

**SUSTAINABILITY STRATEGIES ADOPTED BY PARTNERS IN
COMMUNITY TRANSFORMATION, KENYA**

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DECLARATION

I declare that this project as my original work has not been presented for award of a degree in any other university.

Signed.....Date.....

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D61/75524/2014

This project has been submitted for examination with my approval as University of Nairobi supervisor.

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DEDICATION

I dedicate this project to my family, who have been determined to see me through and whose inspiration has made sure that I stay focused to the end. Thank you, I cannot quantify my love for you.

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ACRONYMS AND ABBREVIATIONS

INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
PBO	Public Benefits Organizations
PCT	Partners in Community Transformation

ABSTRACT

Organizations are finding it difficult to predict their long-term survival due to the ever-dynamic business environment resulting in different opportunities and challenges. They therefore have to craft and adopt fail proof strategies to ensure sustainability. Crafting alone will not guarantee success, proper operationalization and implementation of these strategies is important. Partners in Community Transformation is a grass root for public benefit organization that operates Seme sub-county in Kisumu County. The study objectives were to establish the sustainability strategies adopted by partners in community transformation, Kenya and the challenges faced when implementing these strategies. Case study design was adopted for this research. Data was collected primarily using the interview guides. The interviewees were the directors. Content analysis used to analyze the data. The key findings of the study were that PCT has and continues to adopt various strategies, which include, fund diversification, human resource sustainability, strategic alliances and partnerships and social enterprises. These strategies have and continue to make PCT sustainable. However, although these strategies are well crafted, without proper implementation, sustainability of the organization would be a mirage. The study established that funding sources were diminishing; it is difficult to recruit, train and retain highly qualified personnel with uncertainty in funding. Moreover, finding organizations with similar goals, culture and practices has been a challenge when forging lasting alliances. Consequently, financial management of proceeds from commercial enterprises has been an uphill task. The study recommends that PCT should engage financial experts to manage the finances prudently, set clear policies on utilization of proceeds from commercial enterprises, proper capacity building, and proper communication channels and involving all employees in strategy formulation to implementation, some of these challenges can be mitigated. Some of the limitations encountered include: difficulties in making generalizations from the study, time constraints; the interviewees had several interruptions from colleagues and the organization stakeholders and limited information from the limited number of interviewees. The study focussed on the sustainability strategies adopted by a local grass root organization, the study can be extended to survey a large number of for public benefit organizations so as to determine which sustainability strategies are more effective.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are finding it difficult to predict their long-term survival due to the ever-dynamic business environment resulting in different opportunities and challenges. This necessitates organizations to come up with fail proof strategies to ensure their long-term achievement of goals (Koigi, 2002). Not for profit organizations are not an exception, they have to strive to find a foothold in a volatile environment that has scarce resources and a large number of stakeholders that require the essential services provided. Porter (2008) ascertains that organizations have to create a unique and valuable position that enables them to conduct activities that are different from those of rivals thus ensuring long-term survival.

According to Harmon, Fairfield and Behson (2009), of performance targets in financial, environmental and social terms have become a common trend. Barry, (1986) states that many not for profit organizations use sustainability strategies such as growth and income diversification to have an impact in the environment; strategic alliances and sharing of services with one or more other organization; providing essential services to both governmental and non governmental entities; human resource strategies and undertaking cost cutting measures. With effective operationalization and institutionalization of strategies that put in perspective the various environmental trends, organizations can enhance their overall performance and improve their capability to serve the purposes for which they exist into the future (Thompson & Strickland 2011).

Organization theory (Pfeiffer 1997, Zammuto and Cameron, 1983, and Casey, 2002) and resource-based theory (Porter 1985, Wernerfelt 1984, North 1990, Barney 1991) will anchor this study. Organization theory states ways in which an organization can cope with rapid change both in its internal and external environment to ensure its survival. A different approach for describing organization turnaround in organization theory was proposed by Zammuto and Cameron (1983). Their model addresses five process domains that focuses on the organization, these are; the defense, offense, diversification, consolidation domains. Organization theory fosters the relationship between the internal and external environment, enhancing productivity to ensure the sustainability. When an organization considers these major components, it tends to address the areas of weakness that require it to change and adapt sustainability strategies to its external environment, which brings about the change process.

In addition to organization theory there is the resource-based theory, which argues that a firm must analyze their resources before crafting strategies for competitive advantage, (Barney, 1991). This theory posits that in order to have competitive advantage against other firms, an organization has to develop unique and non-substitutable resource base that will enable them to be ahead of competitors and craft strategies that will ensure sustainability of the firms in the business environment (Newbert, 2007).

Partners in Community Transformation (PCT), was founded in 2007 with the objectives of enhancing the capacity of communities to assess their strengths, capabilities and resources in order to implement and evaluate interventions to strengthen community leadership, linkages and collaboration between individuals, organizations, and relevant

government departments. Partners in Community Transformation has over time received funding from various donors. The organization currently has a five-year funding cycle. After the five years elapse in 2017 the organization may not receive more funding from the major donor (The University of British Columbia, 2016).

This raises the issues on the organization's sustainability. Some of the challenges that the organization is currently facing are over reliance on private donors and inability to source for other donors. With reduced funding PCT will not be able to run a majority of its projects and programs whose beneficiaries are the most vulnerable population. Moreover, it is experiencing hurdles in implementing some of its sustainable strategies; therefore the organization has to device ways to ensure that its programs do not 'die' with cessation of funding (Partners In Community Transformation , 2011).

1.1.1 Sustainability Strategy

Sustainability is a development that is undertaken with the orientation of meeting both the present and future needs of the organization (Cruz, Pedrozo, & Estivaleta, 2006). Sustainability in itself is a long-term business strategy that drives corporate growth and profitability. Sustainability within an organization is categorized into financial and organizational sustainability and sustainability with regard to service.

To a large extent, the going concern of any organization is determined by its financial sustainability. Onsongo (2012) asserts that there are several mechanisms that organizations can use to achieve financial sustainability and stop over reliance on single

sources of funds. Hailey (2014) agrees with Onsongo and retaliates that for organizations to remain sustainable they have to have multiple sources of funds. For PBOs this can be achieved by balancing restricted and unrestricted funds. However, being the most critical, financial sustainability alone does not constitute an organization's overall sustainability. Organizations have to build unique combinations of competencies and capabilities. Organizational sustainability relates to of an organization to fulfill its mission consistently by employment of scarce resource available to its disposal this entails a total overhaul of organizational goals, improve the internal processes and systems to be able to match up to challenges and changes in the environment (Porter, 2008).

Sustainability is a process that involves all the elements in an organization that include: strategic, organizational, programmatic, social and financial parameters (Hailey 2014). Sustainable organizations are those that are able to effectively and strategically adopt to external changes. The classic PESTEL framework (Political, Economic, Socio-cultural, Technological, Ecological and Legal factors), categorizes these as the main external factors that affect the long-term survival and prosperity of organizations, (Porter, 2008). An organization that is unable to survive will therefore not fulfill its mission and vision and the expectation of stakeholders (Sirsly, 2015). Sustainability of services entails the capability of organizations to continuously deliver specific services. It also entails the ability of organizations to anticipate the changes in both the internal and external environment in terms of the service needs of the community the operate in as a whole.

Sustainability strategies are vital to an organization's continual survival and provision of vital services. This ensures that the stakeholders that have been benefiting from the services do not experience any shortfall in the services previously delivered, as most funding sources are short term in nature. Organizations that have sustainability plans can foresee increased financial consistency and security to foster their long term planning and strategies for their organizations (Otieno 2013). It is evident that organizations operate in a rapidly changing environment and cannot afford to lose quality programs and important innovations due to poor strategies. For an organization to remain attractive to both national and international donors it has to craft and adopt an elaborate mission and vision, and have the necessary capabilities to employ the resources effectively and efficiently (Njoroge 2012). A good sustainability strategy enhances an organization's performance and ensures less reliance on external donors, thus increasing an organization's autonomy.

1.1.2 The Public Benefit Organization Sector in Kenya

The Public benefit organization sector is crucial contribution in the welfare of the Kenyan population. The NGO Coordination Act (1992) defines an PBO as a group of similar minded individuals or association that voluntarily organize themselves either nationally or internationally for the benefit of the public promoting social welfare, development, charity or research in the areas that include: health, relief, agriculture, education, industry and the supply of amenities and services. Kameri Mbote (2002) states that PBO's agenda and existence has been multifaceted and the following specific strategic societal changes have spurred the formation, growth and development of PBOs; worldwide economic

recessions, emergence of new diseases, recurrence of armed conflict, environmental degradation and climate change and dwindling job opportunities due to population explosion. This sector consists of regional, national and international organizations.

This sector has experienced rapid growth in the recent years coupled with cutbacks in donor funding due to the global economic downturn. This has led to increased competition among PBOs for dwindling financial resources and limited opportunities to generate additional resources but faced with increasing demands from projects and programs to fulfill their missions. Local PBOs are not able to adequately access donor funding due to stiff competition by INGOs (Kameri-Mbote, 2000). Subsequently, the sector in Kenya faces a number of issues with lack of funds and poor governance policies being one of the key factors. Absence of strategic planning and poor networking has also led to severe duplication of efforts and conflicting strategies at community level. In addition, poor communication is also a crucial challenge affecting the sector in Kenya today. These are the major reasons why the sector needs to craft strategies that will foster their long-term survival.

1.1.3 Partners in Community Transformation

Partners in Community Transformation (PCT), is a grass-root community empowerment organization in Kenya. PCT was established with the vision of having healthy, happy and able communities and a mission to empower the communities to be able to address the most significant needs affecting their well-being. To achieve these, the core areas of operation include: health, water and sanitation, education, food security and environment

and special programmes for the youth. Under health, PCT has been working with the Ministry of Health to implement community strategy, a government policy in promoting primary health care (Partners in Community Transformation, 2011). PCT also undertakes focus in safe water and sanitation projects in Suba district where it has water and sanitation projects on Remba Island. Its school program include health clubs in both primary and secondary schools in Seme sub-county of Kisumu county, leadership training programmes and link programmes in Kit Mikayi High School where the school has been equipped with computers and internet connectivity to facilitate communication with other schools in the west (The University of British Columbia, 2016).

Over the years PCT has had well-defined resource mobilization mechanisms, which have mostly been through grant applications. PCT has both local and international donors who have supported its programs and projects. However, most of these grants and donations have restrictions, as they do not cater for support services such as program operational expenses including staff expense. The international funding cycle ends in August 2017 and therefore the sustainability of the on going projects will be at stake, (University of British Columbia, 2016). PCT faces a challenge in its processes and organization structures; as such the organization needs to strengthen its financial processes with the aim of drawing potential financiers. In addition, despite the relentless fight against social ills there is a population explosion of vulnerable individuals in the operation areas of PCT, this adds to the resource constraints the organization is currently facing. Therefore PCT must develop, adopt and implement strategies to ensure sustainability of the current projects ensuring long term funding of these projects.

1.2 The Research Problem

The need for organizations to be sustainable has never been so urgent than at the moment. The business environment that organizations operate in is highly volatile and demands for different strategies to be adopted to ascertain success (Barney, 2004). For any long-term success to take place in an organization, sustainable strategies must be crafted and implemented. Sustainable strategies are unique to each organization as organizations are different and face different challenges, and thus there is need for each organization to adopt their own strategies.

Sustainability thus becomes a crucial aspect of the organizational strategy and operations when an organization is able to overcome different hurdles of the process that is from crafting, adopting and implementing the different strategies selected and develop new capabilities of tackling the challenges. Rawlings (2010) notes that donor funding is being diverted to other disaster prone areas hence organizations are trying to commercialize activities as they struggle to reduce over dependence on incoming resources. Chumo (2011) also notes that most for PBOs in Kenya are preoccupied with emergencies, diseases, illiteracy and poverty to the extent that long term planning is forgotten. These scholars are in agreement that for organizations to benefit from continued survival they have to be prepared to tackle changes in the environment in which they operate. However, Nidumolu, Pralahad and Rangaswami (2009) assert that sustainability is not easy to achieve.

All organizations require funds to operate and implement their programs and projects and PCT is no exception. PCT is over reliant on donor funding for both programmatic and administrative activities. With donor funding comes restrictions on spending. Donors restrict spending of funds on support service and overhead costs incurred by the organization. The organization must “contribute” these costs, or at least cover an increasing share of these costs overtime (The University of British Columbia, 2016). PCT therefore has limited autonomy and lack the freedom to c select the most effective strategies and program activities to undertake to achieve its vision.. This thus challenges PCT managers to find ways in which to strengthen their financial standing without compromising its mission. They therefore have to device and implement strategies that foster its long-term survival.

Studies have been conducted on the concept of sustainability strategies in different contexts. Kramer, (2009) conducted a study on the energy sector New Zealand and concludes that for sustainability to be achieved critical implementation policies should be intergrated into a companies core activities. Gandy, (2015) studied small business strategies for company profitability and sustainability in Colorado,USA. The main findings were that seasonality of business, passion and dedication of managers and proper recruitment of qualified manpower are important to ensure sustainability, while Mulaba-Bafubiandi, (2007) conducted a study at the university of Johannesburg in South Africa and observed that for sustainability the University of Johannesburg must shift its focus from administrative and transactional tasks to transformational activities and remain alert and flexible to market demand and changes.

Gitari, (2006) studied sustainability strategies adopted by Kenya Agricultural Research Institute (KARI) which is a public sector organization funded by the government. However due to reduction in budgetary allocations KARI has systematically instituted several strategies to remain sustainable in the long run. Kanyugo, (2014) conducted a study at Amedo Centres Kenya Limited. Kanyugo observes that when a company adopts strategies that cannot be easily copied by its competitors, competitive advantage is prolonged hence becoming sustainable. These studies have focussed on different organizational strategies however not in the context of for public benefit organizations. Several studies have also been carried out on sustainability strategies for public benefit organizations by various researchers including Mbithi, (2010) studied the extent to which community based organizations in Kisumu East District apply Ansoff's product/market growth strategy this represents a significant conceptual gap that helps inform the current study.

Onsongo, (2012) indicates that there are numerous strategies that organizations can adapt to remain sustainable and step away from reliance on donors. Njoroge, (2012) asserts that there are several factors including unsuitable operations that influence the sustainability of a non-profit organization. Otieno, (2013) studied the sustainability strategies adopted by the I-TECH Kenya and his findings outline that the organization is adopting these strategies and as it continues to do so, it faces various challenges that it has to overcome to ensure sustainability.

As much as these studies have given us valuable insights on sustainable strategies in different contexts and different levels in public benefit organizations, research has not been carried out to ascertain sustainability strategies to be adopted by a local grass root organization, Partners in Community Transformation. This represents a significant contextual knowledge gap. This knowledge gap informs this study on the sustainability strategies adopted by the Partners in Community Transformation. What are the sustainability strategies adopted by Partners in Community Transformation?

1.3 Research Objectives

The study was based on two main objectives namely:

- i. To establish the sustainability strategies adopted by Partners in Community Transformation.
- ii. To determine the challenges, the organization faces in adopting the sustainability strategies.

1.4 Value of the Study

The sustainability of any organization is crucial and therefore the study findings may be used as a source of reference. Comparisons may be made on the findings with effectiveness of the sustainability strategies adopted by other organizations for further study for researchers. Moreover, the study findings will add some knowledge to the existing theory and open up areas for more research. The findings will contribute to generation of knowledge on the sustainability strategies employed by non-governmental organizations in order to achieve their mission, objectives and goals resulting into theory building.

The study will also provide insightful information to the management team in its policy formulation and assist in policy development and implementation to take into account new strategic policies on sustainability and also to create knowledge based on the techniques used in crafting and adopting various strategic practices, which help them improve the management and leadership styles to enhance sustainability.

Organizations exist and operate in highly dynamic environments. Most organizations therefore, have to device, develop and implement strategies to guarantee their survival within these environments; similarly non-governmental organizations have to develop strategies to ensure their operations in the long run. It is difficult to meet current program needs with scarce resources that PBOs have. With so many social ills and problems to solve, donors are not able to sustain organizational needs. Furthermore, with population explosion worldwide the number of PBO beneficiaries increases. With these come new social ills that demand urgent financial resources to curb. The study will be important not only to Partners in Community Transformation under study but also other key players in this sector. This will help the organization at large to understand the strategies and policies it should enhance and those it should continue to adopt in order to attract multiple sources of funds.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Adequate literature has been published on sustainable strategies adopted by for public benefit organizations and most of it will be reviewed in this chapter. This section will capture the theoretical anchorage of sustainability strategies, the concept of sustainability strategies, challenges faced by organizations in implementing these strategies and a summary of the knowledge gaps. It will be the foundation for the analysis for the findings from the study, enhancing the comprehension of organizational sustainability.

2.2 Theoretical Underpinnings of the Study

Two theories will provide critical anchorage of this study, Organization theory and Resource based theory. Resource-based theory of the firm establishes the theoretical frame of reference for organizational set up based on the studies of Porter (1985), Wernerfelt, (1984) and North (1990). This theory presents an image of organizational development and their relationships with the environment; the development organizational-environment relationship first takes an important role in the development of the society reflected in the economy and standards of quality of life (Barney, 1991).

Barney (1991) defines organizational resources as the capabilities and the assets that are controlled by the organization in pursuit of sustainable strategies. From the point of view of resource-based theory, Wernerfelt (1984) mentions that an organization has to maintain a competitive advantage built on its resources. Penrose, (1959) states that a company needs reserves for operations and cumulative development process. This therefore suggests that for organizations to remain sustainable they require strategies to

exploit their internal and external capabilities. Making an analysis it can be established that the sustainability strategies are the balancing factors in economic, ecological and social interactions in the theories mentioned.

Organization theory offers insight on how organizations can secure a steady stream of funds to continue their operations. Organizations must focus on serving their clients with limited resources, keep organizational cost as low as possible and demonstrate a highly efficient use of resources. Managers of non-profit organizations must also deal with diverse stakeholders and must market their services not only to clients but also to volunteers and donors (Casey, 2002). This can sometimes cause conflicts and power struggles among organizations. Moreover, organizations have to evolve with the changing environment in order to fulfill their missions and visions this has led to managers redesigning organizations towards organizational learning. Besides improving communication, continuous learning enhances collaboration within the organization as well as contributes in increasing the capability of the organization. Malunga & Banda, (2012) in their research confirm that through organizational learning, organizations can ensure their sustainability. Sustainability is constituted as an unavoidable necessity for the future survival of the company.

2.3 Sustainability Strategies

In the current business environment, it has become important for organizations to adopt sustainable strategies. Sustainable strategies are action plans that organizations put into place in order to achieve their goals in way that they gain competitive advantage over their competitors (Cruz, Pedrozo, & Estivaleta, 2006). Management of an organization

must apply these strategies in order to guarantee success of the organization. The nature of the environment an organization operates in defines the types of sustainable strategies to be adopted (Porter, 1985).

Implementation of these strategies must be done with regard to the resource capability of the organization. Organizations have to be aware of the financial, human resource and even political capability before embarking on adopting a sustainable strategy. All organizations whether for profit or not for profit need a secure flow of income to craft strategies that can meet current and future program needs (Barney, 1991).

Rijamampianina (2003) argues that diversification is a key element to sustainability because if one aspect of strategy fails, another can succeed; he further argues that for organizations to remain viable they must piece together capital from various sources as opposed to single sourcing. Malunga and Banda (2012) in their study of the relationship between revenue diversification and the financial stability of organizations found out that non-profits could indeed reduce their revenue volatility through diversification, particularly by equalizing their reliance on earned income and investments.

Human resource sustainability is also important in ensuring successful sustainable strategies. The organization must be able to have a capable employee base whom they can sell the vision of the organization and who will fit seamlessly in the strategy that the organization has come up with to achieve competitive advantage (Barney, 1991). In addition, the human resource must be affordable to the organization to ensure that not many resources are used on payments of employees yet the returns from the strategy

implementation does not reflect the payments made out to them. Employees must be provided with good working conditions and proper compensation. Kramer, (2009) in his study found out that employee working conditions, attitude highly influence their productivity in ensuring success of a strategy. He further found out that organization must strive to get talented employees to ensure proper implementation of sustainable strategies.

Strategic alliances and mergers among non-governmental organizations are happening in the present. These organizations are partnering together to create stronger alliances with the end result of having combined advantage. Several organizations have also partnered with state departments to avoid duplication of efforts among the partner for instance the gender, social service and children department has partnered with several non-governmental organizations to support the welfare of children in various regions (Otieno, 2013)

NGOs generating a proportion of their income from enterprises or commercial ventures that they own and run are a rising trend. Typically enterprise-supported PBOs rely on a mix of gift and aid income, and profits from their subsidiary enterprises make up only a relatively small proportion of the total income. Some PBOs have service-provision ventures where they sell a particular expertise to the public sector. Lyne (2012) notes that PBOs can use social enterprises to generate income for undertaking certain activities that donor funding is not provided for. He goes on to state that social enterprises provide for partial sustainability. Few organizations have adopted this as such enterprises have high

start up costs, have issues in their management and as a result incur high transaction costs.

Sustainability strategies must take cognizance of the environment in which the organization is operating in. A good sustainable strategy must work towards ensuring that the organizations ability for future success is not compromised and at the same time ensure that the environment is not destroyed (Mysen, 2012). The long-term influence of a strategy on the environment must therefore be very significant to ensure that the strategy is successful in achieving its aims and does not affect the ecology in any way (Coffey, 2013). Any organization activity that may affect the land, waters and air's ability to take care of the living things sustainably should therefore be considered as non-sustainable strategy.

Sustainable strategies have to put into consideration the social aspects of an adopted strategy. A strategy must put into consideration the social and cultural responsibility to the society (Corbitt, 2015). Corporate social responsibility is key in any crafted sustainable strategy. The employees must be treated well; the owners of the organization must get returns from the business, the people coexisting with the organization must benefit from the organization in terms of creation of employment and protection of any other interest that is within the organizations capability (Banker, Mashruwala, & Tripathy, 2014). The social needs of the community in which the organization operates changes every now and then and hence the organization's sustainable strategies must also put into consideration the sustainability of the needs of the surrounding community

(Carroll, 1991). Mulaba-Bafubiandi (2007) found out in his study that the stakeholders' interests are highly significant for organizations in their quest to achieve competitive advantage.

2.4 Challenges of implementing sustainability strategies by organizations

Organizations often fail not because they do not have good strategies but because they fail in the implementation of the said strategies (Porter, 2008). Too often the mission, vision and values articulated are not shared across the organization and as a result the vision and mission do not match the service requirements or the needs of the key stakeholders and beneficiaries (Sirsly, 2015). Organizations operate in highly dynamic environments and as such they should recognize that their stakeholders and their stakeholders' needs may vary overtime and therefore for effective implementation of their strategies they must consciously change and adapt (Burnes, 1996). Organization directors and management must ensure that there's strong leadership to enhance day-to-day operations support and align with the stakeholders and their needs (Lacy, Haines, & Hayward, 2012).

Implementation of strategy within an organization has several hurdles and as much as some of these hurdles are preventable it is not always possible to prevent all of them. Shah (1986) found that factors that impede strategy implementation include: organizational commitment, rewards to employees and effective leadership. In addition, Pearce and Robinson, (2009) put forward that factors such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, reward

and control systems are crucial in the implementation of strategies. Otieno (2013) agrees with these researchers, in his study he notes that several factors such as poor communication, misunderstanding of the strategy implementation process, lack of understanding, poor reward and compensation, resources, uncontrollable environmental factors, environmental factors beyond control and lack of proper management support.

In order to effectively adopt and implement sustainability strategies firms need to align staff knowledge and expertise, and their activities with the overall goal of the organizations. Non-alignment of staff expertise is one of the blunders that inhibit successful adoption of strategies (Teh & Corbitt, 2015). Moreover, organizations need to establish opportunities for information transfer and exchange. Most organizations lack proper methods, procedures and indicators to monitor and evaluate their project performance. It's therefore not surprising to find that organizations do not base their project planning on current data and environmental research resulting in lack of resources, materials and tools that respond to project needs (Euge'nio, Lourenco, & Morais, 2013).

In the financial area, organizations lack established methods, procedures and controls to gather, record, classify, analyze and present accurate and timely financial data. In addition, there's the challenge of devising a proper mix of funding sources. Financial challenges like inaccessibility of startup finance occurs mainly because on starting up, organizations may not have sufficient collateral hence many of the social enterprise strategies may not be successfully implemented (Borland, 2009). Consequently, in order

to be successful firms have to strive to get support from policy makers, influential champions and supporters in and out of the not for profit sectors. Getting strong partnership and networks that allow different groups to work together towards a shared goal by coordinating strategies and pulling resources have posed as a challenge to many non-governmental organizations (Lauesen, 2015).

2.5 Summary of Knowledge Gaps

A number of studies have been carried out on sustainability strategies none has been conducted at PCT. Some of the studies conducted on sustainability strategies include, Kramer (2009), Gandy (2015), Mulaba-Bafubiandi (2007) and Kanyungo, (2014) conducted their studies in different contexts. This study shall be conducted at PCT, which is a different context and hence may elicit different results.

Onsongo (2012), Otieno (2013) and Njoroge, (2012) conducted their studies in well-established NGOs that have well operational structures and funds. There is need to conduct a similar study in a local grass root organization with less organized structures. This informed the need to conduct a research on sustainable strategies adopted by PCT.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter of the study will explore the various research methodologies that will be used to gather information on the sustainability strategies adopted by Partners in Community Transformation, which operates as a grass root PBO in Kenya. The subsections include research design, the data collection methods and tools with applicability descriptions and the data analysis methods used.

3.2 Research Design

Case study design was adopted for this research. A case study entails intensive analysis of a single unit, which enables researchers to carry out theoretical analyses. It is used when the researcher seeks to achieve an indepth understanding of a single unit within its research context (Mugenda & Mugenda, 2003)

The design was appropriate because this was a single unit of analysis, Partners in Community Transformation. Soy (1997) asserts that researchers from many disciplines use case studies to build upon theory, thus this being a new study where fresh perspective is important, a case study will be appropriate. Yin, (2003) states that a case study will assist the researcher in getting in-depth information on the study. A case study allowed for a wholistic and meaningful investigation of the actual undertakings at Partners in Community Transformation.

3.3 Data Collection

Data was collected primarily using the interview guides. The interviewees were directors and heads of departments at Partners in Community Transformation. The interview guide was developed in such a way that data collected answers the objectives that this study is meant to establish. Interview guides allowed the researcher to get in-depth information on the study objectives. Oral face-to-face interview was administered to the interviewees.

Cooper and Schindler, (2006) prefer face-face interviews as the interviewer is able to control the interview situation, has a higher response rate and is the best method to obtain insights through probing. Secondary data was collected from the historical information available on Partners in Community Transformation. Secondary data is available as either paper based or electronically available data. The data was collected from policy documents, strategic plans and communications within the organization

3.4 Data Analysis

Content analysis was used for data analysis. Content analysis is a technique used to analyze documents and texts that seek to quantify contents. It was useful for categorizing data resulting from open-ended interview questions in a manner that is both systematic and replicable (Bryman, 2012). The texts and documents that were analyzed will include data from interviews; strategic plans, business plans and organizational communication. The aim of this process is to assemble or reconstruct the data in a meaningful or comprehensible fashion (Jorgenson, 1989).

The objective of the study is to identify the sustainable strategies adopted by Partners in Community Transformation. Based on the interview guide and the information collected, all the information that states the different sustainability strategies will be grouped together and theory built from the information (Stemlar, 2001).

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, findings and presentation according to the study objectives stated. These objectives were as follows: To establish the sustainability strategies adopted by Partners in Community Transformation and to determine the challenges, the organization faces in adopting the sustainability strategies. Primary data was obtained from two directors and the head of operations at PCT. They form the top-level management that is responsible for the strategic decision making in the organization. This team has been working at PCT since the inception of the organization and therefore their information was reliable as they are keen on the sustainability strategies that have been adopted by PCT.

Content analysis was used to analyze the data collected, as it was qualitative in nature. Content analysis thus enabled the categorization of data collected with reference to the study and detection of any patterns. These patterns were then analyzed to draw logical meaning from the data. It further enhanced the researcher's ability to analyze the different sustainability strategies and the challenges faced by PCT in implementing these strategies.

4.2 Sustainability Strategies adopted by PCT

The study objective was to establish the sustainability strategies adopted by Partners in Community Transformation, Kenya. The research established that the organization does not have enough resources for long term survival and thus has adopted various strategies.

These strategies include: income diversification, human resources strategy, strategic alliances and partnerships.

One of the directors stated that;

“Fund diversification has been a successful strategy in ensuring PCT can sustain itself and the stakeholders”.

Sourcing for funds and grants from multiple donors has always worked for the organization since inception. PCT has been able to obtain short term to long-term grants from both local and international donors. An interviewee confirmed this by stating that over reliance on one donor at a time would be catastrophic in cases where funding is reduced due to the changing environment in terms of emergence of newer or more urgent humanitarian problems that need to be attended to.

“With several donors funding similar causes it enables the stakeholder continue to enjoy the services provided and thus lead to the desired results of projects,” said the head of operations

Thus PCT has competitively applied for and received grants from the county and national government, local and international donors. In addition to these, the organization has also been a sub contractor to larger NGOs. Most of these grants are short term, inadequate and are remitted in phases that are far spaced. To mitigate this gap, PCT has instituted a grant and resource mobilization department whose main task is identify and write grant proposals. The research also established that multiple funding sources have truly sustained and continue to sustain the organization.

The directors were in agreement that at no given time would the organization have adequate human resources for project implementation. The study investigated the nature of the relationship between strategic human resources, and such attributes as compensation and sustainability of the organization. The researcher established that there are ten employees with over fifteen volunteers who ensure that the projects and programs at PCT are successfully implemented. The Head of operations stated that;

“PCT has employed highly qualified personnel to oversee different crucial departments such as Finance and Administration, Sustainable livelihoods and Health and Education departments. These services are essential for the organization’s survival”.

These departmental heads mentor and train their juniors to be dependable. It is a crucial sustainability strategy as high-qualified individual in the organization have fostered donor confidence. All the interviewees agreed that there is a positive relationship between strategic human resources and sustainability of the organization. The researcher also found out that donor funding comes with restrictions on spending. The directors noted that with most grants, donors dictate that eighty percent of the total grants should be spent on program and project activities and only twenty percent be allocated to support services which include employee compensation.

According to the directors, PCT has tried to ensure adequate and sufficient compensation for its human resources according to the national labor laws. With rigorous resource mobilization that leads to income diversification, the employees are paid a percentage from the different grants, ensuring sufficient remuneration. Compensation cuts across all grants thereby not relying on a single source and adhering to donor restrictions as well as legal obligations towards employees ensures that PCT continues to support the work

force salaries and volunteer stipends. In addition to work force needs, the organization trains, networks and does capacity building of the program beneficiaries and stakeholders to monitor and implement some of the projects. This has been really beneficial to the sustainability of the organization as the community takes up ownership of these projects ensuring long-term survival.

The study addressed the issue of strategic alliances and partnership as a sustainability strategy. The study sought to establish how the organization has aligned itself in terms of partnerships and alliances forged with the county and national government institutions, other public benefit organizations, and corporate firms.

Some of the core activities at Partners in Community Transformation include: Orphan and Vulnerable children programs, sustainable agriculture, health and education and water and sanitation projects. To ensure continual survival of these programs and projects, the researcher established that partnerships have been effective. PCT has partnered and set strategic alliances with organizations offering similar services in the locality to avoid duplication of services offered. A greater pool of resources ensures that programs are implemented effectively and the benefits of such services are felt in the community they operate in. In instances of sustainable Agriculture the organization has partnered with the ministry of Agriculture through the county office to offer free education and best practices in farming to the community. PCT works hand in hand with schools and hospitals in the area for referrals for services that it does not provide. These alliances and partnerships ensure that programs run seamlessly and cost efficiently.

PCT has in the past one year had an alliance with a well-established organization in order to help in strengthening its policies and procedure and mentoring of the top management. Instrumentally the organization has assisted PCT in crafting ways to ensure it adheres to legal requirement of the PBO Act. Strategic alliances have made the organization attractive to donors. One of the directors pointed out that it is easier to get additional funding when the organization has memoranda of understanding with other players in the sector.

On the question of commercial enterprises, the researcher sought to find out to what extent the commercial and social enterprise as a strategy ensured organizational sustainability. The interviewees stated that over the past three years PCT has acquired thirty acres of land in which agricultural programs will be implemented. Plans are underway to establish agricultural production units in which the community will benefit from the free crop and animal husbandry trainings, employment and the organization from the fees levied to institutions and sale of produce at subsidized rates to stakeholders. In addition to this, the organization intends to establish guesthouse and conferencing facilities to ensure constant source of income. Proceeds from these commercial enterprises will cater for program activities and thus stakeholders and beneficiaries will continue to receive services for the long term.

The directors agreed that these plans on the commercial enterprises have enticed more donors into financing the project and as such commercial enterprising has a positive

relationship with sustainability of services in an organization. The head of operations noted that,

“Once donors have a feel of long term plans and assets they gain confidence in the organization.”

These strategies have a positive relationship with the organizational sustainability. The interviewees agree that commercial enterprise so far has been the most effective in attracting donor funding within the organization. In addition to this, diversification of funding has also made the organization attractive for funding, in that several donors offer recommendations for new grants. According to one of the directors;

“The more donors an organization has worked with the more likely it will get new grants on the basis that the previous grants were effectively executed as planned.”

4.3 Challenges Faced in Adopting Sustainability Strategies

The study sought to determine the challenges that PCT faced in adopting the sustainability strategies. For some organizations, crafting of strategies usually is the easy part, implementing the crafted strategies is an uphill task. Similarly PCT has faced several challenges in implementing the sustainability strategies it has crafted. The challenges are both technical and human resource in nature.

One of the strategies that PCT adopted to achieve sustainability was income diversification. Income diversification is a risk management strategy of seeking funds from diverse sources and investing them in various portfolios. This strategy faced challenges since it was difficult to establish the most optimal and sustainable investment opportunity in the face of uncertainty pertaining the continued support from the donors, the changing community preferences on the projects that they require and other

sociopolitical aspects. The organization has to be aware of the financial, human resource and even political capability before embarking on adopting a sustainable fund diversification strategy. All organizations whether for profit or not for profit need a secure flow of income to craft strategies that can meet current and future program needs said one of the interviewees. Maintaining a grant and resource mobilization department has not been easy. The new department has had cost implications. Hiring, training and retaining these employees has added to costs that the organization intends to minimize. In addition to these, the team has had divergent views on which grants to attract and apply for. This has led to a lot of time being spent on deliberating on the appropriate income source mixes and a lot of research on these mixes. Consequently, not all grant applications are successful, donor requirements for grant applications are sometimes difficult to meet.

The other sustainability strategy that was adopted by PCT was the human resource strategy. The goal of this strategy is to attract, train and retain the most qualified employees to ensure continued success in implementing its humanitarian programs. In addition to this, employee working conditions, compensation and attitude highly influence their productivity in ensuring success of a strategy. One of the directors further noted that the organization strives to get talented employees to ensure proper implementation of sustainable strategies. The directors acknowledged that there was a challenge in sustaining the human resources. With restrictions on spending on support services and dwindling donor funds that are uncertain, it is costly retaining the most

qualified employees and providing them with good working conditions. One of the interviewees noted that;

“Human resource sustainability can only be achieved if PCT maintained a lean but dedicated and knowledgeable team of employees, committed to fulfilling the organization’s mission, vision and aspirations”.

The third sustainability strategy which PCT adopted was the formation of strong partnerships and networks with other organizations. The directors stated that the organization aimed at creating working and beneficial partnerships as well as strong networks which facilitate working towards common goals and strategies as well as pooling resources to achieve economies of scale in the operations. This strategy faced a challenge in the sense that it was not easy to form a strong partnership and networks with several organizations since each organization largely pursued its own vision, had different missions and operated at different environments. The directors further stated that coordinating strategies and pooling of resources posed a challenge to many non-governmental organizations in Kenya. However these directors agreed that;

“It was not easy to identify and establish a strategic alliance with many organizations because of non-conformities in the goals, cultures and aspirations of each.”

The sociopolitical influences in different organizations come into play during alliance formations. The directors agreed that most of the organizations they try forming alliances want a superior position in the alliance. The larger organizations want to make all the material decisions pertaining the activities and programs that they partake together. The power struggles have led to difficulties in implementing this strategy. In addition creating

memoranda of understanding has time and cost implications. It is costly and time consuming in terms of drafting the exact capacities for all partners.

Setting up commercial enterprises was a sustainability strategy which PCT pursued. PCT has set up several income generating enterprises. The process of establishing income generating activities also established a rapport with the community by employing its people and providing services to the immediate community as was said by one of the interviewees. Similarly, one of the directors stated that;

“To achieve sustainability, the organization has set up income generating activities in the core areas of operation like health, water and sanitation, education, food security and environment and special programs for the youth”.

However, the above strategy faced a challenge of competition from other ventures in the community which made the investments not to have anticipated returns. One of the directors also stated that business ventures for the organization suffered a setback of a highly dynamic operating environment with changing legislations, unfavorable laws and at times political interference with the PBO operations. The study interviewees stated that like any other enterprise-supported PBO, PCT predominantly relied on grants and donations, as the income from the commercial enterprises is a relatively small proportion of the total income. This grants and donations were also not adequate and were often inconsistent in supply. In addition to these, financial management of the proceeds from these enterprises has posed as a challenge. It has been difficult to project income and expenses for these projects and coming up with optimal utilization of the project proceeds.

4.4 Discussion

Partners in Community Transformation rely on donations and grants for successful operationalization of its programs. For long-term existence, PCT has adopted and continues to implement sustainability strategies of fund diversification, human resource strategy, establishing strategic alliances with partners and having income generating activities. This adoption was in line with Coblenz (2002) who stated that without financial sustainability, an organization would not be able to acquire the necessary competencies such as hiring of competent staff and equipment an organization needs to fulfil its mission. An organization should be able to anticipate its financial needs and have a clear strategy on how to attract more resources for the benefit of the public it serves. This is in agreement with both Onsongo, (2012) and Otieno (2013) that indeed sustainable strategies are crucial if an organization intends to continue serving its beneficiaries and stakeholders.

The adoption of sustainability strategies by PCT was equally in line with the organizational theory which emphasised that for the development of any organization, there has to be harmonious relationship with both the internal and external environment where the organizational resources are utilized in pursuit of sustainable strategies (Barney, 1991). Just as organization theory asserts that an organization has deal with diverse stakeholders, utilize scarce resources to fulfill its mission, anticipate changes in the operational environment, PCT does anticipate changes in the political, social and economic environment when drafting its strategies.

According to the resource-based theory fronted by Wernerfelt (1984), organizations have to seek a competitive advantage by leveraging on its resource exploitation. PCT was found to exploit its resources both human and capital by focusing on good working conditions and good pay to retain them in the organization and achieve sustainability through competitiveness as a result of internal capabilities. The research findings are in agreement with Kanyugo, (2014) who concluded that an organization has to adopt strategies that enhance competitive advantage to remain sustainable.

The study determined that PCT adopted fund diversification as a sustainability strategy though the strategy experienced challenges because it was difficult to establish the most optimal and sustainable investment opportunity in the face of uncertainty pertaining the continued support from the donors, the changing community preferences on the projects that they require and other sociopolitical aspects. This was in agreement with Barney (1991) who observed that organizations have to be aware of the financial, human resource and even political capability before embarking on adopting a sustainable income diversification strategy. All organizations whether for profit or not for profit need a secure flow of income to craft strategies that can meet current and future program needs.

The study sought to establish the nature of the relationship between strategic human resources, and such attributes as compensation and sustainability of the organization. The study established that there are ten employees with over fifteen volunteers who ensure that the projects and programs at PCT are successfully implemented. Wernerfelt (1984) mentions that an organization has to maintain a competitive advantage built on its

resources. This was in agreement with the organization theory which postulates that organizations have to evolve with the changing environment in order to fulfill their missions and visions through diversification, improved communication, continuous learning to enhance collaboration within the organization as well as contribute in increasing the capability of the organization. The findings concur with the conclusion of Malunga and Banda (2012) that revenue volatility is reduced when an organization can pool funds from different sources.

Employees must be provided with good working conditions and proper compensation. Kramer, (2009) in his study found out that employee working conditions, compensation and attitudes highly influence their productivity in ensuring success of a strategy. This was one of the strategies adopted by PCT in ensuring sustainability of its workforce. The findings showed that there was a challenge in sustaining the human resource because it was expensive paying employees and providing them with good working conditions. The directors' sentiments were in agreement with Kramer, (2009) whose study found out that employee working conditions and attitude highly influence their productivity in ensuring success of a strategy and that organization must strive to get talented employees to ensure proper implementation of sustainable strategies. This was in tandem with the resource based theory which postulates that an organization has to maintain a competitive advantage built on its resources and therefore employee productivity can enhance PCT competitiveness and sustainability (Wernerfelt, 1984).

PCT has partnered and set strategic alliances with organizations offering similar services in the locality to avoid duplication of services offered. A greater pool of resources

ensures that programs are implemented effectively and the benefits of such services are felt in the community they operate in. In cases of sustainable Agriculture the organization has partnered with the ministry of Agriculture through the county office to offer free education and best practices in farming to the community. PCT works hand in hand with schools and hospitals in the area for referrals for services that it does not provide. These alliances and partnerships ensure that programs run seamlessly and cost efficiently. The findings of this study concur with those of Mysen (2012) who established that a good sustainable strategy must work towards ensuring that the organizations ability for future success is not compromised and at the same time ensure that the environment is not destroyed. Mysen (2012) further stated that the organization should contribute to the wellbeing of the society for it to be assured of its future sustainability. It was found out that it was not easy for PCT to identify and establish a strategic alliance with many organizations because of non-conformities in the goals, cultures and aspirations of each. Lauesen (2015) equally noted that forming strong alliances towards a shared goal and pulling resources have posed as a challenge to many non-governmental organizations.

On the question of commercial enterprises, the researcher sought to find out to what extent the commercial and social enterprise as a strategy ensured organizational sustainability. The findings indicated that PCT had initiated agricultural programs and that plans were underway to establish agricultural production units, the organization intends to establish guesthouse and conferencing facilities to ensure constant source of income. Proceeds from these commercial enterprises will cater for program activities and thus stakeholders and beneficiaries will continue to receive services for the long term.

The findings on income generating programmes were in line with the findings of Corbitt (2015) who noted that a good social sustainability strategy must put into consideration the social and cultural responsibility to the wider society. Also Banker, Mashruwala, & Tripathy (2014) explained that employees must be treated well; the owners of the organization must get returns from the business, the people coexisting with the organization must benefit from the organization in terms of creation of employment and protection of any other interest that is within the organizations capability. This was found to lead to the sustainability of the organizations. Mulaba-Bafubiandi (2007) equally found out in his study that the stakeholders' interests are highly significant for organizations in their quest to achieve competitive advantage.

According to Rijamampianina, (2003) an essential aspect of sustainability is that an organization should not over depend on external sources of funds but craft ways in which to maximize internal income and assess critically the degree to which to seek external funding. The resource-based theory also explains that resources enable an organization to achieve high levels of competitiveness and therefore remain sustainable. The findings of this study were in agreement with both Rijamampianina, (2003) and the resource based theory since it had put in place income generating ventures to reduce dependancy on grants which were inadequate and unreliable.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The objective of this study was to determine the sustainability strategies adopted by Partners in Community Transformation and investigate the challenges it faces in adopting these strategies. For the required data the researcher carried out interviews and content analysis done on the data collected.

This chapter contains the summary of the study findings, the conclusions from the research findings, recommendations for policy and practice, limitations of study and suggestion for further research.

5.2 Summary of Findings

Partners in community transformation, Kenya had income diversification strategy in place and that sourcing for funds and grants from multiple donors have always worked for the organization since inception. PCT was able to obtain short term to long-term grants from both local and international donors, further it did not have adequate resources to guarantee its long-term survival and had therefore put in place this strategy to ensure continued program and project implementation in the future. The PBO further diversified its fund sources from both the county and national government and international donors by investing in a grants and resource mobilization department.

The force behind the initiation of PCT was the vision of having healthy, happy and able communities and a mission to empower the communities to be able to address the most significant needs affecting their well being. This necessitated the organization to create

rapport with the community, generate income as well as act as corporate social responsibility. That is why it engages in health, water and sanitation, education, food security and environment and special programmes for the youth in conjunction with the Ministry of Health to implement community strategy and government policy in promoting primary health care. PCT has school programmes which include health clubs in primary and secondary schools, leadership training programmes and link programmes where the school has been equipped with computers and internet connectivity to facilitate communication with other schools in the west. In order to meet the work force needs, the organization trains, networks and does capacity building of the program beneficiaries and stakeholders to monitor and implement some of the projects. This has been really beneficial to the sustainability of PCT as the community takes up ownership of these projects ensuring long-term survival.

The study addressed the issue of strategic alliances and partnership as a sustainability strategy. Strategic alliances have made PCT attractive to donors. The study found out that it was easier to get additional funding when the organization has memoranda of understanding with other players in the sector. Further, PCT had put up commercial enterprises, which yielded proceeds that catered for program activities, and thus stakeholders and beneficiaries will continue to receive services for the long term. In addition to this, diversification of funding has also made the organization attractive for funding, in that several donors offer recommendations for new grants. The study established that PCT was experiencing a challenge in sustaining the human resource because it was costly to recruit, train and retain highly qualified personnel with

uncertainty in funding. Forming partnerships and alliances with similar goal oriented organizations was also a strenuous activity especially with the diversity in cultures, goals and management of different organization.

5.3 Conclusions

The research established that Income diversification was a strategy, which PCT used to enhance its sustainability. The funds or sources of income were from diverse sources. These sources were however dwindling and their future was questionable and as such PCT had put in place measure to avoid single sourcing by using diversification as a key element to sustainability because if one aspect of strategy failed, another can succeed and therefore, to achieve sustainability and to remain PCT resorted to obtaining capital from various sources.

The study established also that Human resource sustainability was key in ensuring organizational strategy. PCT was keen on enhancing the remuneration of the employees so as to retain their manpower and increase the prospects of sustainability by remaining competitive and also by improving the working conditions for the workers. Though there were challenges of maintaining a focused and competent workforce due to lack of adequate finances to offer good remuneration, the PBO was, according the managers committed to aligning staff knowledge and expertise, and their activities with the overall goal of the organizations. Non-alignment of employees to organizational mission and vision is one of the blunders that inhibit successful adoption of strategies and failure to achieve organizational sustainability.

Strategic alliances and mergers is another sustainability strategy which was adopted by PCT. PCT has partnered and set strategic alliances with organizations offering similar

services in the locality to expand access of its services to the larger public. A greater pool of resources ensures that programs are implemented effectively and the benefits of such services are felt in the community they operate in. This strategy was however facing the challenge of non-conformity and poor alignment of the goals, objectives as well as different visions and missions among the various organizations with which strategic alliance is sought.

To ensure sustainability, the study established that social enterprises, which generated income, were key to success. The study determined that PCT has acquired thirty acres of land in which agricultural programs will be implemented. Plan were also underway to establish agricultural production units in which the community will benefit from the free crop and animal husbandry trainings, employment and the organization from the fees levied to institutions and sale of produce at subsidized rates to stakeholders. In addition to this, the organization intends to establish more commercial entities to ensure constant source of income. Proceeds from these commercial enterprises will cater for program activities and thus stakeholders and beneficiaries will continue to receive services for the long-term hence organizational sustainability. To achieve sustainability PCT adopted strategic alliances and mergers where a greater pool of resources ensures that programs are implemented effectively and the benefits of such services are felt in the community in which PCT operates in. for any organization to survive in the dynamic environment, it has to have fail proof strategies and proper implementation mechanisms. PCT continues to strive to ensure that the strategies they have adopted are successfully implemented.

5.4 Recommendations for policy and practice

The organization should adopt strategies, which include income diversification where the organization relies on several sources of income. Financial sustainability is only one aspect of PCT's overall sustainability and it should build a broad range of organizational, technical, and human capacities in order to secure and manage sufficient resources to enable it to fulfill its mission effectively and consistently over time. The organizations should engage financial experts in attempt to achieve financial sustainability. These experts will help manage the finances in a prudent manner, make the organization financially sound and eventually sustainable.

To achieve sustainability, PCT should consider partnering together with organizations that offer similar services to create stronger alliances with the end result of having combined advantage. Strategic alliances and mergers help avoid duplication of efforts among the partner organizations in various regions. The policy makers should ensure that as they set up social enterprises that generate income and support the operations of the organization, they have the right competences in financial management to realize the organizational mission. A clear standard procedure on how the proceeds from the enterprises will be employed will go a long way in ensuring sustainability.

In order to effectively adopt and implement sustainability strategies PCT needs to align staff knowledge and expertise, and their activities with the overall goal of the organization. The organizational vision should be properly communicated to the employees to foster commitment to strategic implementation. The employees should be actively involved in all aspects of sustainability strategy formulation and implementation.

This is because the employees are the actual implementers of the strategies and they should feel involved. Non involvement of all employees at all levels in the formulation of strategy has also hindered strategy implementation in the organization. All employees should be involved in the process to make implementation easier. In addition, the organization should enhance employee expertise through capacity building forums and training to ensure that it has stable and qualified human resources to ensure efficient and effective implementation of the strategies.

5.5 Limitations of the Study

The research was a case study of PCT and therefore the findings and conclusions drawn may be relevant to this particular organization and may not reflect the actual situation with the other similar entities. The other PBOs may use different sustainability strategies and may experience different challenges depending on the nature of their work and location.

The study engaged selected interviewees who were believed to have all the required information. Some of them however did not have adequate time to respond to the questions as were asked. They may have provided responses that may not be a true reflection of the reality. Some of the interviewees were experiencing disruptions from their work in the form of receiving telephone calls, attending to clients and responding to their colleagues at work which may have affected the quality of responses given.

The study experienced a challenge of very scanty information on sustainability strategies adopted by other organizations in Kenya and therefore the comparison was majorly done

on studies done elsewhere which may have different experiences and challenges. Organizations operating in different environments experience different political, social, economic and geographical influences. Studying one organization alone would not allow for generalization. Analysing the strategies of organizations in similar environment gives more valid and reliable findings.

5.6 Suggestions for Further Research

The study was a case study on the sustainability strategies adopted by PCT which is one of the many PBOs operating in Kenya. The other organizations may use different strategies and face different challenges other than the one covered in this study. A case study has an inherent weakness of lacking representativeness and prone to erroneous generalization of facts. The study can be extended to survey a large number of for public benefit organizations so as to determine which sustainability strategies are more effective.

The study recommends the involvement of more employees rather than focusing on the top management only. The other employees may give different views on organizational sustainability strategies therefore using a sample of interviewees may limit the study findings.

This research will also form a basis for future studies on organizational sustainability strategies. The other researchers can put more emphasis on studies relating to organizational sustainability strategies in Kenya as well as the measures to be put in place to mitigate the challenges experienced in seeking sustainability.

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APPENDICES

Appendix I: Interview Guide

Part 1: Background Information

Date.....

Name of Interviewee.....

Position in the organization.....

Part B : Interview Questions

Kindly answer all questions as exclusively as possible.

1. Does PCT have adequate resources to ensure its long-term survival?
2. If no does PCT have strategies to ensure continued program and project implementation in the future?
3. Do you agree that the below are the strategies that the organization has put in place to ensure its long-term survival?

I. Income diversification,

- How does the organization source for its funding?
- Are the funds sufficient?

II. Human resource sustainability

- Does the organization have sufficient human resource for strategic implementation?
- How does the organization ensure that the human resource compensation is sufficient and does not overpower the returns from strategy implementation and also ensure financial sustainability and sustainability of services?

III. Strategic alliances and mergers

- How effective are the alliances that PCT has forged with the county government and other PBOs in ensuring continued service to its stakeholders?

IV. Social enterprises.

- What are some of the commercial enterprises does PCT run?
4. Are these strategies effective in achieving sustainability? If so which is the most effective strategy to enhance attractiveness for funding within the organization?
 5. What are the major challenges the organization faces in adopting the sustainable strategies?
 6. How is PCT dealing with these challenges?

Appendix ii: Letter of Authority



UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

KISUMU CAMPUS

Telephone: 732160 Ext. 208
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 19134-40123
Kisumu, Kenya
0202659307 / 0720348080

Ref: CHSS-SOB D61/75524/2014

October 6, 2016

TO WHOM IT MAY CONCERN

The bearer of this letter Nelly Kebebe Olenja

REGISTRATION NO: D61/75524/2014

The above named student is in the Master of Business Administration Degree Program. As part of requirements for the course, she is expected to carry out a study on "Sustainability strategies adopted by partners in community transformation, Kenya". She has identified your organization for that purpose. This is to kindly request your assistance to enable her complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated, thanking you in advance.

Sincerely,

DR. NIXON OMORO
ASST. COORDINATOR, SOB, KISUMU CAMPUS



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Appendix iii: Turnitin Report

Turnitin Originality Report

Research project by Olenja Nelly

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