organizations was strongly associated with ineffective embrace of fund development. It was further concluded that talent development as a key sustainability strategy was integral in determining the performance of international not-for-profit organizations in Kenya. With evident ineffective embrace of talent development through training of the workforce, capacity building and continued reward and recognition, it can be concluded that failure to integrate and uphold talent development was significantly responsible for the declining performance among the international not-for-profit organizations in Kenya. The study also concluded that management capabilities had a significant and positive influence on performance of international not-for-profit organizations in Kenya. The outcome portrayed that strategic planning, continued innovation and committed strategic leadership were not effectively upheld in the international not-for-profit organizations. This therefore justifies the conclusion that lack of appropriate management capabilities significantly led to the declining performance of international not-for-profit organizations in Kenya. On collaboration, the study concluded that collaboration was essential sustainability strategies that significantly influenced performance of international not-for-profit organizations in Kenya. As portrayed in the results, collaboration with the local government and its agencies, collaboration with development partners and engagement of the local communities had not been effectively integrated in the organizations. This is a clear indication that indeed, the declining performance of international not-for-profit organizations in Kenya was significantly as a result of ineffective integration of collaboration as a core sustainability strategy.

### Recommendations of the Study

The study recommended the need for international not-for-profit organizations to streamline and strengthen their operations for better performance, they ought to embrace fund development as a sustainability strategy through fundraising campaigns and other resource mobilization efforts.

The management of international organizations ought to ensure advocacy for funds and diversify their sources of funds to finance their operations and processes. The study further recommended that the international not-for-profit organizations in Kenya through their management ought to embrace talent development as a sustainability strategy so as to enhance their continued performance. Through retaining the best talents and enhancing the employees' skills and competencies, these organizations stand to have a dedicated team that will streamline their operations effective for enhanced performance. The management team of international non-profit organizations has a duty to lead their organizations into prosperity through exhibiting effective management capabilities. As the leaders of the organizations, the management should focus on establishing a strategic direction for the organizations and strengthening the organizations focus into their strategic goals for better performance. Lastly, the study recommends that the management of international organizations in Kenya should uphold collaborations as a way of mobilizing support of their operations and functions. The management should put key measures to ensure the local governments including county governments, development partners and most importantly the communities are brought on-board in their programmes to ensure a more inclusive operation.

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