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Strategic Management Practices and Organizational Performance of International Non-Governmental Organizations in Nairobi City County, Kenya

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Abstract

The general objective was to determine how strategic management practices influence the performance of international non-governmental organizations operating in Kenya. The specific objectives were to examine the influence of strategic planning, strategic leadership, stakeholder engagement, and evaluation practices on the organizational performance of INGOs in Kenya. The study used a descriptive research design, which was suitable for ensuring that the characteristics of the population in question are known and addressed. The study targeted 249 international NGOs located in Nairobi County. The respondents comprised 498 directors, 1,047 operations managers, and 2,118 program coordinators in 249 international NGOs. The sample size thus included 155 directors, 185 operations managers, and 203 program coordinators. The study used a standard closed-ended questionnaire to acquire quantitative data. The study conducted a pilot study in Kiambu County with eight international NGOs. The descriptive statistics that were examined were frequencies, percentages, means, and standard deviations. The study also used inferential statistics like Model Summary, ANOVA, and regression coefficients. Strategic leadership was generally strong, with leaders articulating clear visions and promoting innovation; however, internal communication between leadership and staff remained weak. Stakeholder engagement was evident through consultation and feedback mechanisms, yet the absence of comprehensive stakeholder databases hindered consistent communication. Evaluation systems were largely effective, particularly through departmental KPIs and staff development initiatives, but gaps in accurate reporting remained because of limited policy frameworks. The study concluded that while strategic planning, leadership, stakeholder engagement, and evaluation positively influenced INGO performance, weaknesses in communication, staff involvement, stakeholder data management, and reporting policies reduced effectiveness. Therefore, the study recommends participatory strategic planning, stronger internal communication structures, investment in digital stakeholder management systems, and clear monitoring and evaluation reporting policies.

Keywords: *Strategic management practices, strategic planning, strategic leadership, stakeholder engagement, monitoring & evaluation practices, organizational performance*

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1. Introduction

International non-governmental organizations (INGOs) have transcended national borders and geopolitical tensions by demonstrating their effectiveness as unique entities that work independently alongside corporate markets and governments; despite this, they still face a multitude of socio-economic and political challenges. Over the last decade, INGOs have scaled up their global operations, programs, and campaigns. This rapid expansion reflects fundamental changes in the global environment over the past ten years. The main drivers of this growth include the rapid rise of the internet and digital communication, shifting political power and relationships between countries, and the sudden, sharp increase in worldwide crises such as climate change (Dörfler & Heinzel, 2023). These organizations have grown significantly and are defined by their voluntary, non-profit nature and their engagement across a broad spectrum of social, technical, and legal sectors. According to the Union of International Associations (UIA), as of 2024, it recognizes approximately 10,000 INGOs operating worldwide, each pursuing missions aligned with various aspects of human welfare and sustainable development (International IDEA, 2023).

By aligning themselves with the United Nations Sustainable Development Goals (UNSDGs), international non-governmental organizations have gained more credibility. A couple of characteristics that help in differentiating INGOs from smaller, local non-profit groups are; i) they are not directly impacted by local governments, ii) their resources come from developed countries, iii) they use their resources to help less developed countries, iv) they are used as intermediaries by developed countries to drive international development programs, v) their influence and voice are able to sway the minds of policymakers, funding agencies, and decision makers. Civil society organizations (CSOs) in developing countries tend to rely heavily on international non-governmental organizations for financial support to drive their activities and advance development. In return, CSOs form partnerships that allow them to work on their behalf.

International NGOs provide local organizations with expertise and knowledge, which are considered non-financial resources. This becomes important in program delivery and policy-influencing research. These are considered foundations for good development practices that drive gender equity and local ownership. Because INGOs are heavily involved in politics and governance worldwide, they have helped shape global laws and development strategies. As a result, many local organizations view INGOs as stable, essential partners necessary for the growth and success of the development sector.

1.1 Problem Statement

INGOs are the primary agents implementing development worldwide. However, their performance is shifting. In America, a major shift is underway in US foreign aid funding and the move toward localization. Their influence includes multi-billion-dollar contributions to humanitarian assistance, extensive lobbying of international institutions, and essential service delivery in conflict-affected areas. Global reports show that U.S. foreign assistance fell to $32 billion in 2025. This is less than half of $68 billion that was spent in the previous year. U.S. pledges to the United Nations dropped from $14.1 billion in 2024 to $3.8 billion in 2025, a reduction of over 70%.

The Centre for Epidemiological Modelling and Analysis (CEMA) reported that foreign aid for Kenya's health sector is dropping sharply. Funding is expected to fall to KES 54 billion in the 2025/2026 financial year. This is down from KES 126 billion in 2024/2025, a 57% drop. Outside organizations stopped giving "off-budget" support (money given directly to projects

rather than through the official government budget). This specific support crashed from KES 87 billion to KES 26 billion. Major international donors cut back their funding promises. As a result, official foreign aid in the budget fell from KES 39 billion to KES 28 billion. This is happening even though global aid needs remain steady. Humanitarian budgets worldwide are shrinking drastically. Bilateral aid (money given directly from one country to another) Bilateral aid to the region is expected to be 40% lower than it was in 2022. Funding is expected to drop by another 11.6% throughout 2026, hitting sub-Saharan Africa the hardest.

In Kenya, most businesses lack formal, structured plans or clear strategies to guide them toward their specific goals. Without these plans, many businesses and projects fail (Maina, 2019). INGOs and their counterparts, NGOs, have adopted various strategies to improve performance, but do they implement them? According to de Waal and Olale (2019), international non-governmental organizations employ a variety of strategies and internal strengths to improve their work, such as strong visionary leadership, a strong management team and effective teamwork, a workforce that is highly motivated, dedicated, skilled, and adaptable, an ideal organizational structure, a clearly defined mission, vision, and objectives, and a stable financial foundation. Despite this, Kenyan INGOs face unique managerial challenges, including questions about budgeting, resource allocation, strategic planning, and overall organizational structure. Additionally, these groups must manage their relationships with other organizations, the corporate sector, governmental agencies, and their target populations (Mutole, 2019).

INGOs face significant pressure and stress for several reasons, including funding changes, competition for resources, and increased stakeholder demands. INGOs struggle to do their work because funding sources are shifting and becoming unreliable; governments and donors compete for resources or redirect them away from these entities. Despite strong strategic plans, many INGOs in developed and developing countries struggle to perform due to regulatory requirements, defunding crises experienced in 2025, and localization threats; Kenya is no exception.

1.2 Research Objectives

To determine the influence of strategic management practices on the organizational performance of international non-governmental organizations in Nairobi City County, Kenya.

1.2.1 Specific Objectives

i. To establish the influence of strategic planning on the organizational performance of INGOs in Nairobi City County, Kenya.
ii. To evaluate the influence of strategic leadership on the organizational performance of INGOs in Nairobi City County, Kenya.
iii. To examine the influence of stakeholder engagement on the organizational performance of INGOs in Nairobi City County, Kenya.
iv. To assess the influence of evaluation practices on the organizational performance of INGOs in Nairobi City County, Kenya.

2. Literature Review

2.1 Theoretical Literature Review

2.1.1 Resource-Based View (RBV) Theory

Resource-Based View (RBV) Theory was introduced by Barney (1991). The theory asserts that organizations achieve competitive advantage and superior performance by leveraging unique internal resources and capabilities. These capabilities and resources are valuable, rare,

inimitable, and non-substitutable (Barney, 1991). It guided strategic planning, leadership, and evaluation practices, variables that all comprise intangible resources responsible for the sustainability of operations and promotion of donor confidence.

INGOs can create sustainable competitive advantage by applying the RBV theory and viewing strategic planning, leadership, and evaluation as unique bundles of resources that are valuable, rare, and difficult to imitate. It also allows international NGOs to emphasize internal capabilities that drive organizational performance, especially in resource-constrained environments like Kenya.

A firm's unique source of value creation stems from the opportunistic exploitation of its idiosyncratic resource base (Barney, 2011). RBV theory takes an internal perspective and explains the drivers of sustainable competitive advantage and firm performance (Kraaijenbrink et al., 2010).

This study uses RBV theory because it argues that organizational performance and strategy stem from a collection of unique capabilities and accumulated assets. In the non-profit sector, culture, knowledge, and processes are the substances of strategy that drive long-term success. They are categorized as intangible resources that are complex and difficult to replicate, enabling organizations to convert inputs into meaningful social outputs. This theory explains how managers can deploy and exploit resources to build customer loyalty and support long-term strategic management, making it useful for achieving success.

2.1.2 Strategic Leadership Theory

This theory, proposed by House and Baetz, introduced the idea for this investigation in 1979. Strategic leadership enables organizational leaders to develop and recreate justifications for the organization's continuous existence. According to Kirmi and Minja (2010), strategic leaders shape strategic intent and mission, as well as successful strategic activities for strategy formulation and implementation, resulting in strategic competitiveness and above-average returns. Many scholars have expressed strong interest in strategic leadership, as shown in publications such as Bradley and Barrick (2008). Carter and Greer (2013) investigate how a strategic leader influences organizational performance. Furthermore, Ireland and Hitt (1999) noticed that strategic leaders use a strong vision and mission to give the business meaning and purpose. The literature shows that organizations are structured to achieve specific strategic goals. Leaders determine the effective accomplishment of goals and objectives, as they can influence members to make effective contributions to the organization. It identifies strategic leadership variables and argues that leadership effectiveness determines how well organizations respond to changes in donors' and beneficiaries' demands while aligning resources with community needs. Strategic leadership involves a leader's ability to anticipate change, maintain flexibility, and empower members to develop ideas and innovate within the organization (Hitt et al., 2012). Overall performance is affected by the leader's vision, culture adoption, and decision-making processes. Leadership shapes the organization's direction, strategy execution, and adaptability (Boal & Hooijberg, 2000).

Strategic leadership theory was used in this study because it focused on the leader's ability to develop talent within the organization, their decision-making strategies, and the communication and advocacy strategies that would later help in influencing the public's opinion and policy. In the NGO sector, executive directors, operations managers, program managers, and senior management teams exercise leadership. The leaders present in the organization are heavily responsible for the definition of the mission, vision and direction that the organization will be taking into account. Theory suggests that for performance success,

strategic planning must exist alongside leadership. This is because leaders' ability to communicate, implement, monitor, and adapt plans helps them navigate political and humanitarian changes. This makes it suitable for explaining strategic leadership variables and relevant to leaders in the INGO sector, as it helps them balance global policies with local realities.

2.1.3 Stakeholder Theory

Stakeholder Theory, proposed by Freeman (1984), is a method for understanding organizational interactions with stakeholders, who both influence and are affected by organizational activities. The notion arose in response to the previous shareholder-centric approach, which focused primarily on maximizing financial returns. Freeman (1984) recommended that firms serve multiple stakeholder groups, including employees, consumers, suppliers, government agencies, and communities, to achieve long-term success. Cyert and March (1963) and Pfeffer and Salancik (1978) made significant contributions to stakeholder theory by examining external impacts and resource dependencies across organizational managerial processes. This approach, which stressed stakeholder participation as critical to sustainability and organizational performance, helped give rise to modern ethical business practices and corporate social responsibility.

Stakeholder Theory provides a core analytical approach for examining how effective stakeholder engagement techniques improve INGO program success. INGO project success depends on significant donor participation and the active involvement of recipients, government agencies, and local community members (Eskerod, Huemann, & Savage, 2019). Participatory stakeholder involvement improves project sustainability by increasing legitimacy, shared ownership, and resource acquisition, resulting in better project outcomes (Morioka & Bolis, 2021). When INGOs prioritize stakeholder engagement, they can leverage diverse perspectives to improve their ability to solve challenges, manage projects adaptively, and produce new solutions (Laplume, Sonpar, & Litz, 2020). This study used Stakeholder Theory because it allowed INGO directors and managers to develop strategies for managing stakeholder relationships by actively accounting for diverse interests.

2.1.4 Theory of Change (ToC)

The Theory of Change (ToC) is a comprehensive framework that outlines how a project or program is expected to achieve desired change. Weiss (1995) first proposed and advocated ToC, which has since become a core technique in development and assessment work, particularly for Non-Governmental Organizations (NGOs). Planners must provide a clear sequence of outcomes, specify assumptions, and describe the causal relationships between actions and long-term goals. The technique invites stakeholders to collaborate on plans by organizing inputs, activities, outputs, outcomes, and impacts in a logical sequence. By doing so, the theory promotes greater clarity, alignment, and result measurement.

Several recent studies have effectively used ToC to better understand planning and performance in development environments. For example, Mulei and Gichure (2021) used the Theory of Change to investigate how participatory planning affects the effectiveness of rural water projects in Kenya. Similarly, Khalid and Ahmed (2022) used ToC to assess the planning efficiency of education-based NGO initiatives in Pakistan, emphasizing its usefulness in detecting gaps between expected and actual outcomes. Ngoma and Chileshe (2023) used the theory to evaluate strategic planning techniques in Zambian community development projects, indicating that ToC improves stakeholder ownership and effect projection. These studies

highlight the practical usefulness of the Theory of Change in developing planning-related decisions and monitoring procedures.

In this study, ToC provides an appropriate lens for evaluating M&E planning processes. The approach aligns with established KPIs, capacity building, and M&E frameworks, all of which require logical sequencing and participatory design. This theoretical framework will guide the research as it examines how well INGOs in Nairobi City County produce rational, stakeholder-driven, and results-oriented plans. It also allows the study to assess how these aspects contribute to better project outcomes. Finally, the ToC contributes to developing a framework for assessing the causal relationship between planning efforts and project success.

2.2 Empirical Review

Odhiambo and Njuguna (2021) provide an important Nairobi benchmark because they examined strategic management practices and performance among health NGOs in Nairobi City County. Using a quantitative survey design, the study found positive and significant relationships between strategic planning, strategy evaluation and monitoring and organizational performance. Although the study is geographically close to the present research, it focused on health NGOs generally rather than INGOs across sectors. This distinction creates room for a broader INGO-focused study.

Solomon and Sije (2022) examined Save the Children International in Turkana County and found that budgetary allocation, strategic decision-making, environmental analysis and governance positively influenced organizational success. The study is relevant because Save the Children is an international organization and because environmental and resource considerations are central to strategic planning. However, a single-organization, county-specific focus limits generalizability to Nairobi's diverse INGO population.

Mwangala and Takesure (2025) found in Zambia that adaptive leadership and context-specific responses were important for organizational resilience after COVID-19. This suggests that effective INGO leadership must extend beyond articulating a long-term vision to include adaptability, learning, and responsiveness. Mazenzele and Chamwali (2025) similarly showed that leaders can facilitate strategy execution through direction, culture and motivation, while insufficient attention to strategy can weaken execution.

Stakeholder engagement has generated consistent positive findings across African NGO contexts. Zeleke et al. (2023) found a significant positive relationship between stakeholder engagement and performance among Ethiopian NGOs. Muriithia and Muriuki (2024) reported that stakeholder engagement was among the practices positively influencing the performance of the Refugee Consortium of Kenya. Mujja and Murigi (2025) similarly found significant effects of stakeholder involvement on NGO performance in South Sudan.

Wachira and Mutuku (2024) highlighted an important qualification: M&E systems can become bureaucratic if they are not designed and used as management tools. Prabha et al. (2026) similarly argued that results-based management can strengthen accountability and trust but remains constrained by technical, political and capacity limitations. These studies suggest that M&E quality depends not merely on the existence of systems but on their institutionalization, technical capacity, data quality, feedback mechanisms, and actual use in decision-making.

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3. Methodology

The study used a descriptive research approach, which was appropriate for understanding and considering the population's characteristics. This descriptive design also did not interfere with the population's activities. The study targeted 249 international NGOs located in Nairobi County. According to a report by the NGO Coordination Board (2023), 1,192 active NGOs operate in Nairobi County, Kenya, comprising 943 local NGOs and 249 international NGOs. Nairobi County was the focus of the study because the headquarters of all international NGOs are located there. The respondents comprised of 498 directors, 1,047 operations managers and 2,118 program coordinators in 249 international NGOs (NGO Coordination Board, 2023). To sample 30% of the target population of international NGOs (75 NGOs), the study used simple random sampling. The choice of 30% was justified because it provided adequate representation of the population while remaining manageable in terms of time, cost, and data-collection resources. The sample size thus included 155 directors, 185 operations managers, and 203 program coordinators. The study used a systematic, closed-ended questionnaire to collect quantitative data. To analyze the survey data, the incomplete questionnaires were removed and the remaining questionnaires were cleaned. The data were then imported into SPSS version 27 to generate descriptive statistics. The descriptive statistics examined included frequencies, percentages, averages, and standard deviations. The study also used inferential statistics, including regression coefficients, ANOVA, and Model Summary. The study primarily used inferential statistics to examine how strategic planning, strategic leadership, stakeholder involvement, monitoring, and evaluation affect operational performance.

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics of Operational Performance of INGOs

Table 1: Operational Performance of INGOs

Statements N=448	1	2	3	4	5	Mean	SD
Efficiency enhanced by recruitment of quality staff	15 (3%)	26 (6%)	18 (4%)	106 (24%)	283 (63%)	4.37	1.045
Availability of sustainability measures	10 (2%)	36 (8%)	209 (47%)	132 (29%)	61 (14%)	3.44	.903
Consistent adaptation to changes	11 (2%)	23 (5%)	61 (14%)	152 (34%)	201 (45%)	4.14	0.997
Clear accountability mechanisms in place	36 (8%)	21 (5%)	208 (46%)	142 (32%)	41 (9%)	3.29	0.984
Operational decisions are communicated transparently	167 (37%)	161 (36%)	78 (17%)	25 (6%)	17 (4%)	2.03	1.056

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Based on Table 1, 283 (63%) respondents strongly agreed and 106 (24%) agreed, with a mean of 4.37 and an SD of 1.045, that efficiency was enhanced by recruiting quality staff and investing in ICT infrastructure. Moreover, 201 (45%) strongly agreed and 152 (34%) agreed, with a mean of 0.997, that their NGO consistently adapted to changes in the external environment to maintain effective operations. However, 167 (37%) strongly disagreed and 161 (36%) disagreed, with a mean of 2.03 and an SD of 1.056, that operational decisions and resource use were communicated transparently to all relevant stakeholders.

4.1.2 Descriptive Statistics of Strategic Planning

Table 2: Descriptive Statistics of Strategic Planning

Statements N=448	1	2	3	4	5	Mean	SD
NGO regularly develop and implement strategic action plans	16 (4%)	20 (4%)	41 (9%)	147 (33%)	224 (50%)	4.21	1.024
Clear and measurable goals are consistently set	26 (6%)	35 (8%)	53 12%)	105 (23%)	229 (51%)	4.06	1.208
Adequate resource planning is carried out	21 (5%)	40 (9%)	207 46%)	99 (22%)	81 (18%)	3.40	1.031
SWOT and PESTEL analyses inform strategic decisions	51 (11%	39 (9%)	189 42%)	113 (25%)	56 (13%)	3.18	1.128
Staff are involved in strategic planning process	198 (44%	130 (29%)	29 (6%)	44 (10%)	47 (11%)	2.13	1.353

Table 2 shows that 224 (50%) respondents strongly agreed and 147 (33%) agreed, with a mean of 4.21 and an SD of 1.024, that their NGO regularly developed and implemented strategic action plans to guide operational activities. Additionally, 227 (33%) strongly agreed and 107 (24%) agreed, with a mean of 4.06 and an SD of 1.20, that clear and measurable goals were consistently set to align with their NGO's long-term strategy. However, 198 (44%) strongly disagreed, and 130 (29%) disagreed, with a mean of 2.13 and an SD of 1.5,3 that staff were involved in the strategic planning process.

The results imply that most INGOs developed strategic plans that guided how they run their operations. These organizations created time-bound action plans; for instance, most NGOs have a five-year action plan that translates their overall strategy into daily programs and

activities. The plans direct staff on activities to be done within a specified period and explain why the activities are undertaken. Additionally, the results showed that INGO ensures goals are set, and progress on the objectives is reported to ensure they align with the organization's aim, such as improving community livelihoods and changing policy.

4.1.3 Descriptive Statistics of Strategic Leadership

Table 3: Descriptive Statistics of Strategic Leadership

Statements N=448	1	2	3	4	5	Mean	SD
Management articulates a clear and inspiring vision	10 (2%)	20 (5%)	31 (7%)	180 (40%)	207 (46%)	4.22	0.926
Decisions within NGO are made based on data and strategic priorities	22 (5%)	76 (17)	158 (35%)	110 (25%)	82 (18%)	3.34	1.113
There is open and transparent communication between leadership and staff	220 (49%)	113 (25%)	38 (8%)	34 (8%)	43 (10%)	2.03	1.321
Key talent development decisions and changes are communicated effectively	29 (6%)	57 (13%)	214 (48%)	82 (18%)	66 (15%)	3.22	1.060
Leadership promotes innovation and forward-thinking in achieving NGO's goals	26 (6%)	29 (6%)	38 (9%)	129 (29%)	226 (50%)	4.12	1.166

According to Table 3, the majority of respondents, 207 (46%), strongly agreed, and 180 (40%) agreed, with a mean of 4.24 and an SD of 0.92, that the management articulated a clear and inspiring vision for the NGO's future. Notably, 129 (29%) strongly agreed and 226 (50%) agreed, with a mean of 4.12 and an SD of 1.16, that leadership promoted innovation and forward-thinking in achieving the NGO's goals. Nevertheless, 220 (49%) strongly disagreed and 113 (25%) disagreed, with a mean of 2.03 and an SD of 1.32,1 that leadership communicated openly and transparently with staff.

The results suggest that INGO management was very particular about ensuring the vision was not only present but also communicated effectively to staff. This initiative improved staff

perceptions of operations and, in turn, performance. Leadership's role in articulating the institution's vision was therefore found satisfactory across the INGOs. In other words, this laid the foundation for innovation and progressiveness across departments. That said, staff communication expectations about how they were to communicate progress on various strategic management practices were not met.

4.1.4 Descriptive Statistics of Stakeholder Engagement

Table 4: Descriptive Statistics of Stakeholder Engagement

Statements N=448	1	2	3	4	5	Mean	SD
Stakeholder feedback is allowed	16 (4%)	27 (6%)	32 (7%)	98 (22%)	275 (61%)	4.31	1.073
Availability of database for stakeholder identification	166 (37%)	123 (27%)	26 (6%)	57 (13%)	76 (17%)	2.45	1.505
Teamwork with stakeholders has led to trust and relationships	11 (2%)	21 (5%)	67 (15%)	139 (31%)	210 (47%)	4.15	1.003
Transparency is capitalized by the management	42 (9%)	47 (11%)	210 (47%)	87 (19%)	62 (14%)	3.18	1.095
Accountability to stakeholders in finances is enhanced	22 (5%)	35 (8%)	196 (44%)	154 (34%)	41 (9%)	3.35	0.929

According to Table 4, the majority of the respondents 275(61%) strongly agreed and 98(22%) agreed on a mean of 4.31 and SD of 1.073 that the management allowed stakeholder feedback to assess the extent of growth. Additionally, 210(47%) strongly agreed and 139(31%) agreed on a mean of 4.15 and SD of 1.003 that team work and consistent consultation with the stakeholders had enabled the organization build trust & relationships. Nevertheless, 166(37%) strongly disagreed and 123(28%) disagreed on a mean of 2.45 and SD of 1.505 that there is a database present that makes the identification of all stakeholders, convenient.

The results imply that stakeholder feedback and team work efforts had enabled the INGOs build trust and relationships with them. This was because, the opinions of the stakeholders were considered important when it came to growth and development of the organizations. However, most INGOs struggled in maintaining updated database related to the stakeholders. This therefore, led to poor relationship management over substantive period of time.

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4.1.5 Descriptive Statistics of Monitoring and Evaluation

Table 5: Descriptive Statistics of Monitoring and Evaluation

Statements N=448	1	2	3	4	5	Mean	SD
The management has developed clear M&E frameworks	15 (3%)	29 (7%)	50 (11%)	178 (40%)	176 (39%)	4.05	1.035
Organizational policies have boosted corporate partnerships	120 (27%)	188 (42%)	99 (22%)	22 (5%)	19 (4%)	2.18	1.019
Every department has KPIs that are used to assess their progress.	6 (1%)	10 (2%)	25 (6%)	194 (44%)	213 (48%)	4.34	0.778
Performance reviews are consistently done in line with NGO's policies	32 (7%)	47 (10%)	164 (37%)	138 (31%)	67 (15%)	3.36	1.082
Management encourages the staff to invest in personal learning and development	15 (3%)	14 (3%)	55 (12%)	214 (48%)	150 (34%)	3.12	1.046

As per Table 5, 213(48%) of the respondents strongly agreed and 194(44%) agreed on a mean of 4.34 and SD of 0.778 that every department had KPIs that are used to assess their progress. Further, 150 (34%) strongly agreed and 214 (48%) agreed, with a mean of 4.19 and an SD of 0.940, that management encouraged staff to invest in personal learning and development to build their career prospects. Nonetheless, 120 (27%) strongly disagreed and 188 (42%) disagreed, with a mean of 2.18 and an SD of 1.019, that organizational policies on complete and accurate reporting had boosted corporate partnerships.

The results imply that INGOs invested in realistic KPIs to standardize performance across departments and ensured that learning and development were supported even at the personal level. Therefore, through such structures, monitoring and evaluation become a personal initiative, beginning with individual investments in learning and a fair system of performance metrics. For instance, Gor and Mungai (2024) on monitoring practices among NGOs in Nairobi County found that structured monitoring planning and the use of monitoring tools significantly improved project performance and accountability. Nevertheless, policies supporting accurate reporting were inadequate, leading to few corporate partnerships. Therefore, the results indicate

that existing KPIs and encouragement for personal learning and development improved monitoring and evaluation efficiency. However, insufficient policies limited corporate partnership initiatives because INGOs lacked a solid foundation of reliable reporting structures.

4.2 Multiple Regression Analysis

Model summary, ANOVA, and regression coefficient analysis were used to evaluate the impact of strategic management techniques on the performance of foreign non-governmental organizations working in Kenya. Table 6 shows the results.

Table 6: Model Summary of the influence of Strategic Management on Performance of INGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909[a]	.826	.131	1.21781

According to Table 6, R is 0.909, and R-squared is 0.826, indicating that strategic management practices influenced INGO performance by 82.6%. The 17.4 % difference were factors that were not examined in this study. These findings show a substantial positive correlation between INGOs' performance and strategic management techniques, indicating that successful strategic planning, execution, and assessment greatly enhance organizational success. This further implies that strengthening strategic management systems within INGOs can substantially improve operational efficiency, accountability, and overall organizational performance.

Table 7: ANOVA Results of the influence of Strategic Management on Performance of INGOs

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3124.682	4	781.171	526.750	.000[b]
	Residual	656.997	443	1.483		
	Total	3781.679	447			

a. Dependent Variable: Performance of INGOs
b. Predictors: (Constant), Monitoring and Evaluation, Strategic Leadership, Strategic Planning, Stakeholder Engagement

According to Table 7, the significance value is 0.000, and the F statistic is 526.729. This suggests that strategic management approaches significantly affected the performance of international non-governmental organizations. These findings show that the study's regression model was statistically significant in explaining the connection between international non-governmental organizations' performance and strategic management practices. The very low significance value ($p = 0.000$) further suggests that the likelihood that this relationship occurred by chance is extremely small, confirming that strategic management practices play an important role in influencing organizational performance.

Regression coefficient analysis was used to calculate the model's coefficients, as shown in Table 8.

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Table 8: Regression Coefficient of the influence of Strategic Management on Performance of INGOs

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.507	1.492		5.032	.000
	Strategic Planning	.108	.044	.109	2.457	.014
	Strategic Leadership	.110	.038	.042	2.734	.002
	Stakeholder Engagement	.144	.039	.192	3.675	.000
	Monitoring and Evaluation	.237	.066	.428	3.581	.000

a. Dependent Variable: Performance of INGOs

Table 8 indicates that the coefficient for strategic planning is 0.108, strategic leadership is 0.110, stakeholder engagement is 0.144, and monitoring and evaluation is 0.237. When equated to the equation Y=7.507+0.108X1 +0.110X2+0.144X3 +0.237X4, this demonstrates that improving one aspect of strategic management techniques improves INGOs' performance. Furthermore, every variable had a significance value smaller than 0.05, suggesting that strategic planning, strategic leadership, stakeholder involvement, and monitoring and evaluation significantly impacted INGO performance. Based on Table 8, monitoring and evaluation had the strongest influence on INGO performance ($\beta = 0.428$, $p < .001$), indicating that organizations with robust M & E frameworks and systems performed better and operated more effectively. Comparatively, Gor and Mungai (2024) found that monitoring and evaluation practices positively influenced how Nairobi City County NGOs performed.

5. Conclusion

The study concluded that strategies were in place to support various operations. Management clearly communicated implementation to staff through measurable goals. However, management limited staff input into the strategic planning process, creating a rift in strategic management.

On strategic leadership, the study concluded that management articulated the INGO's vision to staff and supported innovative ideas across departments. Despite these achievements, the communication structure between management and staff was strained, and most workers felt sidelined by their leaders in key strategic processes in the INGOs.

On stakeholder engagement, it was concluded that management supported stakeholder feedback on areas for improvement to support growth. Similarly, they supported teamwork and consistent stakeholder communication. Nevertheless, because of the complex scope of operations, INGOs could not keep stakeholder databases updated, making it challenging to maintain consistent communication.

The study concluded that KPI-related structures were effective across staff. This fostered personal initiative among staff to view performance as an individual effort, leading them to invest resources in their learning and development. Nevertheless, reporting accuracy still suffered due to gaps in the policy framework.

6. Recommendations

For strategic planning, INGO management should adopt a more participatory process by actively involving staff from different departments when formulating and reviewing strategic plans. This would enhance ownership of the strategies, reduce the existing disconnect between management and staff, and improve the effectiveness of strategy implementation.

On strategic leadership, management should strengthen internal communication structures to ensure that information flows effectively between leadership and staff across all organizational levels. Leaders should also create inclusive decision-making platforms where employees can contribute to key strategic processes, thereby fostering trust, motivation, and stronger organizational commitment.

On stakeholder engagement, INGO management should invest in digital stakeholder management systems that allow them to maintain updated stakeholder databases and track interactions effectively. This would improve communication consistency with stakeholders and support more coordinated engagement despite the complexity of organizational operations.

On monitoring and evaluation, the management should develop and implement clear policy frameworks to guide accurate reporting within monitoring and evaluation systems. Additionally, the organization should introduce standardized reporting guidelines and training programs to ensure staff maintain high levels of data accuracy and accountability in performance tracking.

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