STRATEGY MONITORING, EVALUATION, AND PERFORMANCE OF MANUFACTURING FIRMS IN NAIROBI COUNTY

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

2023

DECLARATION

Student's Declaration

This research project is indeed my original work and has not been submitted to any academic institution for the conferment of any degree.

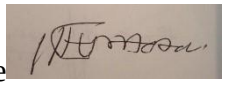
Signature……. Date……27th November 2023…….

NGÁYA GETRUDE KWAMBOKA

D61/37449/2020

Supervisor's Declaration

The research project has been submitted for examination with my approval as the University Supervisor.

Signature  ……. Date……27th November 2023……..

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DEDICATION

I dedicate this MBA project to my caring and loving parents and my dear brothers for their moral inspiration and support throughout the period I pursued my studies.

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I am forever grateful to our Heavenly father for the strength and the gift of good health to undertake this MBA project. I appreciate my dedicated supervisor Professor Evans Aosa and my moderator Professor Zachary Awino for their immense intellectual support. Sincere appreciation also goes to my line manager Ms. Letensie Tseggai and colleagues at work for their understanding and support when I took time off work to pursue my studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

UNDP……...United Nations Development Program

UNEG……...United Nations Evaluation Group

UNIDO……. United Nations Industrial Development Organization

ABSTRACT

The study was motivated by the need to enhance the output of manufacturing firms in the County of Nairobi through a comprehensive understanding of the impact of strategy monitoring and evaluation practices including regular reporting, technology adoption, feedback systems, and benchmarking. It was guided by the resource dependence theory and stakeholder theory. A cross-sectional survey research design, targeting the entire population of 626 registered manufacturing firms in Nairobi County as of December 31, 2022, was employed. A sample size of 83 respondents was selected, and primary quantitative data was collected through structured questionnaires. Senior managers were identified as the most suitable respondents. The information collected was subjected to analysis, utilizing descriptive statistics, correlation, and regression analysis techniques to extract meaningful insights. The study's regression analysis revealed that, collectively, the independent variables accounted for approximately 72.5% of the variance in organizational performance, with an R-squared value of 0.725. However, the adjusted R-squared value of 0.704, slightly lower than the R-squared value, indicated a slight reduction in explanatory power due to multiple predictors. In terms of individual variables; regular reporting, feedback system, and benchmarking all showed a positive correlation with organizational performance but did not achieve statistical significance in the regression analysis. On the other hand, the adoption of technology exhibited a strong positive correlation and a significant positive effect on organizational performance in both correlation and regression analyses, underlining its substantial impact. The study recommended that policymakers in Nairobi County recognize the pivotal role of strategy monitoring and evaluation practices in the manufacturing sector. They were advised to encourage the adoption of regular reporting, technology, feedback systems, and benchmarking, with a special focus on supporting technology initiatives. Manufacturing firms were recommended to fully embrace technology adoption, enhance regular reporting, refine feedback systems, and utilize benchmarking practices, recognizing their collective impact on organizational performance. The study also suggested that future research should explore these areas further and consider contextual factors and a broader array of independent variables to gain a deeper understanding of organizational performance within manufacturing firms.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Well-established firms are those that formulate strategies as well as pursue strategies aligned with their objectives and goals. However, the formulation of strategies alone is not adequate, organizations need to monitor and evaluate them regularly (Mukui, 2018). The strategic management process is complex and often characterized by a lot of obstacles that firms need to overcome. Studies indicate that most organizations fail as a result of ineffective strategy implementation despite having the best strategies (Nduati et al., 2022). Strategy monitoring and evaluation help in the assessment of the effectiveness and the impact of the strategy implementation process thus providing data and feedback that inform improvements. It has been established that focusing on strategy monitoring and evaluation enhances performance. This is possible as the process contributes to informed decision-making, improved organizational effectiveness, enhanced accountability, and competitiveness in the dynamic business environment (Rachel & Muchelule, 2018).

The research was underpinned by the stakeholder theory first posited by Freeman (1984) and the resource dependency theory advanced by Pfeffer and Salancik (1978). The stakeholder theory focuses on ways organizations can achieve high productivity by balancing and managing all the stakeholders and stakeholder relations. One of the effective ways is having stakeholders participate in strategy monitoring & evaluation. The resource dependency theory on the other hand views organizations as open systems with rooted relationships and networks of interdependencies requiring external resources to attain their goals. Increased dependence on external resources by organizations creates uncertainties (Pfeffer & Salancik, 1978). Strategy monitoring and

evaluation help organizations to constantly monitor for threats and opportunities and in so doing, uncertainties and dependence on the environment are minimized by creating beneficial links and relationships that ensure steady supply and allocation of resources.

The manufacturing sector in Nairobi County is a vital component of the Kenyan economy and has a substantial impact on employment, economic growth, and export revenues (Nduati et al., 2022). Nairobi is Kenya's main city and largest urban area, which serves as a significant center for the country's manufacturing operations. The industry encounters difficulties such as insufficient infrastructure, elevated production expenses, restricted financial accessibility, and regulatory concerns. However, it also presents significant opportunities for growth and development, with a large consumer market, abundant labor force, and potential for export earnings (Omulo, 2017). The Kenyan government and other stakeholders are actively working to address these challenges and promote the growth and competitiveness of the sector for it to contribute 20% of GDP by 2030 (KAM, 2022).

According to Johnson & Smith (2022), emerging challenges in strategy implementation and constant changes in the manufacturing sector may distract senior managers from pursuing their strategies. It, therefore, follows that strategy monitoring and evaluation are crucial concepts that should be entertained frequently so that manufacturing firms remain relevant and can deal with upcoming changes in line with their strategies. The ability of a firm to stay true to its course and maintain the direction of its vision is a recipe for achieving its objectives and meeting its strategies hence improving performance (Lee & Kim, 2019).

1.1.1 Concept of Strategy Monitoring and Evaluation

Monitoring is the continuous internal organization process aimed at reviewing, reflecting, and keeping track of progress or lack of it concerning short-term outcomes, inputs, activities, and outputs of a strategy. On the contrary, evaluation constitutes a systematic and regular procedure that involves comprehensive analysis to compare the actual attainment of long-term objectives with the intended goals of a strategy (United Nations Evaluation Group, n.d.). According to Okumu and Abuya (2023), monitoring and evaluation is a procedure of information creation that entails stakeholders establishing ownership of content through participating in monitoring and assessment and coming up with corrective actions. The combined process of monitoring & evaluation measures the impact and effectiveness of the strategic management process within a certain timeframe to establish if it's attaining its objectives and if there are any areas of improvement. Griffin (2021) defines a strategy as a comprehensive plan detailing the resource allocation decisions and action steps for attaining a firm's goals. Monitoring and evaluation are integral elements of the strategic management process which entails various actions and decisions that aid in the implementation of strategies to achieve organizational objectives (Noah & Were, 2018).

Strategy monitoring and evaluation consume a lot of resources, high-level expertise, time, labor, and a large budget and are intended to keep strategies as closely on track as possible. If the process is well-executed, it brings about better outcomes for all stakeholders and a better return on investment. Most organizations have introduced monitoring & evaluation systems to track the progress of strategies and changes in the environment. This guarantees that an organization's performance and operations are under continuous scrutiny and evaluation, enabling a comparison between actual performance and expected outcomes. Therefore, there is a need to balance the two

processes to ensure early detection and timely addressing of issues (Hieu & Nwachukwu, 2019).

Strategy monitoring and evaluation was measured by the frequency in which firms carry out monitoring & evaluation reporting, the technology used in carrying out monitoring and evaluation, the use of feedback from stakeholders, and benchmarking. The study used these metrics to assess the different strategy monitoring and evaluation practices used by manufacturing firms in Nairobi and how these metrics impact the performance of organizations.

1.1.2 Organizational Performance

Organizational performance has varying definitions as it is viewed differently by different scholars. Elena-Iuliana and Maria (2016) noted that it is difficult to precisely define the concept of firms' performance since it is a relative measure. However, Carton and Hofer (2006) defined it as the value created by a firm as defined by the various stakeholders to whom performance is relevant. It has also been defined as a firm's actual outcomes compared with the intended outputs (objectives and goals). According to Kaplan and Norton (2005), a firm's output requires to be gauged in both non-economic and economic terms by applying the concept of the Balanced Scorecard (BSC).

The BSC is a tool that tracks and manages the performance of strategies while taking into account the strategic direction. The BSC entails four aspects: internal business processes, customers, finance, and organizational capacity perspectives. Financial indicators highlight the extent to which a firm's economic goals are met in monetary terms and they include a firm's liquidity, ratios, and profitability. On the other hand, non-financial performance indicators are other aspects of a firm other than the

monetary value that can be evaluated to determine its performance (Kaplan & Norton, 2005).

The financial performance indicators that were considered include profitability while the non-financial performance indicators that were considered include employee satisfaction and customer satisfaction & loyalty. The BSC uses these indicators to show if goals are being accomplished and whether a firm is on the right track to accomplish strategic goals (Kaplan & Norton 2005). A Firm's performance is considered to be effective when it meets its goals and objectives and continues to thrive in the long run.

1.1.3 Overview of the Manufacturing Sector in Nairobi County

Nairobi County is the country's largest urban center serving as a major hub for manufacturing activities in the East African region. The manufacturing sector helps to transform raw materials into intermediate goods or finished products. The sector encompasses a wide range of sub-sectors that include food & beverage, textile & apparel, metal & allied, chemical and pharmaceutical, and automotive among others. It caters to both local and East African regional markets and is predominantly controlled by branches of multinational corporations (KAM, 2022).

As reported by the Kenya Association of Manufacturers (2022), the industry ranks third in its contribution to Kenya's Gross Domestic Product, accounting for 7.24% and trailing behind the agricultural sector at 22.4%, while the service sector maintains its dominant position at 54.41%. The inconsistent nature of the GDP contributions in recent memory considering the decline from 2011 when the contribution to GDP was recorded at 12.5%. Despite the sector not being competitive, in 2021 it contributed 313.5 thousand formal jobs and 30.16% of Kenya's exports (KAM, 2022). While the sector faces challenges such as high production costs, regulatory issues, and

infrastructure limitations, it continues to be a vital contributor to the local economy and a source of employment and export earnings.

1.2 Research Problem

The strategic management process is complex and often characterized by a lot of obstacles that organizations need to overcome to become successful. Studies indicate that most organizations fail as a result of ineffective strategy implementation despite having the best strategies (Nduati et al., 2022). The process of monitoring and evaluating a strategy enables organizations to gauge the advances and efficiency of their strategic management, ultimately contributing realization of desired outcomes (Rachel & Muchelule, 2018). When properly executed, the process aligns strategies with the prevailing circumstances and conditions. The results of monitoring and evaluation inform adjustments to strategies, ascertaining that the firms achieve their objectives. Consistent monitoring and evaluation additionally furnish organizations with valuable feedback and insights, which can guide subsequent decision-making and the development of future strategies (Ebrahim & Azmi, 2013).

Manufacturing firms in Nairobi County face challenges that include high production costs, regulatory issues, and infrastructure limitations. Firms in this sector should therefore develop strategies that can address these challenges and hedge on the opportunities (KAM, 2022). It is not enough to only develop strategies, but the discipline to ascertain the strategic implementation in line with the changes in the environment. Therefore, strategy monitoring and evaluation are vital concepts that should be adopted to enhance performance (Omulo, 2017). This implies that the overall performance of manufacturing firms highly depends on their ability to perfect regular reporting of their strategies and implement the latest technologies, effectively establish

and rely on robust feedback systems, and the ability to benchmark. These factors constitute the strategy monitoring and evaluation practices that would influence performance (Lee & Kim, 2019).

Numerous research endeavors have been conducted concerning strategy monitoring and evaluation, as well as organizational performance, particularly in recent times by Johnson and Smith (2022). Hieu and Nwachukwu (2019) conducted an assessment of the strategy evaluation process and the strategic performance of mobile telecommunications firms in Nigeria. The study revealed that systematic approaches to strategy evaluation positively and significantly impacted their strategic performance. The study creates contextual gaps as it studied telecommunication firms in Nigeria. Gasangwa et al. (2017) investigated the implications of monitoring and evaluation strategy influence on the implementation of Umurege projects under Vision 2020 in Rwanda. He found that they significantly influenced the implementation of government projects. The study introduces contextual gaps due to its location in Rwanda. The study by Machuka and Wallace (2017) on the effect of monitoring and evaluation practices on organizational performance at Transmara Sugar Company established that monitoring and evaluation practices contributed to the effective and efficient achievement of desired objectives and organizational goals. The study creates methodological gaps limiting the generalization of findings.

Studies in this area reveal that organizations have employed aspects of monitoring and evaluation in their strategic management processes. The studies also indicate that different organizations implement different monitoring and evaluation practices and indeed there is no one universal practice. Some of the studies have established that systematic monitoring and evaluation practices contribute to the achievement of objectives and organizational goals which in turn improves performance. However, it

is not clear if strategy monitoring and evaluation in manufacturing firms operating in Nairobi County contribute to improved performance. What is the effect of strategy monitoring and evaluation on the performance of manufacturing firms in Nairobi County?

1.3 Research Objectives

The objective of the study is to establish the effect of strategy monitoring and evaluation on the performance of manufacturing firms in Nairobi County.

1.4 Value of the Study

The study will be useful to practice as the nexus between regular reporting, adoptions of technology, feedback systems, and benchmarking is likely to offer solutions geared towards the improvement of organizational performance. By practitioners revamping their strategy monitoring and evaluation practices, most of the obstacles in the strategic management process will be overcome and organizations will be able to become successful.

The results of this research will be pertinent to policy formulation within the manufacturing sector. The findings will provide the policymakers with critical information on strategy monitoring and evaluation practices and how they influence organizational performance. This is important for formulating policies used in promoting strategy monitoring and evaluation practices among manufacturing firms.

The study will also be of value to other scholars as the completion of the current research will enrich their empirical reviews and provide research gaps for their studies. The study will also contribute to either supporting or critiquing theories and therefore enhance the growth of knowledge.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The review covers studies on monitoring, evaluation, and performance as postulated by various scholars. It also covers the theories underpinning the study, the empirical review, as well as the knowledge gaps.

2.2 Theoretical Foundation

Theories are principles that are well organized to give an idea of why things behave or exist as they do. The research was backed up by two theories; the resource dependence theory and the stakeholder theory.

2.2.1 Resource Dependence Theory

The resource dependence theory was devised by Pfeffer and Salancik (1978). This postulation articulates how a company's actions are impacted by the resources in its external environment. It views organizations as open systems with deep-rooted social relationships and networks of interdependencies requiring physical resources, financial resources, and information obtained from outward factors. In this regard, the environment is important in shaping its decisions and strategies which in turn influence its competitiveness (Pfeffer and Salancik, 1978). Too much dependence on external resources by organizations creates uncertainty and it also affects the internal power dynamics such as the departments, groups, and people that help organizations to acquire resources, manage environmental dependencies, and minimize uncertainties (Biermann & Harsch, 2017). For organizations to minimize such dependencies, they design internal structures and develop strategies that give them an advantageous negotiating position.

The theory was suitable for the study as strategy monitoring & evaluation help organizations to constantly monitor the implementation of strategies and the environment for threats and opportunities. In so doing, uncertainties are minimized and dependence on the environment is managed by creating beneficial links and relationships that increase financial and operational performance. When organizations are constrained by their environments and situations, they alter their responses to the environment which further subjects them to different and new constraints (Pfeffer & Salancik, 2003). Thus, strategy monitoring and evaluation should be continuous to ensure sustained and adequate responses for addressing the challenges related to limited resources by developing collaborations and relationships with stakeholders to ensure a steady supply and allocation of external resources. Organizations that are effective in monitoring and evaluation, can access these resources which are crucial for effective strategy implementation.

2.2.2 Stakeholder Theory

Freeman (1984) postulated the stakeholder theory as a model for understanding an organization's key stakeholders and business problems. The first problem is value creation and trade given that businesses operate in an ever-changing global business environment, there is a need to understand how value is traded and created. The second problem is connecting ethics and business and lastly, the problem of managerial mindset understanding how managers perceive management in connecting business and ethics and creating value. In this sense, an organization can be interpreted to entail relationships between a variety of stakeholders, including shareholders, customers, employees, and the community interested in the doings of a business, and according to the theory, management should create value not just for shareholders but for all stakeholders (Jones et al., 2017). Independently, each stakeholder focuses on

safeguarding individual interests. On the other hand, management has the responsibility of maximizing the wealth of shareholders. The theory explores ways businesses can achieve high productivity to balance and manage all the stakeholders and stakeholder relations. Stakeholders should be managed better given that they influence if a business attains its goals and objectives. However, according to Blattberg (2004), it is not always possible to balance the varying stakeholder's interests against each other as had been advanced by Freeman.

The postulation was found pertinent to underpin the current research considering that it has been established that stakeholder participation in strategy monitoring and evaluation helps to promote superior organizational performance. All the groups with an interest in a business are considered stakeholders in the monitoring and evaluation process. Developing mechanisms for involving stakeholders in evaluation and monitoring is important in understanding how strategies are perceived and how they can be improved as opposed to being recipients of monitoring and evaluation reports. Stakeholder involvement contributes to value creation in all aspects of the business in terms of financial and non-financial benefits increasing organizational value. Therefore, firms must monitor and evaluate their performance to meet stakeholder's expectations and maintain their support (Freeman, 1984).

2.3 Strategy Monitoring, Evaluation, and Organizational Performance

Strategy monitoring and evaluation were assessed in terms of frequency of regular reporting, use of technology, feedback, and benchmarking as described below.

2.3.1 Regular Reporting

According to Lee and Kim (2019), the lack of regular reporting mechanisms is a major contributor to the inadequate implementation of monitoring and evaluation practices

among manufacturing firms. Regular reporting provides an opportunity for firms to assess their progress as it pertains to reaching their goals and making necessary adjustments. It also improves accountability and transparency as stakeholders are well informed on the progress of strategic management for them to identify gaps that need intervention. This can help to ensure that strategies remain relevant and effective, and organizations are in line with achieving their desired outcomes.

Frequent reporting can also furnish timely and invaluable insights into the effect of strategy execution on organizational performance. As per Brown and Smith (2018), entities that partake in regular reporting can pinpoint areas requiring enhancement and enact essential adjustments to their strategies. This capability can yield a substantial influence on organizational performance permitting organizations to swiftly adapt to market shifts and refine their strategies to sustain a competitive advantage. The authors concluded that regular reporting is essential for the effective monitoring and evaluation of the strategic management process, as it helps organizations stay on track and continuously improve their performance.

2.3.2 Adoption of Technology

The implementation of technology solutions such as data analytics, Enterprise Resource Planning (ERP) systems, and software that collects business intelligence can streamline operations, improve communication, and increase efficiency. For example, ERP systems can integrate different business processes and provide real-time data on performance indicators, enabling organizations to make informed decisions (Agyei-Ampomah & Osei-Bryson, 2018).

The use of technology improves the reliability and accuracy of strategy monitoring and evaluation processes. For example, the implementation of software tools for collecting

data, storage, and analysis can reduce the risk of human error and provide more consistent results (Zhu & Kraemer, 2015). Moreover, technological solutions can empower organizations to gather and scrutinize data from diverse sources, delivering a more extensive perspective on performance (Wang et al., 2019). By leveraging technology, organizations can understand their operations better, identify areas for improvement, and make informed decisions that drive business growth and competitiveness.

2.3.3 Feedback System

A feedback system is a mechanism for obtaining and analyzing responses from stakeholders such as employees, customers, and suppliers. Feedback provides organizations with valuable information on their strengths and weaknesses, enabling them to identify areas for improvement and make necessary changes (Rao & Wilde, 2014). For example, feedback on customer satisfaction can help organizations understand the requirements of their customer base and improve the quality of service or products (Wang et al., 2019).

Feedback can foster a culture of continuous improvement within organizations. When employees receive regular feedback on their performance, they are more likely to understand their role in the organization's success and work towards improving their skills and abilities (Agyei-Ampomah & Osei-Bryson, 2018). Furthermore, feedback can also increase employee engagement and motivation, as it provides a sense of recognition and validation for their efforts (Rao & Wilde, 2014). By incorporating feedback into the strategy monitoring and evaluation process, organizations can improve their performance and drive long-term success.

2.3.4 Benchmarking

Organizations can assess points for refinement and make necessary changes to upgrade their competitiveness by comparing their performance against similar firms or industry best practices and standards (Agyei-Ampomah & Osei-Bryson, 2018). For example, benchmarking can help organizations assess their performance in areas such as product quality, cost efficiency, and customer satisfaction, and identify areas where they can make improvements (Wang et al., 2019).

Benchmarking can also provide organizations with valuable insights into industry trends and innovations. By comparing their performance against industry leaders, organizations can accrue a comprehensive perception of the latest developments and innovations in their sector, and adopt best practices that can drive their performance (Zhu & Kraemer, 2015). Furthermore, benchmarking can also help organizations set realistic and achievable performance targets, as it provides a clear picture of the current state of their operations and identifies growth opportunities (Rao & Wilde, 2014). By incorporating benchmarking into their strategy monitoring and evaluation processes, organizations can improve their performance and enhance their competitiveness in the market.

2.4 Empirical Studies and Research Gaps

A study on monitoring and evaluation of strategic plans and organizational performance among manufacturing firms was recently conducted by Johnson and Smith (2022). The study utilized a quantitative methodology and surveyed 500 manufacturing firms across five continents. The results showed that effective monitoring and evaluation of strategic plans was positively related to improved organizational performance. Specifically, firms with strong monitoring and evaluation

systems reported higher levels of productivity, profitability, and customer satisfaction compared to those with weak systems. The completion of the study underlines the imperative of regularly assessing the implementation and impact of strategic plans to achieve desired outcomes and drive organizational success. The study was done in different settings whose outcome may not be similar to a similar study in Nairobi County.

The research undertaken by Lee and Kim (2019) sought to analyze the monitoring and evaluation of strategic plans and organizational output from the perspective of firms in the manufacturing industry in Asia. The researchers employed a qualitative research approach, engaging in comprehensive interviews with senior executives from ten manufacturing companies within the region. The completion of the study was indicative of a generally clear comprehension of the importance of monitoring and evaluation, but the implementation was found to be inadequate. The authors found that there was a lack of regular reporting, feedback, and assessment mechanisms in place, leading to an inability to accurately find out the effect of strategic planning on performance. The authors concluded that effective evaluation and monitoring of the plans was critical for the success of manufacturing firms in Asia and recommended the adoption of formal evaluation processes. The study was carried out in various contexts, whose outcomes may be different compared to a similar study in Nairobi County.

Hieu and Nwachukwu (2019) evaluated the implications of the evaluation process on the strategic output of multinational firms operating in the telecommunications sector. The research employed cross-sectional models and the results indicate that mobile companies embrace systematic methods of strategy evaluation, and this process has a notable and favorable impact on strategic performance. The study recommends that companies should implement robust strategy evaluation mechanisms for taking

corrective action when strategic initiatives fail or require improvement. However, this study was done in Nigeria and targeted the telecommunications sector.

A study was carried out on monitoring and evaluation and its implications strategy on the actualization of Umurenge projects under Vision 2030. Findings revealed that they significantly impacted the implementation of government projects. The strength of the teams also had a bearing on the establishment of projects in terms of the training taken by the teams, the number of competent staff in the teams, their skills, and the financial support advanced to the teams. Nevertheless, the study was conducted in Rwanda and did not link monitoring and evaluation to firm performance.

Rachel and Muchelule (2018) investigated the influence of assessment and appraisal practices on the output of milk processing companies in the County of Nairobi. The study revealed that the utilization of data and research surveillance had a substantial and positive impact on the performance of firms from an organizational perspective. The study advocated that objectives should be well understood and clearly stated by all stakeholders, a link between capacity-building activities and monitoring and evaluation should be established and while engaging in research and surveillance special focus should be on collecting and analyzing customer data. The study creates conceptual gaps by studying different monitoring and evaluation variables from those in this study.

Chege and Bowa (2020) in their study of monitoring & evaluation concerning NGO projects performance in Kenya established that monitoring and evaluation are correlated with the aptness of the monitoring and evaluation approach selected, the power of the assessment and appraisal team, and the end product of development projects. They recommended that M&E teams should sharpen their skills and receive

adequate support from management if they are to achieve their objectives. The study created contextual gaps as it only focused on the educational sector.

Machuka and Wallace (2019) researched how Transmara Sugar Company was affected by monitoring and evaluation and its implications on organizational performance. The research established that monitoring and evaluation practices contributed to the effective and efficient achievement of desired objectives and organizational goals. Monitoring & evaluation approaches also contribute to the completion of projects by providing dynamic approaches. The study recommended that organizations should consider undertaking monitoring and evaluation planning, all functions to be involved and participants to improve their knowledge and skills. Being a case study, the study creates methodological gaps limiting the generalization of findings.

Mukui (2018) study sought to establish the strategic evaluation approaches adopted and appraisal challenges encountered by the KCC. The study established that internal audits, performance appraisals, customer satisfaction surveys, benchmarking, certifications, accreditations, information technology programs, and the BSC strategy evaluation approaches were being implemented at the new KCC. The study identified strategy evaluation challenges at the new KCC that included the formulation of inappropriate performance indicators, inadequate training of key participants on performance evaluation, ineffective performance management systems, ineffective internal communication channels, and non-existent reporting schedules. He recommended the development of an effective strategy evaluation framework that supports an annual evaluation of the outcomes. However, this study only focused on KCC strategy evaluation models.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter delves into the research methods the study utilized. They include aspects such as the research design, the population the study targeted, the methodology for sample selection, data collection procedures, and the procedures applied in data analysis.

3.2 Research Design

The design as it pertains to the methodology of research is a suitable framework for conducting a research study as it sets the basis for collecting and analyzing data (Sileyew, 2019). According to Asenahabi (2019), the research design assists in attaining the research objectives economically, objectively, clearly, and precisely. The research design adopted by the study is a cross-sectional survey research design.

The research design involves collecting quantitative data from numerous individuals or entities at a given time to assess the relationship between variables or explore a phenomenon (Asenahabi, 2019). The research design was suitable for this research as a vast amount of quantitative data is collected from a large population and when compared to other research designs, it is relatively cheap, effective, and less time-consuming (Nduati et al., 2022).

3.3 Population of the Study

The population represents the specific group that the study aims to investigate and draw conclusions from. This encompasses the complete set of individuals, objects, or occurrences sharing common characteristics or a defined set of characteristics relevant to the researcher's interests (Sileyew, 2019).

The population of this study is all the manufacturing firms in Nairobi County that are registered members of the Kenya Association of Manufacturers (KAM). As of 31 December 2022, the registered manufacturing firms in Nairobi County were 626 (KAM, 2022).

3.4 Sample Design

As per Kothari (2004), a sample design entails the procedure used to select items from a wider population to include in a sample. Mugenda and Mugenda (2003) describe a sample as a smaller conglomerate of the encompassing population.

The study adopted the sample determination suggested by Green (1991) for determining the sample size adequate for undertaking analysis. The rule of thumb supported was indicated by the equation $N > 50 + 8m$. In this case, N illustrates the sample size, and m indicates the independent variables (4) resulting in a sample size of 83 respondents. A simple random sampling method was utilized to arrive at the sample. The approach ensures that all the representatives for the population have an equal opportunity to be selected, thereby reducing any bias in the selection process.

3.5 Data Collection

The data sourced from primary sources was quantitative which is the first-hand data that is collected to answer the research question and address the research objective. Primary data was preferred to secondary data in this study as it is more reliable and valid since it is collected directly from the source (Kothari, 2004).

The data was collected using questionnaires structured into 7 sections guided by the study objectives. The researcher used a 5-point Likert-type scale to measure the

questionnaire responses (Kothari, 2004). The research questionnaires were administered by the researcher by use of Google forms shared using online links.

The structured questionnaires were pertinent for the completion of the study since they are relatively easy to administer and more reliable since respondents respond to all statements (Kothari, 2004). Additionally, they are also cost-effective and can collect quantitative data from many respondents.

The study targeted one senior manager per organization as respondents of the study. Senior managers were the most appropriate respondents since they are deemed to have adequate knowledge regarding strategies M&E and the performance of their firms. One week was allocated for the respondents to attach answers to the question after which the researcher followed up and addressed any challenges encountered.

3.6 Data Analysis

The completeness of the questionnaires was confirmed, thereafter; the data was adequately cleaned. Descriptive statistics measures including mean, mode, median, and standard deviation were used to summarize and describe the quantitative data. To determine the relationship between the study variables, correlation and regression analysis techniques were applied (Mugenda & Mugenda, 2003).

The analysis of the significance of the correlation between strategy monitoring, evaluation, and performance of manufacturing firms in Nairobi County was undertaken by use of an F-test at a significance level of 5%. Thus, the study adopted the following regression model:

$$\gamma = \beta_0 + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \beta_4\chi_4 + \varepsilon$$

Where: γ = Performance; β_0 = Constant (Y-intercept); β ($_{1-4}$) = Independent variables coefficients; χ_1 = Regular reporting; χ_2 = Adoption of technology; χ_3 = Feedback system; χ_4= Benchmarking; ε = Error term representing other factors influencing firm performance.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter delves into the analysis of the data to achieve the study objectives. First, the response rate was analyzed to gauge the participation level of the study's subjects. Thereafter, background information was examined to present a comprehensive discernment of the diverse backgrounds and characteristics of the study participants, facilitating a more comprehensive understanding of the study's sample composition. Subsequently, the research instrument's reliability and validity were evaluated, and a thorough descriptive analysis of the gathered data was conducted, providing a clear overview of the dataset's characteristics. The chapter also explored correlation and regression analyses to answer the research question and ascertain associations between the variables. Lastly, a discussion of the research findings was presented.

4.2 Response Rate

56 responses were successfully collected out of 83, resulting in a commendable rate of response of 67.5%. This rate of response was deemed appropriate for the study, aligning with the guidance provided by Mugenda and Mugenda (2003), who suggested that a rate exceeding 60% is deemed suitable for conducting research. The ability to achieve this level of participation among the target population significantly enhanced the robustness and reliability of the findings.

4.3 Background Information

An analysis of the data obtained regarding the manufacturing sector to which the respondent’s firms belonged, gender, years of work at the company, and the highest

education level attained by the respondents. Frequencies and cumulative percentages were used to analyze the data.

4.3.1 Distribution of Manufacturing Firms

Table 4. 1: Distribution of Manufacturing Firms

		F	%	Valid Percent	Cumulative Percent
Valid	Automotive	7	12.5	12.5	12.5
	Building, Mining and Construction	4	7.1	7.1	19.6
	Chemical & Allied	4	7.1	7.1	26.8
	Energy, Electrical and Electronics	3	5.4	5.4	32.1
	Food and Beverage	11	19.6	19.6	51.8
	Leather and Footwear	4	7.1	7.1	58.9
	Metal and Allied	4	7.1	7.1	66.1
	Pharmaceutical & Medical Equipment	6	10.7	10.7	76.8
	Plastics and Rubber	2	3.6	3.6	80.4
	Textile and Apparels	6	10.7	10.7	91.1
	Timber, Wood & Furniture	5	8.9	8.9	100.0
	Total	56	100.0	100.0	

Source: Researcher (2023)

The disclosures in table 4.1 reveal the distribution of firms in the manufacturing industry across various sectors. The highest representation was from the Food and Beverage sector, accounting for 19.6% of the total, followed by Automotive at 12.5%. Other sectors included Pharmaceutical & Medical Equipment (10.7%), Textile and Apparel (10.7%), and Timber, Wood & Furniture (8.9%). The remaining sectors displayed varying degrees of participation, contributing to the overall diversity within the sample. These findings provide valuable insights into the composition of manufacturing firms in the study, facilitating a deeper understanding of the industry's landscape.

4.3.2 Respondents Gender Distribution

Table 4. 2: Gender Distribution

		F	&	Valid Percent	Cumulative Percent
Valid	Female	16	28.6	28.6	28.6
	Male	40	71.4	71.4	100.0
	Total	56	100.0	100.0	

Source: Researcher (2023)

Results in table 4.2 above illustrate the respondent's gender distribution, with 71.4% being male and 28.6% female. These results implied a predominantly male representation in the sample, suggesting potential gender-related variations in the study's findings and outcomes.

4.3.3 Respondents Years of Work Experience

Table 4. 3: Years of Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	22	39.3	39.3	39.3
	3-5 years	13	23.2	23.2	62.5
	5-10 years	10	17.9	17.9	80.4
	Less than 1 year	9	16.1	16.1	96.4
	More than 10 years	2	3.6	3.6	100.0
	Total	56	100.0	100.0	

Source: Researcher (2023)

Table 4.3 displays the duration of service of the respondents in the current organization. It reveals that 16.1% of them had served for less than one year, 39.3% had been with the firms for 1-3 years, 23.2% had a tenure of 3-5 years, 17.9% had served for 5-10 years, and 3.6% had served for a period exceeding 10 years. These findings imply that the respondents were suitable in providing trustworthy data for the research.

4.3.4 Respondents Education Level

Table 4. 4: Education Achieved

		F	%	Valid %	Cumulative %
Valid	Certificate level	10	17.9	17.9	17.9
	Diploma	14	25.0	25.0	42.9
	Graduate	29	51.8	51.8	94.6
	Postgraduate	3	5.4	5.4	100.0
	Total	56	100.0	100.0	

Source: Researcher (2023)

Table 4.4 displays respondents' highest education levels, with the majority 57.2% having degrees and above, indicating a well-educated sample. Additionally, a notable 25% held diplomas, showcasing a diverse educational background among participants.

4.4 Strategy Monitoring, Evaluation, and Performance of Manufacturing Firms in Nairobi County, Kenya

The study employed various statistical measures to analyze the Likert scale data. Mean values were computed to establish an average score for each dataset shedding light on the central tendency of the responses. Median values were also determined to pinpoint the middle point of the data distribution, while mode values highlighted the most frequently occurring response category. In addition, standard deviation was calculated to determine the variability or dispersion within the data set.

4.4.1 Validity and Reliability

The study performed validity and reliability assessments on the questionnaire items associated with each variable to ensure the data's quality and precision. By subjecting the questionnaire statements to validity examinations, specifically the KMO Bartlett's test, the research evaluated the suitability and effectiveness of these statements in

capturing the intended constructs. This procedure confirmed the relevance of the questionnaire items and their alignment with the study's objectives. Additionally, through the application of the Cronbach Alpha test to assess reliability, the research scrutinized the internal consistency of the questionnaire, ensuring that the items consistently measured the same underlying constructs. These thorough assessments upheld the credibility of the questionnaire and bolstered the trustworthiness of the data for subsequent analyses.

Table 4. 5: Validity and Reliability Tests

Variables	KMO Bartletts	Cronbach's Alpha	N of Items
Organizational Performance	0.840	0.907	4
Regular Reporting	0.730	0.871	5
Adoption of Technology	0.897	0.949	7
Feedback Systems	0.741	0.873	3
Benchmarking	0.860	0.894	6

Source: Researcher (2023)

The outcomes of the validity and reliability assessments in Table 4.5 above carried out on the variables indicated positive results. The KMO Bartlett's test produced significant and robust values for all variables, ranging from 0.730 to 0.897, indicating a strong degree of sampling adequacy and reinforcing the suitability of the questionnaire items for measuring each construct. Similarly, Cronbach's Alpha coefficients were notably high, spanning from 0.871 to 0.949, which exemplified strong internal consistency within each variable. These findings served as compelling evidence of the questionnaire items' reliability and validity in assessing their respective constructs, thus enhancing the study's overall credibility in evaluating the variables.

4.4.2 Strategy Monitoring and Evaluation Practices

Table 4. 6: Strategy Monitoring and Evaluation Practices

	N	$\bar{x}$	**x** ~	Mo	σ_X

Practice	Valid	Missing				
Regular reporting	56	0	3.64	4.00	3	1.135
Adoption of technology	56	0	3.73	4.00	4	1.168
Feedback system	56	0	3.50	4.00	4	1.176
Benchmarking	56	0	3.07	3.00	4	1.263

Source: Researcher (2023)

Table 4.6 presents data on the implementation of four strategy monitoring and evaluation practices including regular reporting, adoption of technology, feedback systems, and benchmarking. The mean scores fell between 3.07 to 3.73, indicating the central tendency of respondents' perceptions. Median values clustered around 4.00, suggesting a general agreement in responses. The mode for all variables was around 4.00, indicating that "great extent" was the most frequent response. Additionally, the standard deviations, ranging from 1.135 to 1.263, implied varying degrees of dispersion or variability in respondents' opinions within each variable.

4.4.3 Effect of Regular Reporting on Organizational Performance

Table 4. 7: Regular Reporting

Statement	N Valid	N Missing	$\bar{x}$	**x** ~	Mo	σ_X
The firm has staff responsible for regular reporting on strategy monitoring and evaluation progress.	56	0	3.75	4.00	4	1.210
Adequate resources have been deployed for strategy monitoring & evaluation.	56	0	3.46	3.00	3	1.144
Reports on strategy M&E are provided to all stakeholders on time to keep them informed.	56	0	3.61	4.00	4	1.056
All recommendations in strategy M&E reports are acted upon.	56	0	3.48	4.00	4	1.079
Regular reporting enhances decision-making and accountability.	56	0	4.05	5.00	5	1.182

Source: Researcher (2023)

Table 4.7 presents the statistical summary of responses regarding regular reporting in strategy monitoring and evaluation within the firms studied. The mean values for each

statement were between 3.46 to 4.05, signifying a largely positive perception among respondents. The highest mean score was attributed to the statement "Regular reporting enhances decision-making and accountability," suggesting a strong consensus on the importance of this aspect. Median values fell in the range of 3.00 to 5.00, reflecting the central tendency of responses. Moreover, mode values were predominantly 4 indicating that these scores represented the most frequent response categories. However, the standard deviation values, which ranged from 1.056 to 1.210, signified some variability in respondents' opinions. These results implied that firms recognized the significance of regular reporting, with a tendency towards positive perceptions, yet with some degree of dispersion in their viewpoints.

4.4.4 Effect of Adoption of Technology on Organizational Performance

Table 4. 8: Adoption of Technology

	N		Mean	Median	Mode	Std. Deviation
Statement	Valid	Missing				
The staff have access to the right technologies for strategy M&E.	56	0	3.84	4	4	0.89
The technology adopted is regularly updated.	56	0	3.71	4	4	0.986
The technology ensures that the right data is collected and analysed.	56	0	3.89	4	4	0.966
Staff are regularly trained and given support to ensure there is effective adoption of technologies.	56	0	3.84	4	4	1.108
The use of technology has improved the efficiency & effectiveness of the firm.	56	0	4.09	4	5	1.014
Management is effective in utilizing the data generated from M&E to improve organizational performance.	56	0	3.89	4	5	1.039
Technology has helped in identifying areas of improvement and has contributed to improved performance.	56	0	4	4	5	1.095

Source: Researcher (2023)

Table 4.8 presents statistical data on responses related to technology utilization in strategy monitoring and evaluation. On average, respondents rated positively across all statements, with mean scores ranging from 3.71 to 4.09. The median and mode scores consistently indicated a favorable perception of technology adoption and its impact. The relatively low standard deviations, ranging from 0.89 to 1.108, implied a relatively low level of variability in responses. Median values centered around 4, while mode values predominantly clustered around 4 and 5, suggesting a consistent agreement among respondents on the effectiveness and benefits of technology adoption. Among the statements, "The implementation of technology has augmented the optimization and effectiveness of the firm," had the highest mean score of 4.09 indicating a strong agreement with this statement among the respondents. Conversely, "The technology adopted is regularly updated," was the statement with the lowest mean score of 3.71 suggesting a slightly lower level of agreement regarding the regularity of technology updates. This suggests a consensus among participants regarding the effectiveness of technology in strategy monitoring and evaluation.

4.4.5 Effect of Feedback System on Organizational Performance

Table 4. 9: Feedback System

	N		Mean	Median	Mode	Std. Deviation
Statement	Valid	Missing				
The firm has implemented a system of receiving feedback from stakeholders.	56	0	3.61	4	4	0.947
Feedback received is acted upon and given proper attention by management.	56	0	3.79	4	4	0.986
Feedback from stakeholders helps in undertaking proper corrective actions and contributes to improved performance.	56	0	3.86	4	4	1.034

Source: Researcher (2023)

Table 4.9 presents the descriptive statistics for three statements regarding the implementation of a feedback system within the firms under study. The statements exhibited relatively high mean scores, with the highest mean of 3.86 corresponding to the statement: "Feedback from stakeholders helps in undertaking proper corrective actions and contributes to improved performance." This suggests that respondents generally perceived the value of stakeholder feedback in enhancing performance. In contrast, the statement with the lowest mean (3.61) was: "The firm has implemented a system of receiving feedback from stakeholders." Despite this lower mean, it still indicates a moderately positive perception among respondents. Additionally, all three statements had a mode of 4, indicating that "4" (agree) was the most frequently selected response category. The standard deviations ranged between 0.947 and 1.034, demonstrating relatively low variability and suggesting that respondents' opinions were generally consistent in their ratings of these feedback-related statements. The median values also aligned with the mode and mean, reflecting the central tendency of the data distribution.

4.4.6 Effect of Benchmarking on Organizational Performance

Table 4. 10: Benchmarking

Statement	N Valid	Missing	Mean	Median	Mode	Std. Deviation
The firm benchmarks from its superiors or peers.	56	0	3.52	4.00	4	0.991
The firm allows the sharing of information with other peer firms.	56	0	3.16	3.00	4	1.108
The firm considers the cost of benchmarking before engaging in it	56	0	3.71	4.00	4	1.022
The firm implements the recommendations derived from benchmarking.	56	0	3.64	4.00	4	0.999
The firm regularly reviews its benchmarking approach to improve its performance.	56	0	3.57	4.00	4	1.059

Benchmarking assists in undertaking proper corrective actions and contributes to improved performance.	56	0	3.70	4.00	4	1.094

Source: Researcher (2023)

The results in table 4.10 concerning the firm's attitudes and practices related to benchmarking, with 56 valid responses. The statements' mean values indicate that, on average, respondents displayed a positive inclination toward benchmarking practices. The statement with the highest mean (3.71) implies that firms typically consider the cost of benchmarking before engagement, showcasing a cautious approach. Conversely, the statement with the lowest mean (3.16) suggests that the sharing of information with other peer firms may be less common. The mode value for all statements is 4, indicating that respondents most frequently selected the 'agree' option on the Likert scale. Standard deviations ranged from 0.991 to 1.108, indicating some degree of variability in responses, particularly for the sharing of information statements. The median value for all statements is 4, suggesting a consistent central tendency in the data, aligning with the mode. These results imply that while the firms generally embrace benchmarking, there may be room for improvement in terms of information sharing among peer firms.

4.4.7 Strategy Monitoring, Evaluation, and Organizational Performance

Table 4. 11: Organizational Performance

	N		Mean	Median	Mode	Std. Deviation
Statement	Valid	Missing				
Strategy M&E contributes to effective and efficient decision-making.	56	0	3.91	4	4	0.978
The firm is highly rated by its customers as it meets their expectations and needs.	56	0	4.05	4	4	0.942
Staff are highly motivated which positively impacts their engagement with the firm.	56	0	3.88	4	4	1.028

Strategy M&E has improved the firm's profitability.	56	0	4.05	4	4	0.942

Source: Researcher (2023)

Table 4.11 displays the results of the survey questions regarding various aspects of the manufacturing firms' performance. The responses indicate that respondents generally held positive views across the statements, with mean scores ranging from 3.88 to 4.05. The statement "The firm is highly rated by its customers as it meets their expectations and needs" and "Strategy M&E has improved the firm's profitability" both recorded the highest mean score of 4.05, suggesting strong agreement with these statements. Conversely, "Staff are highly motivated which positively impacts their engagement with the firm" had the lowest mean score of 3.88, although it still reflected a generally positive sentiment. Standard deviations ranged from 0.942 to 1.028, indicating relatively low variability in responses. The median and mode values were consistently at 4, signifying that the central tendency of the responses leaned towards agreement with the statements, implying a positive overall perception of the firm's performance in these aspects.

4.4.8 Correlation Analysis

The study employed Spearman's rank-order correlation analysis on the transformed data, recognizing it as a non-parametric measure suitable for assessing the relationships between variables that did not adhere to normal distribution assumptions. This choice was made to ensure the robustness of the analysis, as it allowed for a more accurate evaluation of associations between variables, without relying on parametric assumptions that might not hold in the dataset. By utilizing Spearman's rank-order correlation, the study aimed to provide a broad understanding of the relationships within the data, contributing to a more distinct interpretation of the research findings.

Table 4. 12: Correlation Statistics' Table

			Y: Organizational Performance	X1: Regular Reporting	X2: Adoption of Technology	X3: Feedback System	X4: Benchmarking
Spearman's rho	Y: Organizational Performance	Correlation Coefficient	1.000				
		Sig. (2-tailed)	.				
		N	56				
	X1: Regular Reporting	Correlation Coefficient	.667**	1.000			
		Sig. (2-tailed)	.000	.			
		N	56	56			
	X2: Adoption of Technology	Correlation Coefficient	.769**	.695**	1.000		
		Sig. (2-tailed)	.000	.000	.		
		N	56	56	56		
	X3: Feedback System	Correlation Coefficient	.705**	.566**	.803**	1.000	
		Sig. (2-tailed)	.000	.000	.000	.	
		N	56	56	56	56	
	X4: Benchmarking	Correlation Coefficient	.644**	.612**	.765**	.662**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	56	56	56	56	56

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

Source: Researcher (2023)

Spearman's rank-order correlation coefficients were computed to assess the relationships between the dependent variable and the independent variables. The results established a strong and statistically significant relationship between organizational performance and each of the independent variables. Specifically, organizational performance exhibited a positive correlation with regular reporting ($\rho = 0.667$, $p < 0.01$), adoption of technology ($\rho = 0.769$, $p < 0.01$), feedback system ($\rho = 0.705$, $p < 0.01$), and benchmarking ($\rho = 0.644$, $p < 0.01$). These findings suggest that as the levels of regular reporting, adoption of technology, feedback system, and

benchmarking increased, organizational performance tended to improve, indicating a meaningful and positive association between these independent variables and organizational performance.

4.4.9 Regression Analysis

A regression analysis was conducted to explore the relationships between the independent variables and the dependent variable, providing a deeper understanding of how practices such as regular reporting, adoption of technology, feedback systems, and benchmarking collectively influenced organizational performance. This analytical approach provided valuable insights into the relative contributions of these factors and their impact on the overall performance of manufacturing firms.

4.4.9.1 Model Summary

Model summary statistics were employed to provide a concise overview of the regression model's performance. This allowed for a quick assessment of how well the model explained the variation in the dependent variable and the significance of the predictors.

Table 4. 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852[a]	.725	.704	1.873

a. Predictors: (Constant), X4: Benchmarking, X1: Regular Reporting, X3: Feedback System, X2: Adoption of Technology
b. Dependent Variable: Y: Organizational Performance

Source: Researcher (2023)

Table 4.13 results show that the regression model, comprising benchmarking, regular reporting, feedback system, and adoption of technology as predictors, achieved an R-squared value of 0.725, which gives a coefficient of determination of 72.5% explaining the proportion of variance in organizational performance. However, the adjusted R-

squared was slightly lower at 0.704. This variation stems from the inclusion of multiple predictors. While R-squared tends to increase with additional predictors, adjusted R-squared addresses this by penalizing non-significant predictors, offering a more accurate model fit. Thus, in this case, the adjusted R-squared value is slightly less than the R-squared, indicating that while the model explains a significant portion of organizational performance variance, it accounts for slightly less when considering predictor inclusion.

4.4.9.2 Analysis of Variance

Analysis of variance (ANOVA) was employed in the study because it enabled the assessment of significant variations in the dependent variable (organizational performance) attributed to multiple independent variables (regular reporting, adoption of technology, feedback system, and benchmarking) simultaneously, providing a comprehensive evaluation of their combined influence.

Table 4. 14: ANOVA Table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	472.388	4	118.097	33.653	.000[b]
	Residual	178.970	51	3.509		
	Total	651.357	55			

a. Dependent Variable: Y: Organizational Performance

b. Predictors: (Constant), X4: Benchmarking, X1: Regular Reporting, X3: Feedback System, X2: Adoption of Technology

Source: Researcher (2023)

The results in Table 4.14 indicate that the model used, as assessed by the F-statistic, is highly significant ($F = 33.653$, $p < 0.05$). This suggests that the predictors, including benchmarking, regular reporting, feedback systems, and adoption of technology, collectively contribute significantly to explaining the variance in organizational performance. Thus, the study concluded that strategy monitoring and evaluation had a

significant effect on the organizational performance of manufacturing firms in Nairobi County.

4.4.9.3 Model Regression Coefficients

Regression coefficients were employed in the study to quantify the relationships between independent variables (regular reporting, adoption of technology, feedback system, and benchmarking) and the dependent variable (organizational performance), allowing for an assessment of their respective impacts on the outcome. This enabled a deeper understanding of the predictors' significance in explaining variations in organizational performance.

Table 4. 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Practices	B	Std. Error	Beta		
1 (Constant)	2.261	1.213		1.864	.068
X1: Regular Reporting	.112	.080	.150	1.394	.169
X2: Adoption of Technology	.252	.090	.456	2.809	.007
X3: Feedback System	.243	.176	.187	1.380	.173
X4: Benchmarking	.092	.087	.136	1.056	.296
a. Dependent Variable: Y: Organizational Performance					

Source: Researcher (2023)

From the coefficients in table 4.15 above, the regression model of the study is;

$$\mathbf{Y = 2.261 + 0.112X_1 + 0.252X_2 + 0.243X_3 + 0.092X_4 + 1.213}$$

The coefficients in the regression analysis suggested the following implications: For a unit increase in regular reporting, organizational performance was expected to increase by 0.112 units, but this effect was not statistically significant ($p = 0.169$). However, a unit increase in the adoption of technology was associated with a significant increase of 0.252 units in organizational performance ($p = 0.007$). The feedback system exhibited a non-significant positive relationship with organizational performance (B =

0.243, p = 0.173), and benchmarking also showed a non-significant positive effect (B = 0.092, p = 0.296) on organizational performance. These findings implied that the adoption of technology had the most significant impact on organizational performance among the independent variables examined in this study.

4.5 Discussion of Findings

The results indicate positive perceptions across the variables, with high mean scores suggesting firms recognize their significance in enhancing performance. The study found consensus among respondents, as indicated by low standard deviations, median values around 4, and a frequent selection of the 'agree' option on the Likert scale. In terms of organizational performance, the results suggested a strong consensus on the effectiveness of strategy monitoring and evaluation practices in improving decision-making, customer satisfaction, and profitability. Therefore, the findings indicate firms' positive attitudes toward these variables and opportunities for further enhancement in information sharing during benchmarking.

The correlation analysis results signify a strong and statistically significant positive correlation between organizational performance and the independent variables. This implies that manufacturing firms in Nairobi County can enhance their organizational performance by prioritizing these factors. Regular reporting aids in informed decision-making and accountability, while technology adoption enhances efficiency. Effective feedback mechanisms facilitate corrective actions and benchmarking helps identify areas for improvement. An integrated strategy that encompasses these practices can effectively drive organizational performance improvements. The regression analysis results also reveal the collective significance of these predictors in explaining

organizational performance variance, with a highly significant F-statistic ($F = 33.653$, $p < 0.05$).

The study was embedded in the resource dependency and stakeholder theories. Essentially, monitoring and evaluation help organizations to apply and adjust their strategies to accommodate changes in power relationships with other organizations holding critical resources to their operations. The study supports the perspectives of the resource dependency theory which views organizational links as a means of acquiring and controlling critical resources for the success and survival of an organization. According to the theory, organizations develop strategies to avoid the dependencies that arise as a result of resources being scarce, not being readily obtainable, and being in the control of other organizations enhancing their bargaining power.

Stakeholder engagement is an important aspect of strategy monitoring and evaluation as per the stakeholder theory since it ensures strategies are executed efficiently and effectively generating meaningful insights that enhance organizational performance. The study established that keeping various stakeholders engaged through information sharing and incorporating their feedback in decision-making makes the strategy monitoring and evaluation process objective, and improves communication which helps to manage the varying stakeholder relationships and expectations. This resonates well with the views and arguments of the stakeholder theory underscoring the value created in all aspects of a business as a result of stakeholder involvement.

The results of this study are aligned with other studies in the area. Johnson and Smith (2022) found that effective monitoring and evaluation of strategic plans was positively related to improved organizational performance. Similarly, Hieu and Nwachukwu

(2019) discovered that the strategy evaluation process had a significant and positive influence on strategic performance. Likewise, Gasangwa et al. (2017) found that monitoring and evaluation significantly impacted the implementation of government projects. Rachel and Muchelule (2018) delved into monitoring and evaluation practices in milk processing firms, discovering a substantial and positive effect on organizational performance. Additionally, Machuka and Wallace (2019) explored monitoring and evaluation practices at Transmara Sugar Company, finding that they contributed to achieving organizational objectives, supporting the idea that these practices are vital for performance, mirroring the current study's findings.

Although the focus of Mukui's (2018) study was on different variables and challenges, the study recommended the development of an effective strategy evaluation framework, aligning with the current study's emphasis on an integrated approach involving various practices to enhance organizational performance. However, some studies diverge in terms of findings. Lee and Kim (2019) found that while there was an understanding of the importance of monitoring and evaluation, implementation was lacking, resulting in an inability to assess the impact of strategic planning, contrasting with the current study where these variables exhibited significant correlations.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights a comprehensive synopsis of key findings determined, conclusions, study limitations, and directions for potential future studies in the field.

5.2 Summary of Findings

The study established that regular reporting, feedback systems, and benchmarking showed a positive correlation with organizational performance but did not yield statistically significant results in the regression analysis. Despite their lack of significance, regular reporting remained an essential practice for informed decision-making and accountability within manufacturing firms, the feedback system played an important role in facilitating corrective actions within manufacturing firms and benchmarking was identified as a practice that helped identify areas for improvement within organizations. On the other hand, the adoption of technology did have a strong positive correlation with organizational performance and a significant positive effect in the regression analysis. This result emphasized the substantial impact of technology adoption on enhancing efficiency and consequently improving overall organizational performance.

The regression model yielded an R-squared indicating that roughly 72.5% of the variance in organizational performance could be explained by the independent variables. However, the adjusted R-squared value of 0.704, a little lower than the R-squared value, suggested that while the model effectively explained a significant portion of the variance, the inclusion of multiple predictors led to a slight reduction in explanatory power. The ANOVA analysis further confirmed the collective significance

of these predictors in explaining organizational performance variance, underscoring the substantial impact of strategy monitoring and evaluation variables in manufacturing firms in Nairobi County.

5.3 Conclusion

Informed by the above findings and results, the study concludes that regular reporting is an indispensable practice as it enables companies to foster informed decision-making and enhance accountability contributing to their overall performance. The transformative power of the adoption of technology in the manufacturing sector leads to the conclusion that embracing and investing in technology significantly enhances efficiency within manufacturing firms, ultimately leading to improved organizational performance. The findings suggest that firms in Nairobi County should prioritize the integration of technology into their operations to become successful and sustainable.

The study concludes that implementing effective feedback mechanisms remains a valuable practice, as it enables firms to address issues promptly and strive for continuous improvement which contributes to mobilization of corrective actions within manufacturing firms. Lastly, the study concludes that benchmarking serves as a valuable practice for manufacturing firms in identifying areas for improvement and adopting best practices. It provides insights into industry standards and competitive advantages, which inform strategic decision-making and foster improvement initiatives.

5.4 Recommendations

Players in the manufacturing industry in Nairobi County should integrate strategy monitoring and evaluation practices into their strategic management fabric to drive

overall improvement and competitiveness since they have a substantial impact on organizational performance. For the adoption of technology variable, which exhibited a strong positive correlation with organizational performance and a significant positive effect in the regression analysis, manufacturing firms should consider a strategic shift towards embracing and investing in technology. This could involve upgrading existing technological infrastructure, adopting cutting-edge technologies, and investing in staff training to harness the full potential of technology. Firms should also establish clear technology adoption roadmaps aligned with their strategic objectives and continuously monitor and evaluate the effectiveness of their technology investments to ensure sustained performance improvement. Recognizing the cumulative impact of the rest of the independent variables on organizational performance, firms should focus on enhancing the effectiveness of regular reporting by ensuring timely and accurate information flow, feedback systems should be refined to facilitate swift corrective actions, and benchmarking should be employed as a tool for continuous improvement and identifying best practices within the industry.

Policymakers should promote initiatives that enhance technology adoption as the study has demonstrated it has a significant positive impact on organizational efficiency and performance. Furthermore, policies that emphasize the importance of robust feedback mechanisms, regular reporting, and benchmarking practices can contribute to organizational improvement and competitiveness. To facilitate these recommendations, policymakers could consider offering incentives, grants, or technical assistance programs to manufacturing firms that invest in these practices, thereby fostering a culture of strategic excellence and performance enhancement within the manufacturing sector in Nairobi County.

5.5 Limitations of the Study

The study ran into some obstacles that were duly acknowledged during its execution. Firstly, the primary data collection method relied on the utilization of questionnaires. While questionnaires are commonly employed and efficient tools for data collection, they inherently carry certain limitations. One notable concern pertained to the potential for response bias where respondents may feel obligated to give responses, they deem socially acceptable. To mitigate this limitation, the researcher ensured that the online questionnaire was anonymous, used clear wording, and guaranteed the confidentiality of the information.

In addition, the study was constrained by its reliance on cross-sectional data. This introduced limitations in terms of establishing causal relationships and capturing long-term trends. Cross-sectional data offers a picture of a specific moment, making it challenging to infer causal connections between variables. Consequently, the study's findings might not have fully captured all the strategy monitoring and evaluation practices and their extended influence on organizational performance over time. The R-squared value of 72.5% derived from the model, while statistically significant, indicated that the model only accounted for a portion of the variation in organizational performance underscoring the presence of unaccounted factors not included in the model. Notably, the above limitations do not significantly affect the validity and reliability of this study.

5.6 Suggestions for Further Research

Further research can be conducted to explore the area of strategy monitoring and evaluation in organizational performance while addressing the limitations acknowledged in this current study. One potential suggestion could entail the

utilization of a mixed-methods design that combines quantitative data gathered from surveys with qualitative data obtained from interviews. This approach would mitigate the potential for response bias associated with questionnaires, affording a more encompassing grasp of the subject matter. Additionally, utilizing longitudinal data collection methods could help establish causal relationships and capture long-term trends, providing a more in-depth understanding of the effect of strategy monitoring and evaluation practices on organizational performance over time.

Another area for further research lies in examining specific contextual factors that may moderate or mediate the relationships between strategy monitoring and evaluation practices and organizational performance. Understanding how factors such as organizational culture, leadership styles, and industry-specific dynamics interact with these practices can provide valuable insights into the variations of their influence. Employing advanced statistical techniques could help unravel these complex relationships.

Furthermore, expanding the scope of independent variables should be considered in future studies. While this study examined specific strategy monitoring and evaluation practices, there may be other unexplored factors that play pivotal roles in shaping organizational performance. Research could delve into a more extensive array of potential influencers, allowing for a more holistic examination of the multifaceted nature of organizational performance within manufacturing firms. Such research would broaden the existing knowledge on the interplay between various variables and their collective impact on performance outcomes, offering valuable insights for organizational management and strategy development.

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APPENDICES

Appendix I: Introduction Letter

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FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
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Our Ref: D61/37449/2020 September 05, 2023

National Commission for Science, Technology and InnovationNACOSTI Headquarters
Upper Kabete, Off
Waiyaki WayP. O. Box
30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: NG'AYA GETRUDE KWAMBOKA

The above named is a registered Masters of Business Administration candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on *"Strategy Monitoring, Evaluation and Performance of Manufacturing Firms in Nairobi County."*

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Dean's Office
University of Nairobi
Faculty of Business
and Management Science
P.O. Box 30197-00100, Nairobi

PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

JN/km

Appendix II: Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 559929

Date of Issue: 11/September/2023

RESEARCH LICENSE

This is to Certify that Ms. GETRUDE KWAMBOKA NG'AVA of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev. 2014) in Nairobi on the topic: Strategy Monitoring, Evaluation and Performance of Manufacturing Firms in Nairobi County for the period ending: 11/September/2024.

License No: NACOSTI/P/23/29355

559929

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY
&INNOVATION

Verification QR Code

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Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix III: Research Questionnaire

This questionnaire intends to collect data on **strategy monitoring, evaluation, and performance of manufacturing firms in Nairobi County**. The data obtained will be handled with confidentiality and utilized only for academic purposes. Kindly tick (√) against the suitable choice (s) provided.

Section A: Background Information

Kindly tick (√) against the suitable choice.

1. Which manufacturing sector does the firm you work for belong to?

Sector	**Tick**	**Sector**	**Tick**
Building, Mining and Construction		Automotive	
Energy, Electrical and Electronics		Chemical & Allied	
Leather and Footwear		Food and Beverage	
Pharmaceutical & Medical Equipment		Metal and Allied	
Paper and Paper Board		Plastics and Rubber	
Timber, Wood & Furniture		Textile and Apparels	

2. Kindly highlight your gender:

Gender	**Tick**
Female	
Male	

3. What period have you worked at the firm?

Period	**Tick**		**Tick**
Less than 1 year		5-10 years	
1-3 years		More than 10 years	
3-5 years			

4. Indicate the highest education level attained.

Period	**Tick**		**Tick**
Certificate		Postgraduate	
Diploma		Others	
Graduate			

Section B: Strategy Monitoring & Evaluation Practices

On a measure of 1-5, kindly tick (√) as appropriate on the extent to which your firm has implemented the following strategy monitoring and evaluation practices.

Where: (1) No extent; (2) Minimal extent; (3) Moderate extent; (4) Great extent; (5) Very great extent.

Strategy Monitoring & Evaluation Practices	**1**	**2**	**3**	**4**	**5**
Regular reporting.					
Adoption of technology.					
Feedback system.					
Benchmarking.					

Section C: Effect of Regular Reporting on Organizational Performance

On a measure of 1-5, kindly tick (√) on your level of agreement with the statements below;

Where: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

Statements	**1**	**2**	**3**	**4**	**5**

The firm has staff responsible for regular reporting on strategy monitoring and evaluation progress.					
Adequate resources have been deployed for strategy monitoring & evaluation.					
Reports on strategy M&E are provided to all stakeholders on time to keep them informed.					
All recommendations in strategy M&E reports are acted upon.					
Regular reporting enhances decision-making and accountability.					

Section D: Effect of Adoption of Technology on Organizational Performance

On a measure of 1-5, kindly tick (√) as appropriate on your level of agreement with the statements below;

Where: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

Statements	**1**	**2**	**3**	**4**	**5**
The staff have access to the right technologies for strategy monitoring & evaluation					
The technology adopted is regularly updated.					
The technology ensures that the right data is collected and analyzed.					
Staff are regularly trained and given support to ensure there is effective adoption of technologies.					
The use of technology has improved the efficiency & effectiveness of the firm.					

Management is effective in utilizing the data generated from M&E to improve organizational performance.					
Technology has helped in identifying areas of improvement and has contributed to improved performance.					

Section E: Effect of Feedback System on Organizational Performance

On a measure of 1-5, kindly tick (√) as appropriate on your level of agreement with the statements below;

Where: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

Statements	**1**	**2**	**3**	**4**	**5**
The firm has implemented a system of receiving feedback from stakeholders.					
Feedback received is acted upon and given proper attention by management.					
Feedback from stakeholders helps in undertaking proper corrective actions and contributes to improved performance.					

Section F: Effect of Benchmarking on Organizational Performance

On a measure of 1-5, kindy tick (√) as appropriate on your level of agreement with the statements below;

Where: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

Statements	**1**	**2**	**3**	**4**	**5**

The firm benchmarks from its superiors or peers.					
The firm allows the sharing of information with other peer firms.					
The firm considers the cost of benchmarking before engaging in it					
The firm implements the recommendations derived from benchmarking.					
The firm regularly reviews its benchmarking approach to improve its performance.					
Benchmarking assists in undertaking proper corrective actions and contributes to improved performance.					

Section G: Strategy Monitoring, Evaluation, and Organizational Performance

On a measure of 1-5, kindly tick (√) as appropriate on your level of agreement with the statements below;

Where: (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree.

Statements	**1**	**2**	**3**	**4**	**5**
Strategy M&E contributes to effective and efficient decision-making.					
The firm is highly rated by its customers as it meets their expectations and needs.					
Staff are highly motivated which positively impacts their engagement with the firm.					
Strategy M&E has improved the firm's profitability.					

Your participation is highly appreciated.

Appendix IV: List of Manufacturing Firms in Nairobi County

Sector: Automotive (48)			
1	Associated Battery Manufacturers - (E.A.) Ltd	2	Auto Industries Ltd
3	Crown Motors Group Ltd	4	ARC Ride Kenya Ltd
5	Auto Ancillaries Ltd	6	BMG Holdings Ltd
7	Avic INTL Beijing E.A Co. Ltd	8	Bhachu Industries Ltd
9	CMC Motors Group Ltd	10	CFAO Kenya Ltd
11	Chui Auto Spring Industries Ltd	12	Kibo Africa Ltd
13	Deluxe Trucks and Buses E.A. Ltd	14	Farasi Motors Ltd
15	Car and General Trading Ltd	16	GB Auto Kenya Ltd
17	Ebee Mobility Kenya Ltd	18	ISM Africa Ltd
19	Farm Engineering Industries Ltd	20	Isuzu East Africa Ltd
21	Fine Tread & Allied Industries Ltd	22	Just Nice Ltd
23	Honda Motorcycle Kenya Ltd	24	King Finn Kenya Ltd
25	Mobikey Truck & Bus Ltd	26	Pantech Kenya Ltd
27	Mobius Motors Kenya Ltd	28	Opibus Ltd
29	Pipe Manufacturers Ltd	30	Plateau Motors Ltd
31	Questworks Motoriabs LLP	32	Romageco Kenya Ltd
33	Simba Caetano Formula Ltd	34	Sagoo Holdings Ltd
35	Sinotruk Kenya Ltd	36	Simba Corporation Ltd
37	Sonlink (Kenya) Co. Ltd	38	Sohansons Ltd
39	Specialised Fibreglass Ltd	40	Varsani Brakelinigs Ltd
41	Tua International Group Ltd	42	Powerex Lubricants Ltd
43	Zen Autocomp Kenya Ltd	44	Toyota Kenya Ltd

45	Captain Motorcycle Manufacturing Co Ltd	46	Pinnacle Systems Ltd
47	Megh Cushion Industries Ltd		
Sector: Building, Mining and Construction (28)			
1	Afrikstones Ltd	2	Bamburi Cement Ltd
3	Aristocrats Concrete Ltd	4	Boyama Building Materials
5	Bamburi Special Products Ltd	6	Eurocon Tiles Products Ltd
7	Dittman Construction Co. Ltd	8	Greystone Industries Ltd
9	EPCO Quarries	10	Kenbro Industries Ltd
11	Gjenge Makers Ltd	12	Mayleen (K) Ltd
13	Blue Stone Ltd	14	Questworks Ltd
15	Hitech Granite Industries Ltd	16	Saj Ceramics Ltd
17	Hydro Water Well (K) Ltd	18	Silmet Industries Ltd
19	Keda Ceramics International CO. Ltd	20	Silverstone Quarry Ltd
21	Kenya Builders & Concrete Ltd	22	S.S Mehta & Sons Ltd
23	Mas Building Solutions Ltd	24	Warren Concrete Ltd
25	Mineral Enterprises Ltd	26	Tile & Carpet Centre
27	Space & Style Ltd	28	Capital Blocks & Pavers
Sector: Chemical & Allied (94)			
1	Afrikan Mbiu Company Ltd	2	Sarne Chemicals (E.A) Ltd
3	Al-Habib Cosmetics Ltd	4	Aluglass Africa Ltd
5	Airos Investment Ltd	6	Syngenta East Africa Ltd
7	SC Johnson and Son Kenya	8	Kenafric Matches Ltd
9	Balaji Group of Industries Ltd	10	Balm Industries Ltd
11	Beiersdorf East Africa Ltd	12	Basco Products (K) Ltd

13	Beyond Borders International Ltd	14	Basf East Africa Ltd
15	Chryso Eastern Africa Ltd	16	Bayer East Africa Ltd
17	Ciandci Chemical Ltd	18	Bitutech Ltd
19	Colgate Palmolive (EA) Ltd	20	Blends of Nature Ltd
21	Consol Glass Kenya Ltd	22	Blue Ring Products Ltd
23	Crown Paints Kenya PLC	24	BOC Kenya Ltd
25	Diversey Eastern & Central Africa	26	Buyline Industries Ltd
27	Dow Chemicals East Africa Ltd	28	Pidilite East Africa Ltd
27	Drychem Kenya Solutions Ltd	30	Carbacid (CO2) Ltd
31	East Africa Venturers Company Ltd	32	Chemraw EA Ltd
33	Galaxy Paints & Coating Co. Ltd	34	Chrysal Africa Ltd
35	Empire Glass Industries Ltd	36	Uzuri Industries Ltd
37	Hanse Impex Company Ltd	38	Elpha Kenya Ltd
39	Hayat Kimya Hygienic Products	40	Qasil Beauty Ltd
41	Highchem East Africa Ltd	42	Fosroc Kenya Ltd
43	Hi-Tech Inks & Coating Ltd	44	Glerian Ltd
45	Hychem Hygiene & Healthcare Solutions Ltd	46	H.B Fuller Kenya Ltd
47	Ideal Manufacturing Company Ltd	48	Haco Industries
49	Impala Glass Industries Ltd	50	Health Classique Ltd
51	Kansai Plascon Kenya Ltd	52	Henkel Kenya Ltd
53	Kemia International Ltd (Clariant)	54	Impact Chemicals Ltd
55	Kipepeo Industries Ltd	56	Aromakare Ltd
57	Nasib Industrial Products Ltd	58	Kanku Kenya Ltd
59	Neuce Kenya Paint Industry Ltd	60	Maroo Polymers Ltd

61	L'Oreal East Africa Ltd	62	Mosara Ltd
63	Osho Chemicals Industries Ltd	64	Nature's Touch LLP
65	PolyChem East Africa Ltd	66	Ndemmi Ltd
67	Polysynthetics Eastern Africa Ltd	68	Nubia Luxuries
69	Tri-Clover Industries (K) Ltd	70	Odex Chemicals Ltd
71	Tropikal Brand (Africa) Ltd	72	Pegler Paints Ltd
73	Twiga Chemical Industries Ltd	74	Sai Raj Ltd
75	Unilever Kenya Ltd	76	Saleila Kenya
77	Vitafoam Products Ltd	78	Sanergy Ltd
79	Woodvale Multiproducts Ltd	80	Sheth Natural Ltd
81	Soilex Prosolve Ltd	82	Sika Kenya Ltd
83	Solpia Kenya Ltd	84	Silentnight Bedding Ltd
85	Sunda Industrial Company Ltd	86	Silmak Agencies
87	Synresins Ltd	88	Simba Foam Ltd
89	The Diecutting Expert Ltd	90	Supa Brite Ltd
91	Crystal River Products	92	Cooper K - Brands
93	Mcdave Holdings Ltd	94	Ujasiri Ltd
Sector: Energy, Electrical and Electronics (42)			
1	AFAL Manufacturing Ltd	2	BCS Kenya Limited
3	Ariya Energy Holdings Ltd	4	Cable Connect Ltd
5	Devon Industries Ltd	6	Espace Malter Ltd
7	Golden Lion International Ltd	8	Repelectric (K) Ltd
9	Green Hillcable Co Ltd	10	Kenwest Cables Ltd
11	Greenlight Planet Kenya Ltd	12	Kenya Power Co. Ltd

13	Ibera Africa Power (EA) Ltd	14	Koko Networks Ltd
15	ISKY Smart Tech Ltd	16	Mafi East Africa Ltd
17	JTC Technology Kenya Ltd	18	Masai Cables Ltd
19	Kenya Electricity Generating Co. Ltd	20	Metsec Cables Ltd
21	Lacheka Lubricants Ltd	22	Optimum Lubricants Ltd
23	Lake Turkana Wind Power Ltd	24	Patronics Services Ltd
25	Manufacturers & Suppliers (K) Ltd	26	Sunculture Kenya Ltd
27	Synergy Lubricant Solutions Ltd	28	Saiger Kenya Ltd
29	Nationwide Electrical Industries Ltd	30	Solimpexs Africa Ltd
31	Noble Gases International Ltd	32	Weirods Ltd
33	Pan Africa Transformers & Switchgears Ltd	34	Tronic Kenya Ltd
35	Schneider Electric Ltd	36	Vivo Energy
37	Sokofresh Agri Innovations East Africa Ltd	38	Yocean Group Ltd
39	Total Energies Marketing Kenya Plc	40	M-Kopa Kenya Ltd
41	Criou Energy Ltd	42	United Lubricants Ltd
Sector: Food and & Beverage (133)			
1	Bakemark Ltd	2	Acee Ltd
3	Bakers Corner Ltd	4	Afribon (K) Ltd
5	East African Sea Food Ltd	6	Afrimac Nut Company
7	Bdelo Ltd	8	Devkan Enterprises Ltd
9	Bigcold Kenya Ltd	10	Kenchic Ltd
11	Excel Chemicals Ltd	12	Burton and Bamber Ltd
13	Bio Food Products Ltd	14	Agriscope (Africa) Ltd
15	Bloc Enterprises Ltd	16	Al-Noor Feisal & Co Ltd

17	Bluplastics and Water Co. Ltd	18	Al-mahra Industries Ltd
19	Brandons Foods Ltd	20	Alpine Coolers Ltd
21	Brenntag Kenya Ltd	22	Amki Kenya Ltd
23	Britania Food Ltd	24	Kamili Bakers Ltd
25	British American Tobacco Kenya Plc	26	Arax Mills Ltd
27	C Dormans SEZ Ltd	28	Azaavi Collections
29	C.Czarnikow Sugar (EA) Ltd	30	Candy Kenya Ltd
31	Capel Food Ingredients	32	Caroline Cupcakes Ltd
33	Coca-Cola Central East & West Africa Ltd	34	Confini Ltd
35	Convex Commodity Merchants Ltd	36	DPL Festive Ltd
37	Danone Baby Nutrition Africa and Overseas	38	Trufoods Ltd
39	Eastern Produce Kenya Ltd (Kakuzi)	40	Groupaco Holdings Ltd
41	Devyani Foods Industries	42	Elekea Ltd
43	East African Breweries Ltd	44	Victory Farms Ltd
45	Eco Living International Ltd	46	Fresh N Crunchy
47	Edible Oil Products Ltd	48	Frigoken Ltd
49	Farmers Choice Ltd	50	Giloil Company Ltd
51	Global Mark Foods Ltd	52	Glacier Products Ltd
53	Green Forest Foods Ltd	54	Gonas Best Ltd
55	Hephzibah International Ltd	56	Grainuts Craft Ltd
57	Heritage Foods Ltd	58	Gubanx Ventures
59	Her Kitchn Foods Ltd	60	Kenya Sweets Ltd
61	Highlands Canners Ltd	62	Kenya Wine Agencies Ltd
63	Hope Tasty Cake Baker Ltd	64	Kevian Kenya Ltd

65	House of Bona Ltd	66	Kirinyanga Flour Mills
67	Kalabashi Investment Ltd	68	Koba Waters Ltd
69	Kenafric Beverages & Bottling Ltd	70	Lesaffre Kenya Ltd
71	Kenafric Biscuits Ltd	72	Lactacare Kenya Ltd
73	Kenafric Industries Ltd	74	Mamaz Spices Ltd
75	Kijani Agro Products Ltd	76	MHS Bakers Ltd
77	KTDA Management Service	78	Mini Bakeries (Nbi) Ltd
79	Kwale International Sugar Company	80	Mwakawa Investment Ltd
81	Maisha Beverages Ltd	82	Ustawi Grain Millers Ltd
83	Manji Food Industries Ltd	84	Nairobi Bottlers Ltd
85	Osho Grain Millers Ltd	86	NT Heish Ltd
87	Massatech Kenya Ltd	88	Nairobi Flour Mills Ltd
89	Melvin Marsh International Ltd	90	Nairobi Java House Ltd
91	Monument Distillers East Africa Ltd	92	Nature Lock LLP
93	Orana Kenya Ltd	94	Nestle Kenya Ltd
95	Patco Industries Ltd	96	Pembe Flour Mills Ltd
97	Patiala Distillers K Ltd	98	Prime Soy Ltd
99	Pradip Enterprises (E.A) Ltd	100	RAZCO Ltd
101	Premier Food Industries Ltd	102	Sasini PLC
103	Propack Kenya Ltd	104	SBC Kenya Ltd
105	Re-Suns Spices Ltd	106	Scrumptious Eats Ltd
107	Salim Wazarani Kenya Company	108	Sigma Feeds Ltd
109	Silvertouch Investment Ltd	110	Simply Foods Ltd
111	Suguna Foods Kenya Ltd	112	Spice World Ltd

113	Suntory Beverage & Food Kenya Ltd	114	Supa Snacks Ltd
115	Top Food (EA) Ltd	116	Trisquare Products Ltd
117	Unipack Investment Ltd	118	Tropical Heat Ltd
119	Upfield Manufacturing Kenya Ltd	120	Umami Foods Ltd
121	Miyonga Fresh Greens Enterprise Ltd	122	Unga Group Ltd
123	Wanji Food Industries Ltd	124	Upfield Kenya Ltd
125	Chiromo Fertilizers Ltd	126	Weetabix East Africa
127	Kenya Horticultural Exporters (1977)	128	Zeelandia East Africa Ltd
129	The Harvester Eco Farm Ltd	130	Zheng Hong (K) Ltd
131	The Chocolate Bar Ltd	132	Sunny Processors Ltd
133	The Continental Superior Ltd		
Sector: Leather and Footwear (14)			
1	Addison Industries Ltd	2	All Times Ltd
3	Great Yadud Industry Ltd	4	Budget Shoes Ltd
5	Jeilo Leather Collections Ltd	6	La'perry Designs Ltd
7	C&P Shoes Industries Ltd	8	Patian Enterprises Ltd
9	Columbus Footwear Ltd	10	Sandstorm Africa Ltd
11	Walker Industries Kenya Ltd	12	Josef Seibel Africa Ltd
13	Zingo Investments Ltd	14	Reflex Footwear Ltd
Sector: Metal & Allied (66)			
1	Blue Nile Rolling Mills Ltd	2	Ashut Engineers
3	Accurate Steel Mills Ltd	4	ASL Ltd
5	Afriken International Ltd	6	ASP Company Ltd
7	Alloy Steel Casting Ltd	8	Elite Tools Ltd

9	Keepings Trading Ltd	10	Tin Can Manufacturers Ltd
11	Metal Tin Containers Ltd	12	Canton Alloys Ltd
13	Athi River Steel Plant Ltd	14	Crystal Industries Ltd
15	Bhuraj Metal Industries Ltd	16	Davis & Shirtliff Ltd
17	Canon Aluminium Fabricators Ltd	18	Fit Tight Fasteners Ltd
19	City Engineering Works Ltd	20	GZI Kenya Ltd
21	David Kamau Engineering Company	22	Hebatullah Brothers Ltd
23	East Africa Cans & Closures Ltd	24	Hi-tech Gravures Ltd
25	East Africa Spectre Ltd	26	Hydro Aluminium Ltd
27	Easy Clean Africa Ltd	28	Heavy Engineering Ltd
29	Guala Closures East Africa Ltd	30	Insteel Ltd
31	Hind Aluminium Industries (Kenya) Ltd	32	Mecol Ltd
33	Kandi Steel Fabricators Africa Ltd	34	Metal Crowns Ltd
35	Kens Metal Industries Ltd	36	Nails & Steel Products Ltd
37	Kenya Trucks and Tractors Ltd	38	Napro Industries Ltd
39	Khetshi Dharamshi & Co. Ltd	40	Neoeng Ltd
41	Masai Rolling Mills Ltd	42	Indigo Industries Ltd
43	Mepani and Son Investment Ltd	44	Rhodium Steel Ltd
45	Metal Cans & Closures Kenya Ltd	46	Patken Ltd
47	Mitsubishi Corporation Nairobi Liason Office	48	Steel Structures Ltd
49	Nairobi Realnet Investment Ltd	50	Steel Makers Ltd
51	Nelleon Development Company Ltd	52	Tononoka Steel Ltd
53	Nirmal Fabricators Ltd	54	Velka Engineering Ltd
55	Nyagah Mechanical Engineering Ltd	56	Viro Locks K Ltd

57	Prestige Link Traders Ltd	58	Vivek Investments Ltd
59	Ropa Engineering Co Ltd	60	Welding Alloys Ltd
61	Sheffield Steel Systems Ltd	62	Wire Products Ltd
63	Simba Metal Products Ltd	64	Zenith Steel Fabricators Ltd
65	St Theresa Industries Kenya Ltd	66	Tononoka Rolling Mills Ltd
Sector: Paper and Paper Board (57)			
1	Adpak International Ltd	2	ASL Packaging Ltd
3	Economic Industries Ltd	4	BIC East Africa Ltd
5	Amor East Africa Imaging Supplies Ltd	6	Blossom Brands Ltd
7	Avery Dennison Kenya Ltd	8	Capitol Printers Ltd
9	Anke Home Appliance Services Ltd	10	Euro Packaging Ltd
11	Bags & Ballers Manufacturers Ltd	12	Carton Experts Ltd
13	Dodhia Packaging Kenya Ltd	14	Chrome Partners Ltd
15	Chandaria Industries Ltd	16	Colour Labels Ltd
17	Enova Industries Ltd	18	Label Converters Ltd
19	General Printers 2021 Ltd	20	Paper Converters (K) Ltd
21	Hills Converters (K) Ltd	22	Elite Offset Ltd
23	Jubilee Tissue Industries	24	Ellams Products
25	Kartasi Industries Ltd	26	English Press Ltd
27	Kenafric Manufacturing Ltd	28	Excel Packaging Ltd
29	Kim-Fay East Africa Ltd	30	Flexoworld Ltd
31	Manipal International Printing Press Ltd	32	Guaca Stationers Ltd
33	Modern Lithographic (K) Ltd	34	Paperbags Ltd
35	Printpak Multi Packaging Ltd	36	Paperplast Ltd

37	Ramco Printing Works Ltd	38	Paraprint Ltd
39	Regal Press Kenya Ltd	40	Pressmaster Africa Ltd
41	Royal Converters Ltd	42	Prime Cartons
43	Sarjudas Industries Ltd	44	Printing Services Ltd
45	Sintel Security Print Solutions Ltd	46	Quickpack Ltd
47	Stima Printer & Stationers Ltd	48	Smart Printers Ltd
49	Skanem Interlabels Nairobi Ltd	50	Statpack Industries Ltd
51	Twiga Stationers & Printers Ltd	52	Vvarks Industries Ltd
53	Tiger Packaging Ltd	54	Wandi Packaging Ltd
55	The Paper House of Kenya Ltd	56	Tetra Pak Ltd
57	The Print Store Ltd		
Sector: Pharmaceutical and Medical Equipment (26)			
1	Auto Sterile East Africa Ltd	2	Aesthetics Ltd
3	Biodeal Laboratories Ltd	4	Cosmos Ltd
5	Eco-LAB CO Ltd	6	Dawa Ltd
7	Beta Healthcare International Ltd	8	Hewatele Ltd
9	Crown Solutions Ltd	10	KAM Industries Ltd
11	Dynamic Chemicals Ltd	12	Kijani Medical Ltd
13	Elys Chemicals Industries Ltd	14	Promed Industries Ltd
15	Glaxo Smithkline Kenya Ltd	16	Questcare Ltd
17	Highchem Marketing Ltd	18	Vetcare Kenya Ltd
19	Laboratory & Allied Ltd	20	Viva Healthcare
21	Zain Pharmaceutica & Medical Equipments	22	Onkod Company Ltd
23	Ultimate Sports Nutrition (USN) Kenya Ltd	24	Regal Pharmaceuticals Ltd

25	Ultravetis East Africa Ltd	26	Nairobi Enterprises Ltd
Sector: Plastics & Rubber (65)			
1	A Plus Technology Co. Ltd	2	Adarsh Polymer Ltd
3	Afri Piping Systems Kenya Ltd	4	Betatrad (K) Ltd
5	Allan International Co. Ltd	6	Bobmil Industries Ltd
7	Apex Piping Systems Ltd	8	Brush Manufacturers Ltd
9	Ashut Plastics Ltd	10	Buruk General Trading
11	Treadsetters Tyres Ltd	12	Comet Plastics Ltd
13	Axis PVC Kenya Ltd	14	Complast Industries Ltd
15	Ecoeri Green Co. Ltd	16	Coninx Industries Ltd
17	Elite Innovations K Ltd	18	Dentex Industries Ltd
19	Eslon Plastics Kenya Ltd	20	Elgon Kenya Ltd
21	Five Star Manufacturers	22	General Plastics Ltd
23	Freshlife Initiative Ltd	24	Jumbo Chem Industries
25	General Industries Ltd	26	Kentainers Ltd
27	Huming PVC Co. Ltd	28	Krona Plastics Ltd
29	Kenpoly Manufacturers Ltd	30	L.G Harris & Co. Ltd
31	Kenstar Plastic Industries Ltd	32	Mo and Mo Company
33	King Plastics Industries Ltd	34	Nairobi Plastics Ltd
35	Megapipes Solutions Ltd	36	Neopack Ltd
37	Plast Packaging Industries Ltd	38	Packaging Industries Ltd
39	Polyafric Industries Ltd	40	Packaging Masters Ltd
41	Polyflex Industries Ltd	42	Paras Industries Ltd
43	Polytanks and Containers	44	Plastic Electricons

45	Polythene Industries Ltd	46	Plastico Industries Ltd
47	Rubber Products Ltd	48	Polyblend Ltd
49	Silafrica Kenya Ltd	50	R&R Plastic Ltd
51	Silpack Industries Ltd	52	Safepak Ltd
53	Stallion Manufacturers Ltd	54	Shade Nett Ltd
55	Vintz Industries Ltd	56	Shrink Pack Ltd
57	Style Industries Ltd	58	Thermopak Ltd
59	Super Manufacturers Ltd	60	Techno Plast Ltd
61	United Bags Manufacturers Ltd	62	Wonderpac Industries Ltd
63	Techpak Industries Ltd	64	Visionone Industries Ltd
65	Torrent East Africa Ltd		
Sector: Textile & Apparels (37)			
1	Africa Apprels EPZ Ltd	2	Dharamshi & Co Ltd
3	Akinyi Odongo Kenya Ltd	4	Malla's Apparels
5	Brandnest Advertising & Design Ltd	6	Manchester Outfitters Ltd
7	Brother Shirts Factory Ltd	8	Midco Textiles (EA) Ltd
9	Crafts With Meaning Ltd	10	Omega Apprales Ltd
11	Eriken Manufacturing Industries Ltd	12	Oriental Mills Ltd
13	Extra Dimensions Company Ltd	14	Plusify Ltd
15	Forces Equipment (Kenya) Ltd	16	Promo Kings Ltd
17	Izmir Enterprises Ltd	18	Sarai Afrique Ltd
19	Kosirai Textile and Apparels Company	20	Sasa Africa Ltd
21	Radheshyam Suppliers Ltd	22	Savannah Suns Ltd
23	Spot On Enterprises	24	Suman Shakti

25	Straightline Enterprises Ltd	26	Supra Textiles Ltd
27	Sueng Enterprises Ltd	28	Tarpo Industries Ltd
29	Sunflag Textile & Knitwear Mills Ltd	30	Thika Cloth Mills Ltd
31	Teeny Fashions Ltd	32	Vivo Active Wear
33	United Aryan EPZ Ltd	34	Teita Estate Ltd
35	Wild Elegance Africa	36	Shona EPZ Ltd
37	Silverstar Manufacturers Ltd		
Sector: Timber, Wood & Furniture (17)			
1	Better Globe Forestry Ltd	2	Elida Industries Ltd
3	FunKidz Ltd	4	Furniture International Ltd
5	Green Creative Co. Ltd	6	Little Cribs Ltd
7	Panesar's Kenya Ltd	8	Love Artisan
9	Rosewood Furniture Manufacturers Ltd	10	Newline Ltd
11	Shah Timber Mart Ltd	12	PG Bison Ltd
13	Wood Products Ltd	14	Renocon
15	Watervale Investments Ltd	16	Woodtex Kenya Ltd
17	Fine Wood Works Ltd		

Source: Kenya Manufacturers & Exporters Directory, 2022 - 2023 Edition.

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