

**STRATEGIC PARTNERSHIPS AND PERFORMANCE OF NON- GOVERNMENTAL
ORGANIZATIONS IN DAADAB REFUGEE CAMP, KENYA.**


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DECLARATION

This project is my original work and has not been presented for a degree in any other University.

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This project has been submitted with my approval as University Supervisor

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DEDICATION

I would like to dedicate my work to God Almighty, who has sustained my health and provided me with inspiration and strength during the research. I also dedicate the research to my guardians, colleagues and parents for supporting me throughout this process and especially during my time as a student at the MUA.

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ABSTRACT

In the dynamic landscape of humanitarian aid, strategic partnerships have emerged as a cornerstone for enhancing the performance of NGOs, particularly within the challenging environment of refugee camps. This study delved into the impact of strategic partnerships on the performance of NGOs in Dadaab Refugee Camp, Kenya. It investigated essential elements of strategic alliances, including mutual joint investment and commitment, communication and trust, shared vision, and the effectiveness of teamwork—and their correlation with NGO performance indicators such as resource optimization, program effectiveness, stakeholder satisfaction, and social impact. Drawing from the theoretical foundations laid out in the Resource Dependence Theory and Institutional Theory, the research employed a mixed methods approach to collect and analyze data. The research encompassed a sample of 81 NGOs operating in Dadaab, alongside their diverse stakeholders, to provide a multifaceted perspective on the partnerships' efficacy. The study utilized stratified and purposive sampling techniques to ensure a comprehensive representation of the various sectors and key stakeholders. Data was gathered through structured questionnaires and interviews. Data analysis was done by the help of SPSS Version 28.0 and presented using frequency distribution tables, bar charts and pie charts complete with explanations. Both descriptive and inferential statistics were calculated in this study. In order to test for significance, ANOVA was also carried out. This study found that strategic partnerships play a crucial role in enhancing the performance of non-governmental organizations (NGOs) in Dadaab refugee camp, Kenya. The findings indicated that a shared vision among partners significantly improves strategic alignment and operational effectiveness, with an overall mean and SD of (M=4.028, SD=0.7614). Teamwork effectiveness was also found to contribute positively to NGO performance, with an overall mean and SD of (M=4.014, SD=0.7536). Moreover, open communication and trust were identified as foundational elements that enhance NGO performance through effective strategic partnerships, with an overall mean and SD of (M=4.00, SD=0.772). Joint commitment and investment in partnerships were also significant, showing a positive correlation with NGO performance, with an overall mean and SD of (M=4.012, SD=0.743). This study concluded that the performance of NGOs in Dadaab refugee camp is significantly influenced by the quality of their strategic partnerships. Key factors such as a shared vision, effective teamwork, open communication and trust, and joint commitment and investment collectively enhance NGO operational efficiency, strategic alignment, and overall effectiveness. This study recommends that NGOs in Dadaab prioritize developing and maintaining strategic partnerships. Establishing a shared vision, promoting teamwork through joint training and meetings, fostering open communication, and committing to joint investment and resource sharing are essential to enhance the sustainability and impact of their projects.

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ACRONYMS AND ABBREVIATIONS

CP	:	Conceptual Framework
CVI	:	Content Validity Index
DRC	:	Dadaab Refugee Camp
IHO	:	International Humanitarian Organization
NGO	:	Non-Governmental Organization
R&D	:	Research and Development
RDT	:	Resource Dependence Theory
SPSS	:	Statistical Package for the Social Sciences
UNEP	:	United Nations Environment Program
UNHCR	:	United Nations High Commissioner for Refugees

OPERATIONALIZATION OF VARIABLES

Communication and Trust: The openness, frequency, and reliability of communication between NGOs and their strategic partners. Trust refers to the mutual confidence that partners have in each other's intentions and reliability.

Joint Commitment and Investment: The level of resource-sharing, financial co-investment, and joint responsibility that partners commit to achieving shared objectives. This includes contributions of time, funds, and expertise to joint projects in Dadaab Refugee Camp.

NGO Performance: The ability of NGOs to achieve their intended outcomes and goals effectively. In this study, NGO performance is measured through four indicators: resource optimization, program effectiveness, stakeholder satisfaction, and social impact.

Non-Governmental Organizations (NGOs) Independent, nonprofit organizations that provide humanitarian aid and services, particularly in refugee camps. In this study, NGOs refer specifically to those operating in Dadaab Refugee Camp, Kenya, focusing on health, education, protection, livelihoods, and other humanitarian services.

Shared Vision: The alignment of strategic goals, objectives, and missions between partner organizations. This term refers to the extent to which NGOs and their partners have a common understanding and commitment toward achieving mutual objectives in the Dadaab Refugee Camp.

Strategic Partnerships: Collaborative alliances between NGOs and other entities (such as governments, international organizations, and private entities) aimed at pooling resources, knowledge,

Teamwork Effectiveness: The efficiency and cohesiveness of collaborative efforts among partners in strategic alliances. It includes coordination, integration of skills, and execution of joint tasks aimed at improving performance outcomes in humanitarian aid delivery.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter explains the foundation of the research on strategic partnerships and the performance of Non-Governmental Organizations in Dadaab refugee camp, Kenya. It introduced the concept of strategic partnerships, their significance in enhancing NGO performance, and the specific context within which this study was situated. The chapter unfolded by presenting a comprehensive background that encapsulated the genesis of the problem, a global perspective, the local scenario in Kenya, and the target group of the study.

1.1 Background of the Study

Strategic partnerships have become essential for non-governmental organizations (NGOs) facing challenges such as funding scarcity, competition for resources, and the growing need for sustainable social impact. These partnerships emerged as a strategic response, enabling NGOs to navigate the complexities of global and local social issues while maximizing their impact. Central to this development was the recognition that resource constraints, coupled with a competitive funding environment, required NGOs to innovate and collaborate in order to thrive (Yousif et al., 2020).

At the heart of these partnerships is a shared vision, where organizations come together to achieve collective goals. Through formal agreements and complex negotiations, these collaborations combine the unique strengths, knowledge, and resources of each partner, often producing results that would be unattainable individually (Tarigan & Siagian, 2021). As NGOs sought to overcome funding limitations, strategic partnerships provided a way to diversify income sources, reduce dependency on single donors, and create more sustainable financial models. These alliances also paved the way for innovation, allowing NGOs to experiment with new, often risky approaches to achieving social impact (Battilana & Dorado, 2010).

Moreover, the global push for sustainable impact has made long-term strategies essential for tackling complex social and environmental challenges. While NGOs traditionally focused on immediate relief efforts, strategic partnerships offered the framework needed to implement long-lasting solutions by addressing systemic issues (Lendel & Varmus, 2018). In the global context,

NGOs sought partnerships to access diverse resource pools and mitigate risks associated with resource scarcity. These alliances were vital for enhancing organizational capacities, improving programs, and maintaining a lasting influence on the communities they served (Yousif et al., 2020).

In Africa, the formation of strategic partnerships has been particularly critical in addressing unique challenges such as political instability, socio-economic disparities, and inadequate funding. These collaborations allowed NGOs to pool resources, strengthen resilience, and expand their capacity to serve communities across the continent. However, as highlighted by Contu and Girei (2017) in Uganda and Bitong Ambassa (2018), partnerships in Africa are not without challenges. Discrepancies between the idealized rhetoric of partnerships and the reality on the ground often lead to power imbalances, where local NGOs are subordinate to international agencies. These power dynamics and unequal resource distribution underscore the need for more equitable collaboration to ensure mutual growth and development.

In Kenya, NGOs face additional barriers, including political interference, corruption, and security concerns in regions marked by instability. However, strategic partnerships have been identified as a way to overcome these obstacles. By collaborating, NGOs can pool their client bases, tap into partners' distribution networks, and enhance their operational reach. These partnerships also facilitate the exchange of knowledge and expertise, fostering innovation and creative solutions (Tarigan & Siagian, 2021). Despite these benefits, NGOs in Kenya often face regulatory barriers and operational difficulties that hinder their ability to collaborate effectively, particularly in regions with high levels of insecurity and limited technological infrastructure (Kahihu, Nyambegera, & Okeyo, 2022).

The effectiveness of strategic partnerships can be assessed through various dimensions, including shared vision, teamwork, program outcomes, stakeholder satisfaction, and social impact. A clear and aligned vision among partners fosters synergy and ensures that collaborative efforts are well-coordinated. The effectiveness of teamwork ensures that each partner's strengths are leveraged to achieve common objectives, while program effectiveness evaluates the success of initiatives in meeting their intended outcomes. Stakeholder satisfaction, which measures the needs and expectations of beneficiaries, donors, and other relevant parties, is another important indicator of partnership success. Finally, social impact assesses the broader effects of NGO activities on

communities and the environment, emphasizing the importance of sustainable change (Mutole, 2019; Kabetu & Iravo, 2018).

By prioritizing strategic partnerships, NGOs can achieve better outcomes for the communities they serve, strengthen advocacy opportunities, and create efficiencies in program planning and delivery. The diverse forms of these partnerships, ranging from joint ventures and co-branding to supply chain collaborations, allow NGOs to leverage unique advantages and foster innovation (Battilana & Dorado, 2010; Lendel & Varmus, 2018). The Dadaab Refugee Camp, which houses over 300,000 refugees, primarily from Somalia, presents a unique context for exploring the role of strategic partnerships. Established in the early 1990s, Dadaab has become more than a refugee settlement; it has developed into a complex society with its own economy and culture. NGOs operating in Dadaab play a pivotal role in extending government policies to remote areas, providing critical services, and advocating for supportive policies and legislation (UNHCR, 2023).

This study aims to explore how strategic partnerships impact the performance of NGOs in Dadaab, with particular emphasis on program effectiveness, stakeholder satisfaction, and social impact. By understanding the dynamics of these partnerships, the research will contribute to improving the operational strategies of NGOs in resource-constrained and challenging environments like Dadaab.

1.1.1 Shared Vision

A shared vision among partners in strategic alliances plays a critical role in the performance of non-governmental organizations (NGOs), particularly in terms of strategic alignment and operational effectiveness. The concept of a shared vision refers to the mutual understanding and alignment of goals and objectives between partnering organizations. In the context of NGOs, especially those operating in resource-constrained environments like refugee camps, a shared vision ensures that all partners are working toward the same end goals, which enhances collaboration, optimizes resource utilization, and improves overall project outcomes. According to recent studies, a lack of alignment in goals and vision among partners often leads to miscommunication, inefficiencies, and a fragmented approach to problem-solving, which can hinder the success of NGO initiatives (Ngila, 2022; Syombua & Florah, 2023). Thus, the presence of a shared vision not only fosters cooperation but also ensures that strategic objectives are clearly

articulated and understood by all stakeholders, which is crucial for achieving operational effectiveness (Huang & Liu, 2020).

From a global perspective, shared vision has been identified as a cornerstone of successful partnerships, particularly in complex environments like humanitarian and development sectors. Research on international collaborations between NGOs and governmental bodies indicates that a clearly defined shared vision enhances strategic alignment, which in turn leads to better coordination and execution of programs (Yang, 2020; Tarigan & Siagian, 2021). A study by Battilana and Dorado (2020) showed that in global partnerships, organizations with a common vision are able to create synergies that significantly boost their ability to innovate, share knowledge, and achieve greater impact. This alignment is particularly crucial in the non-profit sector, where limited resources and high operational demands necessitate a unified approach to achieve sustainability and maximize social impact (Bryson et al., 2020).

In the African context, the need for a shared vision among NGOs is equally pressing. Africa hosts numerous NGOs working on diverse issues such as poverty alleviation, healthcare, and education, and the effectiveness of these organizations often hinges on their ability to work together toward common goals. Studies conducted in Uganda and Nigeria reveal that NGOs that prioritize a shared vision in their strategic partnerships experience greater program effectiveness and resource optimization (Emmanuel, 2022; Boué & Kjær, 2023). Furthermore, research highlights that when NGOs in Africa fail to align their visions with local partners, it often results in conflicts of interest, duplication of efforts, and inefficient use of resources, which ultimately hampers project success (Muteshi & Awino, 2018). The role of shared vision in aligning NGO efforts to local realities and needs is thus pivotal for ensuring that development initiatives have a lasting social impact (Tarigan & Siagian, 2021).

In Kenya, NGOs operating in refugee camps such as Dadaab face significant challenges, including resource scarcity, political instability, and complex socio-cultural dynamics. Within this context, a shared vision between NGOs and their partners is essential to ensure that the humanitarian aid provided is both effective and sustainable. Recent research on NGOs in Kenya underscores that when organizations share a clear and coherent vision, they are better able to align their strategies, streamline their operations, and respond to the evolving needs of the refugee population (Omata,

2018; Syombua & Florah, 2023). In particular, NGOs that work in alignment with local governments and international bodies, such as the United Nations, benefit from enhanced coordination and improved service delivery (UNHCR, 2023). A lack of shared vision, on the other hand, often results in fragmented efforts, which can undermine the overall success of humanitarian programs (Mwereru, 2018; Gehrisch & Süß, 2023). Therefore, fostering a shared vision is key to enhancing the strategic alignment and operational effectiveness of NGOs in Kenya.

1.1.2 Contribution of Teamwork between NGOs

The significance of teamwork in the performance outcomes of non-governmental organizations (NGOs) has gained increasing attention in recent years. Effective collaboration among different teams within and between NGOs is crucial for enhancing operational efficiency, resource allocation, and program delivery. Teamwork promotes the integration of diverse skills and experiences, fostering innovative solutions to complex humanitarian challenges, particularly in refugee camp settings like Dadaab. The lack of effective teamwork can lead to fragmented efforts, reduced impact, and duplication of resources, which undermines the overall performance of NGOs (Henderson, 2020; Muteshi & Awino, 2018). As such, understanding how teamwork contributes to performance outcomes has become a vital area of research, particularly in humanitarian contexts where coordination and cooperation are essential to meeting the diverse needs of refugee populations (Ngila, 2022; Kabetu & Iravo, 2018).

From a global perspective, NGOs operating in various parts of the world have recognized the role of teamwork in improving organizational performance. Collaborative efforts among NGOs have been shown to increase operational efficiency, especially in complex humanitarian environments where multiple organizations work together to address large-scale crises. Studies conducted in Europe and the United States suggest that effective teamwork within NGOs leads to better coordination, improved resource management, and enhanced service delivery (Nguyen & Hollister, 2019). These collaborations often involve multi-disciplinary teams that can leverage a wide range of expertise to address diverse challenges, thereby improving overall program effectiveness and impact (Branzei & Abdelnour, 2019). Moreover, global studies indicate that teamwork among NGOs can lead to greater adaptability and resilience, especially in the face of funding cuts and operational uncertainties (Henderson, 2020).

In the African context, teamwork among NGOs is increasingly recognized as a critical factor in achieving sustainable performance outcomes. African NGOs, particularly those operating in resource-constrained environments, often face challenges related to funding, political instability, and high levels of need within communities. Teamwork enables these organizations to pool resources, share expertise, and coordinate their efforts to meet the needs of vulnerable populations more effectively (Aden, Edle, & Horst, 2023). In regions like West and East Africa, where humanitarian needs are vast and resources limited, the ability of NGOs to work together has been shown to directly influence their ability to deliver services and achieve long-term goals (Contu & Girei, 2017). Teamwork fosters greater cohesion, reduces duplication of efforts, and ensures that resources are utilized efficiently to maximize impact (Bitong Ambassa, 2018; Kahihu, Nyambegera, & Okeyo, 2022).

In Kenya, the importance of teamwork among NGOs has been highlighted in numerous studies focusing on humanitarian aid and refugee support services. The Dadaab Refugee Camp, one of the largest in the world, provides a clear example of how teamwork between NGOs can improve performance outcomes. NGOs operating in the camp have developed collaborative frameworks that allow them to share resources, avoid duplication, and ensure that services are delivered efficiently and effectively to the refugee population (Lisanza, Norvy, & Patrick, 2023). Studies have shown that teamwork among NGOs in Kenya enhances service delivery, fosters innovation in program implementation, and improves the overall satisfaction of stakeholders, including donors and beneficiaries (Ngila, 2022). However, challenges such as political interference and resource constraints often complicate teamwork efforts, highlighting the need for continuous improvement in collaborative practices among NGOs in the country (Mutole, 2019).

1.1.3 Open Communication and Trust

Effective communication and trust are vital components for the success of strategic partnerships, especially in non-governmental organizations (NGOs) operating in complex humanitarian settings such as refugee camps. The problem arises from the fact that many NGOs rely heavily on collaborations with other entities to achieve their objectives, but these partnerships often fail to reach their full potential due to poor communication and a lack of trust (Yang, 2020). In environments where resources are scarce and the needs of beneficiaries are high, ineffective communication can result in resource misallocation, misunderstandings, and ultimately project

failure (Khan et al., 2018). Trust, on the other hand, is essential for fostering long-term partnerships and ensuring that collaborative efforts are sustained even in the face of adversity. Without a foundation of trust, NGOs may experience challenges in sharing resources or coordinating efforts effectively (Ngila, 2022). The problem of ineffective communication and lack of trust can directly undermine the impact of strategic partnerships, thereby affecting the overall performance of NGOs in humanitarian settings.

Globally, the role of open communication and trust in strategic partnerships has been recognized as critical to the operational success of NGOs. Research has shown that NGOs operating in different parts of the world, particularly those involved in disaster relief and humanitarian aid, rely on transparent communication to coordinate their activities efficiently (Barnes & Kim, 2021). In international settings, where NGOs often collaborate across borders, communication helps to bridge cultural and operational gaps, enabling organizations to pool resources and expertise effectively. For instance, Khan et al. (2018) argue that trust is indispensable for mitigating risks associated with shared resources and collective decision-making in such partnerships. Moreover, as partnerships between NGOs and international agencies such as the United Nations and the World Health Organization become more complex, maintaining clear communication channels is vital for ensuring timely responses to crises (Nguyen & Lu, 2019). In these scenarios, communication not only facilitates the exchange of information but also reinforces trust, which is necessary for managing the inherent uncertainties in humanitarian operations.

In the African context, the importance of communication and trust in enhancing NGO performance is equally significant, but it is often complicated by socio-political and infrastructural challenges. According to Adom and Asare (2020), many NGOs in Africa face issues related to inconsistent communication due to limited technological infrastructure and political interference. This lack of effective communication often leads to mistrust between local and international partners, which can hamper joint initiatives and lead to underperformance in service delivery (Lekhanya, 2018). Trust-building is further hindered by historical inequalities between international and local NGOs, where power imbalances lead to perceived exploitation or dominance by larger organizations (Muteshi & Awino, 2018). These challenges suggest that, while communication and trust are recognized as essential for NGO partnerships in Africa, specific regional obstacles must be addressed to realize the full benefits of these collaborations. Moreover, efforts to enhance

communication through training and the adoption of digital platforms are critical in overcoming these barriers and improving the overall effectiveness of partnerships (Osei-Tutu & van Dijk, 2019).

In Kenya, NGOs operating in humanitarian contexts like the Dadaab Refugee Camp rely heavily on strategic partnerships to deliver essential services, and the role of communication and trust is particularly pronounced. A study by Kahihu, Nyambegera, and Okeyo (2022) highlights how effective communication between NGOs, government agencies, and local communities enhances the coordination of aid, leading to more efficient service delivery. Trust between partners in Kenya is often built through long-term engagement and consistent, open communication (Tarigan & Siagian, 2021). However, Kenyan NGOs face additional challenges related to political interference, which can strain trust and complicate communication channels (Owino, 2021). In the context of refugee camps, where NGOs must collaborate with multiple stakeholders including international organizations, local authorities, and community leaders, trust becomes the bedrock upon which effective partnerships are built (Syombua & Florah, 2023). NGOs that fail to cultivate open communication and trust within their partnerships are likely to encounter difficulties in achieving their objectives, leading to underperformance and reduced social impact.

1.1.4 Joint Commitment and Resource Investment

The concept of joint commitment and resource investment plays a critical role in enhancing the performance and sustainability of NGO initiatives, especially in resource-constrained settings such as refugee camps. Joint commitment refers to the shared responsibility between partner organizations to contribute time, effort, and resources toward achieving common goals. Resource investment, on the other hand, encompasses the allocation of financial, human, and material resources that enable these organizations to deliver their services effectively. The lack of adequate resource investment and commitment can hinder the achievement of NGO objectives, leading to inefficiencies in project implementation and reduced social impact (Betts et al., 2017). Recent studies highlight the increasing importance of partnerships and co-investment in NGO projects as a means to overcome financial challenges, enhance program sustainability, and foster innovation in service delivery (Mshomba, 2021). In the context of refugee camps such as Dadaab, where resources are limited, the shared responsibility and investment among NGOs are paramount for long-term operational success and humanitarian impact (UNHCR, 2023).

Globally, joint commitment and resource investment have become crucial for NGOs operating in complex humanitarian settings. International organizations, particularly in conflict zones, are increasingly pooling resources to improve service delivery and foster sustainable solutions for displaced populations. NGOs that engage in collaborative resource investment are more likely to optimize their performance and attain long-term sustainability in humanitarian interventions (Huang & Liu, 2020). For instance, NGOs in the Middle East and South Asia have reported significant improvements in service delivery when they commit jointly to resource mobilization and share risks associated with resource allocation (Riddell, 2020). Additionally, research in Latin America has shown that joint resource investment facilitates NGO adaptability in the face of changing donor landscapes and global crises such as the COVID-19 pandemic (Zambrano & González, 2021). By adopting joint commitment, NGOs enhance their capacity to deliver services while ensuring project sustainability in volatile environments.

In Africa, joint commitment and resource investment are similarly essential for enhancing the performance of NGOs. The continent faces multiple challenges, including political instability, economic disparities, and limited access to international funding, which make joint efforts in resource sharing critical. African NGOs operating in regions such as the Sahel and Horn of Africa have found that collaborative partnerships, where multiple organizations commit resources and expertise, lead to greater efficiency and higher impact (Odhiambo, 2021). Furthermore, research has shown that joint resource investment has a direct positive effect on the scalability of NGO initiatives, enabling African NGOs to expand their operations and sustain projects over time (Muriithi & Wekesa, 2022). For example, in West Africa, partnerships between local and international NGOs have allowed for improved service delivery in education and healthcare through co-financed projects, ultimately contributing to the sustainability of these initiatives (Kiptui, 2019).

In Kenya, the effects of joint commitment and resource investment are particularly evident in humanitarian settings such as Dadaab Refugee Camp. NGOs working in Dadaab have increasingly relied on collaborative frameworks to pool resources, ensuring the sustainability of their operations despite funding challenges and operational complexities. Studies have shown that joint investment in resources among NGOs and international agencies has led to significant improvements in the provision of education, healthcare, and livelihood programs for refugees (Njuguna & Mwangi,

2019). Moreover, NGOs that engage in joint resource mobilization are better positioned to respond to emergencies and maintain continuity in their programs, even when individual funding streams are disrupted (Ngila, 2022). The Kenyan government and international donors have also acknowledged the importance of joint commitment, particularly in sectors such as healthcare and education, where long-term investments are necessary for sustainable outcomes (UNHCR, 2023). As such, fostering joint commitment and resource investment among NGOs in Kenya remains essential for enhancing their performance and ensuring the longevity of their initiatives.

1.1.5 Performance of Non-Governmental Organizations (NGOs)

The performance of non-governmental organizations (NGOs) has become a critical issue in the contemporary humanitarian and development sectors. NGOs are often faced with the dual challenge of meeting increasing demands for service delivery while operating in resource-constrained environments (Cacciolatti et al., 2020; Tijani et al., 2021). Despite their essential role in addressing various social, economic, and environmental challenges, the performance of NGOs is often hindered by resource dependency, lack of sustainable funding models, and operational inefficiencies. These issues are exacerbated by the complex nature of humanitarian crises, particularly in refugee settings like Dadaab Refugee Camp, where NGOs must navigate political, social, and economic pressures to effectively deliver services (Bryson et al., 2021; Gehrish & Süß, 2023). NGOs' performance is measured by their ability to optimize resources, deliver effective programs, and achieve meaningful social impact, yet these metrics can be difficult to maintain in the face of constant challenges.

Globally, NGOs have played a pivotal role in addressing pressing humanitarian issues, such as poverty, healthcare, and education, especially in crisis-prone regions. However, the global landscape reveals that NGOs' performance is frequently compromised by competition for limited resources, fluctuating donor priorities, and accountability concerns (Boué & Kjær, 2023; Gehrish & Süß, 2023). In the past decade, there has been a growing emphasis on strategic partnerships as a means to enhance the performance of NGOs by allowing for better resource pooling, shared expertise, and innovation in problem-solving (Huang & Liu, 2020). Yet, even in these alliances, there are significant challenges related to maintaining trust, ensuring equitable resource distribution, and aligning visions across different organizations (Yang, 2020). Global studies indicate that while strategic partnerships have the potential to improve NGO performance, their

success is contingent upon proper coordination, communication, and mutual commitment (Battilana & Dorado, 2010; Cacciolatti et al., 2020).

In Africa, NGOs are fundamental in bridging the gap between state inadequacies and societal needs, particularly in regions affected by political instability, poverty, and humanitarian crises. However, the performance of NGOs in Africa is often undermined by resource scarcity, political interference, and power imbalances in partnerships, particularly between local and international NGOs (Contu & Girei, 2017; Emmanuel, 2022). African NGOs often face difficulties in maintaining long-term sustainability due to inconsistent donor funding and lack of government support, which in turn affects their capacity to achieve their intended social impact (Muteshi & Awino, 2018). Strategic partnerships in Africa, especially in humanitarian settings, can enhance the performance of NGOs, but they are not without challenges. Studies highlight that in some cases, partnerships perpetuate inequality and subordination, especially when international NGOs dominate the decision-making processes (Bitong Ambassa, 2018; Ngila, 2022). These challenges underscore the complexity of enhancing NGO performance in Africa, where partnerships must navigate not only resource constraints but also sociopolitical dynamics.

In Kenya, NGOs are key players in providing humanitarian aid and services, especially in refugee camps like Dadaab, where the state struggles to meet the needs of displaced populations. However, their performance is often constrained by political meddling, corruption, and security concerns (Tarigan & Siagian, 2021; Kahihu et al., 2022). The Kenyan context reveals that while NGOs can improve their performance through strategic partnerships, they must also contend with regulatory barriers and operational challenges that can impede their efficiency (Bryson et al., 2021). Additionally, security concerns, particularly in regions like Dadaab, limit NGOs' capacity to operate effectively, forcing them to depend on external resources and expertise (UNHCR, 2023). Studies in Kenya have demonstrated that when NGOs engage in strategic partnerships—fostering open communication, joint investment, and shared vision—they can enhance their performance and sustainability, even in highly volatile environments (Ngila, 2022; Syombua & Florah, 2023).

1.1.6 Dadaab Refugee Camp

Constituting more than 300,000 refugees and asylum seekers, Dadaab Refugee Camp was one of the biggest and most established camps in the world, mainly housing people from Somalia who

had fled from civil war, drought, and famine (UNHCR, 2023). Established in the early 1990s, Dadaab Refugee Camp grew to become a symbol of refuge and resilience. Located in Garissa County, Kenya, it served as a sanctuary for those fleeing the civil war in Somalia and other regional conflicts. The camp's population fluctuated over the years, with significant influxes during periods of heightened conflict or drought in the region (UNHCR Kenya, 2023). Dadaab was not just a collection of shelters; it evolved into a complex society with its own economy and culture. The camps within Dadaab – Dagahaley, Ifo, and Hagadera – grew into important economic hubs that linked southern Somalia and northeastern Kenya. These camps saw generations grow, with many residents having offspring and grandchildren born in the camps, making it a multi-generational community (Lisanza, Norvy, & Patrick, 2023).

The management of the camp was a collaborative effort between the Kenyan government, the UNHCR, and various international NGOs. This partnership was crucial in providing basic services such as food, water, healthcare, and education to the refugees. Despite challenges like overcrowding, limited resources, and security concerns, the strategic partnerships between these organizations were instrumental in maintaining stability and providing necessary services (Refugee Affairs Secretariat, 2023). Dadaab was also the focus of research and policy discussions due to its longevity and the protracted nature of displacement experienced by its residents. Studies highlighted the camp's role in the perpetuation of refugee situations and the need for sustainable solutions that went beyond temporary shelter (Chkam, 2016).

There had been initiatives in recent years to repatriate residents back to Somalia, but the stability of the region and the voluntary nature of return had been points of concern. The camp continued to adapt and respond to the changing needs of its population, with education and empowerment programs aimed at providing refugees with skills and opportunities that could be utilized both within and outside the camp (Aden, Edle, & Horst, 2023). Dadaab Camp stood as a testament to the enduring human spirit and the importance of strategic partnerships in addressing humanitarian crises. It highlighted the complexities of refugee life and the ongoing need for comprehensive, long-term strategies to support displaced populations.

1.2 Statement of the Problem

The performance of non-governmental organizations (NGOs) in complex humanitarian environments, such as refugee camps, is critical in addressing the multidimensional needs of displaced populations. However, NGOs operating in settings like Dadaab Refugee Camp, Kenya, often face substantial challenges that hinder their effectiveness

Statistical evidence underscores this gap, with studies showing that while 70% of NGOs in stable environments report positive outcomes from strategic partnerships, only 40% of NGOs in African refugee camps, such as Dadaab, experience similar success (UNHCR, 2023). This stark disparity suggests a need for targeted research that focuses on understanding the specific factors that either facilitate or hinder strategic partnerships in the challenging conditions of African refugee camps. This study, therefore, seeks to address this gap by investigating the impact of strategic partnerships on the performance of NGOs in Dadaab Refugee Camp. It aims to explore the dynamics of these partnerships, identify the elements that contribute to or obstruct their success, and provide empirical insights that are relevant to both academic discussions and practical applications in the field of humanitarian aid.

1.3 Objectives of the Study

The main purpose of this study is to explore the relationship between strategic partnerships and the performance of non-governmental organizations (NGOs) operating in Dadaab Refugee Camp, Kenya. Given the critical role that NGOs play in providing humanitarian assistance in this resource-constrained and complex environment, understanding how strategic alliances can enhance their effectiveness is vital. The study focuses on key elements of strategic partnerships, that is shared vision, teamwork effectiveness, communication, trust, and joint commitment, and examines how these factors influence the performance of NGOs in the camp.

1.3.1 General Objective of the Study

The main objective of the study was to examine the interrelationship between strategic partnerships and the performance of NGOs in Dadaab Refugee Camp, Kenya.

1.3.2 Specific Objectives

The specific objectives were:

- i. To determine the effect of a shared vision on the performance of NGOs in Dadaab Refugee Camp.
- ii. To evaluate the effect of teamwork on the performance of NGOs in Dadaab Refugee Camp.
- iii. To explore the effect open communication and trust on the performance of NGOs in Dadaab Refugee Camp.
- iv. To assess the effects of joint commitment and resource investment on the performance of NGOs in Dadaab Refugee Camp.

1.4 Research Questions

The research questions of the study were:

1. To what extent does a shared vision affect the performance of NGOs?
2. What is the effect of teamwork on the performance of NGOs?
3. To what extent does open communication and trust affect the performance of NGOs?
4. In what way does joint commitment and investment influence the performance of NGOs?

1.5 Significance of the Study

This study holds significant value for the development and implementation of policies, particularly in the context of humanitarian aid and refugee management. By examining the impact of strategic partnerships on the performance of NGOs in Dadaab Refugee Camp, the findings will provide policymakers with empirical insights into how collaboration among NGOs and other stakeholders can enhance service delivery in complex environments. The study's recommendations can inform policies that foster better frameworks for NGO partnerships, ensuring that governments and international agencies can create conducive environments that promote resource-sharing, coordinated efforts, and more effective responses to humanitarian crises.

In terms of practice, the study will benefit NGOs and other organizations involved in humanitarian work by offering practical insights into how strategic partnerships can be better structured and managed to improve operational performance. By highlighting the importance of shared vision, teamwork, open communication, trust, and joint commitment, the research provides actionable guidance for NGOs on how to form, sustain, and optimize partnerships. This can lead to more efficient resource utilization, enhanced program effectiveness, and improved service delivery to vulnerable populations in refugee camps like Dadaab. The practical implications will help NGOs

develop more sustainable and impactful collaborations with their partners, ultimately improving the outcomes for the communities they serve.

From a theoretical perspective, this study contributes to the body of knowledge on strategic partnerships and organizational performance within the context of NGOs. By situating the research within frameworks such as the Resource Dependence Theory and Institutional Theory, the study extends these theories to the specific context of humanitarian operations in refugee camps. It fills a critical gap in the literature by providing empirical evidence from African refugee camps, where strategic partnerships operate under unique socio-political and economic conditions. This research will offer new insights and challenge existing theoretical models, enriching the academic discourse on NGO management, partnerships, and performance in complex humanitarian settings.

1.6 Scope of the Study

The study focuses on the relationship between strategic partnerships and the performance of non-governmental organizations (NGOs) operating in Dadaab Refugee Camp, Kenya. It specifically examines how key dimensions of strategic partnerships—such as shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment—affect the operational effectiveness of NGOs. The study also explores performance indicators of NGOs, including resource optimization, program effectiveness, stakeholder satisfaction, and social impact. The research is grounded in the Resource Dependence Theory and Institutional Theory, offering a comprehensive examination of how strategic alliances contribute to NGO performance in challenging humanitarian contexts.

The study is confined to Dadaab Refugee Camp, located in Garissa County, Kenya. Dadaab is one of the largest and most established refugee camps in the world, hosting refugees primarily from Somalia, as well as other conflict-affected regions. The camp's unique socio-political environment, characterized by resource scarcity, security concerns, and complex humanitarian needs, makes it an ideal setting for studying the dynamics of strategic partnerships among NGOs. While the study's findings may be relevant to other refugee camps with similar contexts, its primary focus is on the operational challenges and partnerships specific to Dadaab.

The population that was targeted of this reserch included the NGOs operating within Dadaab Refugee Camp, as well as their various stakeholders, which comprised international aid

organizations, local community groups, and the refugees themselves. The study specifically examined the NGOs' strategic partnerships and their impact on operational performance, with an emphasis on the collaborative efforts to address the needs of the refugee population.

The research was conducted over a period of 9 months in 2024, tentatively scheduled from January to September 2024. This time frame was chosen to allow for comprehensive data gathering and analysis, ensuring that the research captured a representative snapshot of the strategic partnerships and NGO performance within the specified period.

1.7 Chapter Summary

This chapter introduced the foundation of the study, outlining the research problem, objectives, and significance of investigating the impact of strategic partnerships on the performance of NGOs in Dadaab Refugee Camp, Kenya. It provided an overview of the context, identified the research gaps, and discussed the relevance of the study in terms of policy, practice, and theory. The scope of the study was defined, including both content and geographical focus. The next chapters will explore the literature review, research methodology, findings, and conclusions based on the data gathered.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviewed the relevant literature on strategic partnerships and NGO performance, drawing from both theoretical and empirical sources. The chapter began with a theoretical review, examining two prominent theories that underpinned the research: Resource Dependence Theory and Institutional Theory. The chapter then proceeded to an empirical review, presenting a global and local perspective on the existing studies on the topic. The chapter concluded with summary and identification of the research gaps that this study aimed to fill.

2.1 Theoretical Review

In this section, the study discussed two theories that provided the theoretical foundation for understanding the dynamics of strategic partnerships within the context of NGOs operating in refugee camps. The first was Resource Dependence Theory (RDT), which served as the anchor theory for this research, and the second was Institutional Theory. These theories offered complementary perspectives on how NGOs interacted with their external environment, formed partnerships, and managed the challenges associated with resource dependency and institutional pressures.

2.1.1 Resource Dependence Theory

Resource Dependence Theory (RDT) is a theory that explained how firms managed their dependence on external resources and reduced their uncertainty and vulnerability. The theory was developed by Jeffrey Pfeffer and Gerald Salancik in their seminal book *The External Control of Organizations: A Resource Dependence Perspective* (1978). The theory posited that organizations were not autonomous entities but rather open systems that relied on the environment for critical resources, such as capital, labor, information, and legitimacy. These resources were often scarce, uncertain, and controlled by other actors, creating a situation of dependence and power imbalance. To cope with this dependence, organizations adopted various strategies, such as mergers, acquisitions, joint ventures, alliances, and interlocking directorates, to secure access to resources, influence resource providers, and buffer themselves from environmental fluctuations (Pfeffer & Salancik, 1978).

Resource Dependence Theory was relevant to this research as it provided a framework for understanding the rationale and dynamics of strategic partnerships between NGOs and other entities. According to RDT, NGOs formed strategic partnerships to access resources that were essential for their performance and survival, such as funding, expertise, technology, and legitimacy. These partnerships enabled NGOs to reduce their dependence on any single resource provider, diversify their resource base, and mitigate the risks and uncertainties associated with resource scarcity. Moreover, these partnerships allowed NGOs to influence their resource providers, such as donors, governments, and communities, and to shape the institutional environment in which they operated. By forming strategic partnerships, NGOs could enhance their bargaining power, autonomy, and competitive advantage (Hillman, Withers & Collins, 2009).

Resource Dependence Theory, however, had some limitations that needed to be acknowledged. First, the theory assumed that organizations acted rationally to maximize their interests and minimize their dependence. However, this assumption may not have captured the complexity and diversity of organizational goals, motivations, and values, especially for NGOs that had a social mission and a stakeholder orientation. Second, the theory focused on the external environment and the resource providers as the main sources of dependence and uncertainty. However, this focus may have neglected the internal factors and processes that also affected organizational performance, such as leadership, culture, governance, and innovation. Third, the theory emphasized the negative aspects of dependence and the need to reduce it. However, this emphasis may have overlooked the positive aspects of dependence and the potential benefits of interdependence, such as learning, collaboration, and synergy (Hillman et al., 2009).

2.1.2 Institutional Theory

Institutional Theory explains how organizations conform to the norms, rules, and expectations within their institutional environment. Originally developed by scholars such as DiMaggio and Powell (1983), the theory emphasizes that organizations are influenced not only by efficiency and rationality but also by the need for legitimacy and the pressures of isomorphism. Legitimacy refers to the extent to which an organization is perceived as appropriate and acceptable by its stakeholders, regulators, and peers. Isomorphism describes the process by which organizations, influenced by institutional pressures, become similar in their practices, structures, and strategies. Recent studies have expanded on this theory, emphasizing the role of institutional logics and the

dynamic nature of institutional environments. For example, Lounsbury (2007) highlights how institutional logics, the underlying beliefs and practices that guide behavior within an organization, shape decision-making and organizational practices. Additionally, Kraatz and Block (2008) have explored the concept of "organizational identity" and how legitimacy pressures may lead to organizations adopting practices that align with the broader societal or institutional expectations, even if these practices are not the most efficient or effective. More recent contributions, such as those by Scott (2020), emphasize the continued relevance of institutional theory in understanding organizational behavior in a rapidly changing global environment, where institutions are continuously evolving in response to new challenges such as technological disruption and globalization.

Institutional Theory was relevant to this research as it provided a framework for understanding the role and impact of strategic partnerships on the legitimacy and performance of NGOs. According to Institutional Theory, NGOs formed strategic partnerships to conform to the institutional norms and expectations of their environment, such as donor requirements, government regulations, and sectoral standards. These partnerships enabled NGOs to gain legitimacy and credibility, which were essential for their survival and success. Moreover, these partnerships allowed NGOs to cope with institutional pressures and changes, such as competition, globalization, and digitalization. By forming strategic partnerships, NGOs could adapt to their environment and enhance their performance and influence (Peters, 2022).

Institutional Theory has some limitations that need to be acknowledged. The theory assumes that organizations are passive and conformist, responding to institutional pressures by mimicking other organizations. This assumption may not fully capture the agency and diversity of organizational actors, particularly NGOs with a social mission and a change orientation. Additionally, the theory primarily focuses on the institutional environment and pressures as the main sources of legitimacy and performance, potentially overlooking organizational factors and processes, such as vision, values, innovation, and stakeholder engagement, which also play crucial roles. Lastly, while the theory emphasizes the positive aspects of legitimacy and the need to achieve it, it may neglect the negative consequences, such as the loss of identity, autonomy, and differentiation, that organizations may experience in their pursuit of legitimacy (Lewis, Cardy, & Huang, 2019).

2.1.3 Collaborative Advantage Theory

Collaborative Advantage Theory, first introduced by Vangen and Huxham (2003), posits that organizations engaged in collaboration can achieve better results compared to when they work individually. This theory is built on the premise that by combining resources, knowledge, and expertise, organizations can overcome individual limitations, particularly in environments that are resource-scarce, complex, or volatile. It is an extension of earlier collaborative theories that emphasized cooperation but shifts the focus to the tangible benefits (or "advantage") that organizations can extract from such partnerships. Collaborative advantage occurs when organizations engage in partnerships that create added value or synergies that would not be possible in isolation (Huxham & Vangen, 2005).

One of the key aspects of Collaborative Advantage Theory is its emphasis on **synergy**. Synergy refers to the outcome where the combined efforts of partners result in outputs that exceed the sum of their individual contributions. This occurs because partners in a collaborative setting can pool together different kinds of resources—financial, technical, or intellectual—which allows them to achieve more than they could on their own. In the context of NGOs operating in Dadaab Refugee Camp, this synergy is particularly crucial because NGOs often operate under severe resource constraints. By forming partnerships, these organizations can enhance their resource base and improve the scale and quality of services they provide to refugee populations (Ostrom, 2017).

Trust and mutual goals are also central elements in Collaborative Advantage Theory. Trust is essential because it allows partners to share sensitive information, invest in long-term initiatives, and depend on each other's strengths without fear of exploitation (Huxham & Vangen, 2005). In humanitarian settings like Dadaab, trust between NGOs and their partners—whether other NGOs, government agencies, or international donors—is critical for maintaining open communication, ensuring transparency, and promoting coordination. Without trust, partnerships are likely to falter due to conflicts over resource distribution or divergent interests (Bryson, Crosby, & Bloomberg, 2021). Similarly, mutual goals ensure that all partners are aligned in terms of their objectives and intended outcomes. When partners have a shared vision, they are more likely to coordinate efforts effectively and focus on long-term sustainability rather than short-term gains (Ansell & Gash, 2018).

Furthermore, collaborative advantage is achieved when organizations engage in partnerships that allow them to innovate and respond to challenges in more adaptive ways. In highly dynamic and unpredictable environments like refugee camps, innovation is crucial for addressing the evolving needs of vulnerable populations. For instance, NGOs may collaborate to develop new service delivery models, improve logistics for aid distribution, or innovate in areas such as education and health services (Vangen & Huxham, 2011). The collaborative advantage here is the ability to draw on diverse perspectives and expertise, leading to innovative solutions that would not be feasible for an individual organization to develop alone.

Vangen and Huxham (2003) also caution that achieving collaborative advantage is not without challenges. One of the main barriers to successful collaboration is the risk of collaborative inertia, a situation where the anticipated benefits of collaboration are not realized, often due to misaligned goals, lack of trust, or poor communication among partners. In these cases, instead of synergy, the partnership becomes stagnant, and organizations may even lose resources. Collaborative inertia is a particularly pertinent risk for NGOs in refugee settings like Dadaab, where the stakes are high, and the operating environment is complicated by political, social, and economic factors (Huxham & Vangen, 2005).

In conclusion, Collaborative Advantage Theory provides a robust framework for understanding how strategic partnerships can enhance NGO performance, particularly in challenging environments like Dadaab Refugee Camp. By leveraging synergy, building trust, aligning mutual goals, and fostering innovation, NGOs can improve their operational effectiveness and achieve significant social impact. Successful collaboration requires careful management to avoid potential pitfalls such as collaborative inertia, which can undermine the advantages that partnerships are intended to bring.

2.2 Empirical literature Review

This portion section of the study discussed the empirical literature on the effects of strategic partnerships on NGO performance. The review was structured around key thematic areas, including sharedvision, teamwork-effectiveness, communication,trust, joint commitment,and investment. Each of these factors was explored through previous research studies, providing a foundation for understanding how strategic partnerships influenced the performance of NGOs,

particularly within the unique context of the Dadaab Refugee Camp. The discussion also highlighted the gaps in existing research that this research aimed to address.

2.2.1 Shared Vision and NGOs Performance

Syombua and Florah (2023) studied how strategic partnerships affect NGOs' performance in Nairobi, Kenya. They focused on six factors: teamwork, shared vision, open communication, trust, joint commitment, and investment. They surveyed 296 NGOs using a descriptive research design. They found that strategic partnerships improve customer and employee satisfaction. They recommended that NGOs in Nairobi adopt these factors in their partnerships. They noted that their findings may not apply to other areas. While Syombua and Florah's (2023) research gives insights into the factors contributing to successful strategic partnerships, it is geographically limited to Nairobi and may not be applicable to other regions. The current research aim was to fill this contextual gap by focusing on the unique environment of the Dadaab Refugee Camp in Kenya. Additionally, their study does not address the specific challenges faced by NGOs in refugee camp settings, such as resource scarcity and security concerns, which this research explored.

Huang and Liu (2020) explored how strategic partnerships affect innovation in technology-intensive enterprises. They looked at three aspects of strategic alliances: knowledge exchange, technology transfer, and collaborative R&D. They also examined how strategic partnerships relate to innovation outputs and capabilities. They used a data collection research design and sampled technology-intensive enterprises. They discovered that strategic partnerships positively and significantly influence innovation performance. They suggested that strategic partnerships enhance innovation by enabling knowledge exchange, technology transfer, and collaborative R&D. They acknowledged that their study did not consider other aspects crucial to the success of strategic partnerships, like compatibility and partner selection. Huang and Liu's (2020) study is focused on technology-intensive enterprises, which differs significantly from the NGO sector. The current study addressed this methodological gap by examining the impact of strategic partnerships on NGOs within a humanitarian context. Furthermore, their study overlooks crucial elements like compatibility and partner selection, which was integrated into this research to provide a comprehensive understanding of strategic partnerships in the NGO sector.

Matokho and Anyieni (2018) studied how strategic partnerships affect listed commercial banks' performance in Kenya. They measured the impact of the cost of technological infrastructure, diffusion of technology, and customer service on performance. They also studied how strategic partnerships relate to performance and improve it by reducing inter-competition and business risks. They used a descriptive research design and sampled 40 employees from 10 listed commercial banks. They found that strategic partnerships positively and significantly improve performance. They suggested that listed commercial banks foster strategic partnerships that emphasize these factors. They recognized that their study did not consider other important factors for successful strategic partnerships. Matokho and Anyieni's (2018) research on commercial banks cannot be directly applied to NGOs operating in refugee camps due to the differing nature of their operational challenges and objectives. This study filled this contextual gap by specifically examining NGOs in the Dadaab Refugee Camp, focusing on how strategic partnerships can address the unique challenges they face, such as volatile socio-political environments and resource constraints.

2.2.2 Teamwork Effectiveness and NGOs Performance

Lu, Liu, and Shan (2018) examined how strategic partnerships affect Chinese firms' global market performance. They measured the impact of strategic alliances on international market entry, market share, and export sales. They also studied how strategic partnerships relate to global market performance and improve it by enhancing firms' competitive position and expansion. They used a data analysis research design and sampled Chinese firms with foreign partners. They found that strategic partnerships positively and significantly improve global market performance. They suggested that strategic partnerships help firms enter, share, and sell in international markets. They recognized that their study did not consider other important factors for successful strategic partnerships. Lu, Liu, and Shan's (2018) study is focused on commercial firms' market performance, which is significantly different from the performance metrics of NGOs. The current study addressed this methodological gap by investigating how strategic partnerships affect NGOs' effectiveness in humanitarian settings, particularly in the Dadaab Refugee Camp. Additionally, their study does not account for the non-profit nature of NGOs and the specific teamwork challenges they encounter, which this research aims to explore.

Tarigan and Siagian (2021) studied how purchasing strategy, strategic planning, and strategic partnership affect manufacturing firms' performance in East Java, Indonesia. They measured the

impact of the cost of technological infrastructure, diffusion of technology, and customer service on performance. They also studied how strategic planning, purchasing strategy, and strategic partnership relate to performance and improve it by reducing inter-competition and business risks. They used a descriptive research design and sampled 135 manufacturing firms. They found that purchasing strategy, strategic planning, and strategic partnership positively and significantly improve performance. They suggested that manufacturing firms adopt these factors in their partnerships. They recognized that their study did not consider other important factors for successful strategic partnerships. Tarigan and Siagian's (2021) research on manufacturing firms does not directly address the unique operational environment of NGOs, particularly those in refugee camps. The current study filled this contextual gap by examining the specific challenges and performance indicators relevant to NGOs in the Dadaab Refugee Camp. Furthermore, this study included additional factors crucial for strategic partnerships in the NGO sector, such as trust and open communication, which were not considered in their research.

Muteshi and Awino (2018) studied how strategic alliances affect beverage and food manufacturing firms' performance in Kenya. They measured the impact of the cost of technological infrastructure, diffusion of technology, and customer service on performance. They also studied how strategic alliances relate to performance and improve it by reducing inter-competition and business risks. They used a descriptive research design and sampled 125 food and beverage manufacturing firms. They found that strategic alliances significantly and positively improve performance. They suggested that food and beverage manufacturing firms foster strategic partnerships that emphasize these factors. They recognized that their study did not consider other important factors for successful strategic partnerships. The study by Muteshi and Awino (2018) on the food and beverage manufacturing sector does not address the unique needs and challenges faced by NGOs, particularly in humanitarian settings. The current research addressed this contextual gap by focusing on the strategic partnerships of NGOs in the Dadaab Refugee Camp. Additionally, this study considered other critical factors for successful partnerships, such as joint commitment and investment, which were not explored in their research.

2.2.3 Communication, Trust, and NGOs Performance

Ngila (2022) researched the effects of strategic partnerships on delivery of service in humanitarian NGOs in Kenya. They measured the impact of shared vision, open communication, trust, and joint

commitment on service delivery. They also studied how strategic partnerships relate to service delivery and improve it by enhancing coordination, efficiency, and effectiveness. They used a cross-sectional descriptive research design and sampled 17 accredited humanitarian NGOs. They found that strategic partnerships positively and significantly improve service delivery in humanitarian NGOs. They recommended that humanitarian NGOs foster strategic partnerships that emphasize these four dimensions. They noted that their study did not consider other important factors for successful strategic partnerships. Ngila's (2022) study provides a valuable foundation for understanding the impact of strategic partnerships on service delivery in humanitarian NGOs but is limited by its small sample size and geographic scope. This study aimed to address these methodological gaps by using a larger sample size and focusing on the Dadaab Refugee Camp, a significantly different context. Additionally, this research explored other critical factors for successful strategic partnerships, such as joint commitment and investment, to provide a more comprehensive analysis.

Yang (2020) examined how strategic partnerships affect innovation in technology-intensive firms. They looked at three aspects of strategic alliances: knowledge exchange, technology transfer, and collaborative R&D. They also examined how strategic partnerships relate to innovation outputs and capabilities and improve them by accessing external knowledge, leveraging complementary resources, and engaging in collaborative innovation activities. They used a data collection research design and sampled technology-intensive firms. They found that strategic partnerships positively and significantly improve innovation performance. They suggested that strategic partnerships enhance innovation by enabling knowledge exchange, technology transfer, and collaborative R&D. They acknowledged that their study did not consider other important factors for successful strategic partnerships. Yang's (2020) study focuses on technology-intensive firms and their innovation capabilities, which do not directly correlate with the operational goals of NGOs in refugee camps. This study addressed this contextual gap by examining how strategic partnerships influence the performance of NGOs in the humanitarian context of the Dadaab Refugee Camp. Moreover, this research incorporated additional factors critical to the success of strategic partnerships in NGOs, such as communication and trust, which were not considered in Yang's study.

2.2.4 Joint Commitment, Investment, and NGOs Performance

Mutole (2019) examined how strategic leadership practices affect NGOs' performance in Kenya. They assessed how delegation, strategic direction, shareholders' accountability, and board governance affected output. They also studied how strategic leadership practices relate to performance and improve it by enhancing effective governance. They used a cross-sectional descriptive research design and sampled 26 NGOs listed in the UNEP environmental campaign. They found that strategic leadership practices significantly positively improve performance. They recommended that NGOs foster strategic leadership practices that emphasize these four factors. They noted that their study did not consider other important factors for successful strategic partnerships. Mutole's (2019) study focuses on strategic leadership practices rather than the specific dynamics of strategic partnerships. This research filled this methodological gap by specifically investigating the role of strategic partnerships in enhancing NGO performance in the Dadaab Refugee Camp. Additionally, this study explored other factors essential for successful strategic partnerships, such as joint commitment and investment, which were not considered in their research.

Kabetu and Iravo (2018) researched the effects of strategic leadership on strategic leadership in Kenya. They measured the impact of ethical practices, organizational control, human capital, and effective governance on performance. They also studied how strategic leadership relates to performance and improve it by reducing inter-competition and business risks. They used a descriptive research design and sampled 40 employees from 10 IHOs. They found that strategic leadership positively and significantly improve performance. They suggested that IHOs foster strategic leadership practices that emphasize these four factors. They acknowledged that their study did not consider other important factors for successful strategic partnerships. Kabetu and Iravo's (2018) research highlights the importance of strategic leadership but does not delve into the specific impacts of strategic partnerships. The aim of the study was to address this methodological gap by focusing on how strategic partnerships affect NGO performance in the Dadaab Refugee Camp. Additionally, this research incorporated other critical factors for successful strategic partnerships, such as joint commitment and investment, which were not explored in their study.

2.3 Summary of Literature and Research Gaps

The reviewed studies with identified research gaps are listed in Table 1.

Table 1: Summary and Research Gaps

Author(s)	Focus of Study	Research Findings	Methodology	Research Gaps	Focus of the current study
Syombua and Florah (2023)	Strategic partnerships and NGOs' performance in Nairobi	Strategic partnerships improve customer and employee satisfaction	Descriptive research design; 296 NGOs	Limited to Nairobi; does not address challenges specific to refugee camps	Focuses on Dadaab Refugee Camp; explores unique challenges such as resource scarcity and security concerns
Huang and Liu (2020)	Strategic partnerships and innovation in tech firms	Strategic partnerships positively influence innovation performance through knowledge exchange, technology transfer, and collaborative R&D	Data collection research design; tech firms	Limited to tech firms; does not consider compatibility and partner selection	Examines NGOs in a humanitarian context; includes factors like compatibility and partner selection
Matokho and Anyieni (2018)	Strategic partnerships and commercial	Strategic partnerships improve performance by reducing	Descriptive research design; 40 employees	Focused on commercial banks; does not address NGO-	Investigates NGOs in Dadaab; includes NGO-specific challenges and

Author(s)	Focus of Study	Research Findings	Methodology	Research Gaps	Focus of the current study
	banks' performance	inter-competition and business risks	from 10 banks	specific challenges	performance indicators
Lu, Liu, and Shan (2018)	Strategic partnerships and Chinese firms' global market performance	Strategic partnerships improve global market performance by enhancing competitive position and expansion	Data analysis research design; Chinese firms	Focused on commercial firms; does not address NGO performance metrics	Examines NGO performance in a humanitarian setting; considers unique teamwork challenges in NGOs
Tarigan and Siagian (2021)	Strategic partnerships and manufacturing firms' performance in Indonesia	Strategic partnerships improve performance by reducing competition and business risks	Descriptive research design; 135 firms	Focused on manufacturing firms; does not address NGO-specific challenges	Focuses on NGOs in Dadaab; considers NGO-specific challenges and includes additional factors like trust and open communication
Muteshi and Awino (2018)	Strategic alliances and food and beverage manufacturing firms' performance in Kenya	Strategic alliances significantly improve performance	Descriptive research design; 125 firms	Focused on manufacturing sector; does not address NGO-specific challenges	Investigates NGOs in Dadaab; includes factors critical to NGOs such as joint commitment and investment
Ngila (2022)	Strategic partnerships and service delivery in humanitarian NGOs	Strategic partnerships improve service delivery by enhancing coordination,	Cross-sectional descriptive research design; 17 NGOs	Small sample size; geographically limited; does not consider other critical factors	Uses a larger sample size; focuses on Dadaab Refugee Camp; includes additional factors like joint

Author(s)	Focus of Study	Research Findings	Methodology	Research Gaps	Focus of the current study
		efficiency, and effectiveness			commitment and investment
Yang (2020)	Strategic partnerships and innovation in tech firms	Strategic partnerships enhance innovation by enabling knowledge exchange, technology transfer, and collaborative R&D	Data collection research design; tech firms	Focused on tech firms; does not address NGO-specific challenges	Examines NGOs in a humanitarian context; incorporates factors such as communication and trust
Mutole (2019)	Strategic leadership practices and NGOs' performance in Kenya	Strategic leadership practices significantly improve performance	Cross-sectional descriptive research design; 26 NGOs	Focused on strategic leadership rather than partnerships; small sample size	Focuses specifically on strategic partnerships in NGOs; uses a larger sample size in Dadaab Refugee Camp

2.4 Conceptual Framework

The CP of this research assumed that strategic partnerships influenced the performance of NGOs in refugee camps. The independent variable was strategic partnerships, which was operationalized by four dimensions: shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment. The dependent variable was NGO performance, which was operationalized by four dimensions: resource optimization, program effectiveness, stakeholder satisfaction, and social impact. The conceptual framework was illustrated in the following diagram (Figure 1).

Independent Variable

Dependent Variable

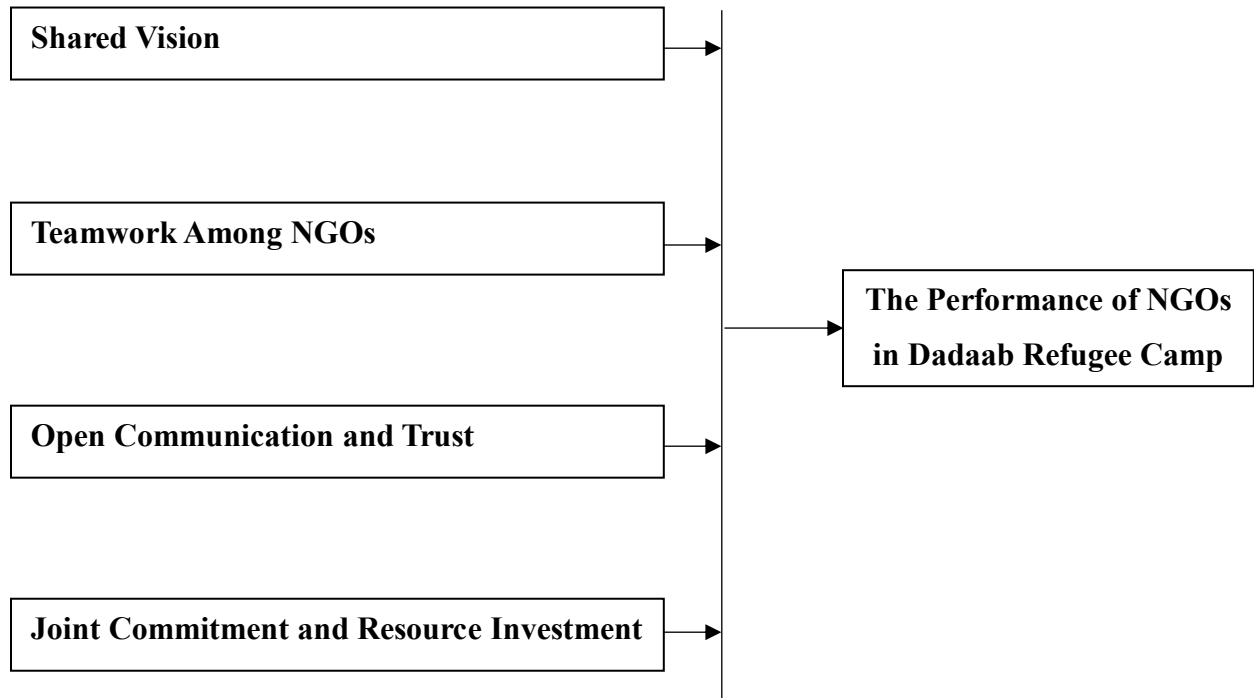


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

The process of defining how theoretical concepts are measured in the study is known as operationalization of variables. Both variables were operationalized through various indicators that were evaluated utilizing a Likert scale.

Table 2: Operationalization of Variables

Objective of the Study	Indicators	Measurement Scale	Analysis Tool
Shared Vision	➤ Aligned goals	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
	➤ Common priorities		
	➤ Joint decision-making		
	➤ Mutual understanding		
	➤ Strategic coherence		
Teamwork Effectiveness	➤ Task coordination	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
	➤ Role clarity		
	➤ Collaboration efficiency		
	➤ Problem-solving capacity		
	➤ Resource sharing		
Communication and Trust	➤ Information transparency	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
	➤ Frequent interactions		
	➤ Mutual respect		
	➤ Trustworthiness perception		
	➤ Open feedback		
Joint Commitment and Investment	➤ Shared resources	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
	➤ Co-funding projects		
	➤ Joint risk management		
	➤ Commitment longevity		
	➤ Partnership dedication		
Performance of Non-Governmental Organizations (NGOs)	➤ Resource utilization	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
	➤ Program efficiency		
	➤ Stakeholder satisfaction		
	➤ Service delivery impact		
	➤ Operational sustainability		

2.6 Chapter Summary

This portion chapter reviewed the required literature on strategic partnerships and NGO performance, drawing from both theoretical and empirical sources. The chapter had examined two prominent theories supporting the research: resource dependence theory and institutional theory. The chapter also presented a detailed perspective on the existing studies on the topic. The chapter concluded with a summary and identification of the research study gaps that this research aimed to fill. The chapter also provided a CP and an operationalization of variables for the research.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter described the research design and methodology of the study covered a number of topics, including research design, target population, sample and sampling strategy, instruments, pilot study, data gathering process, data analysis and presentation, and ethical considerations.

3.1 Research Design

Research design refers to the strategic plan of procedures followed during research to arrive to valid conclusions (Huntington-Klein, 2021). It involves decisions related to selection of the respondents, assignment to conditions, gathering of data and analyzing of data. The research adopted a mixed-methods research design, which combines both quantitative and qualitative approaches to data gathering and analysis. For this study, a mixed-methods design made sense because it integrated narrative and numerical data from various sources and viewpoints to enable a thorough and holistic understanding of the research problem. A mixed-methods design also enabled the researcher to address the limitations and biases of each method by using the advantages of one approach to complement the weaknesses of the other. Moreover, a mixed-methods design facilitated the triangulation and validation of the findings by comparing and contrasting the results from different methods (Clark, Wang & Toraman, 2019).

3.2 Target Population

This research targeted the NGOs operating within Dadaab Refugee Camp. According to Mugenda and Mugenda (2019), a study population consists of all elements or units that are appealing to the researcher. It refers to all members in a specific study area that the study targets based on its objectives (Kumar, 2019). According to the UNHCR report of 2021, there are 300,000 refugees living in Dadaab Refugee Camp (DFC).

This research specifically targeted four key NGOs operating within Dadaab Refugee Camp, with each NGO focusing on a distinct area of intervention. These NGOs are crucial to the provision of essential services to the refugee population. The NGOs targeted in this study were: Danish Refugee Council (DRC), focusing on livelihoods, aimed at enhancing self-reliance among refugees through income-generating activities and vocational training. Terre des Hommes Foundation (Tdh),

specializing in protection, particularly for vulnerable groups such as women and children, ensuring their safety and rights within the camp. International Rescue Committee (IRC), which is responsible for health services, providing critical medical care and health interventions to the refugee population. Lutheran World Federation (LWF), focusing on education, offering formal and non-formal educational programs to improve access to learning opportunities for refugees, especially children and youth.

These four organizations formed the target population for this study as they represent the major sectors within the camp and play vital roles in the humanitarian response. Each of these NGOs was selected for its focus on a specific domain, ensuring a comprehensive understanding of the impact of strategic partnerships across various areas of service delivery.

Table 3: Target Population of the NGOs in Daadab

Category	Frequency	Percentage
Lutheran World Federation (LWF)	21	21.00
International Rescue Committee (IRC)	28	28.00
Terre des Hommes Foundation (Tdh)	19	19.00
Danish Refugee Council (DRC)	32	32.00
Total	100	100

Source: UNHCR (2024)

3.3 Sample and Sampling Technique

Both stratified and purposive sampling were applied to select the sample of participants in the research. According to Bell, Bryman, and Harley (2022), using stratified sampling, the population is split up into several strata or subgroups according to a pertinent attribute, and then a proportional or equal sample is selected from each stratum. In this research, the strata were the different sectors of the NGOs operating in the camp, such as health, education, protection, livelihoods, and others. To choose the NGOs, simple random sampling was employed, and the stakeholders from each sector were selected using lists obtained from the UNHCR and the camp management. Purposive sampling was utilized to select a subset of the NGOs and the stakeholders for the interviews, based on their involvement and experience in the strategic partnerships and NGO performance in the

camp. The NGOs and the stakeholders were purposively selected because they were deemed to have rich and meaningful data for the research.

According to Saunders and Townsend (2018), the sample size of social research needs to be large enough to ensure the representativeness and generalizability of the results, but also small enough to be manageable and feasible for data gathering and analysis. In finding the size of the sample for this research, the Yamane (1967) formula was utilized. Thus,

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n = sample size

N = population size

e = desired precision (0.05)

For selection of NGOs, the size sample was calculated as follows:

$$n = \frac{100}{1 + 100(0.05^2)}$$

$$n = 80$$

Using the formula, the sample size for the NGOs was 80. The sample size of 80 NGOs stakeholders was used in the research.

Category	Target Population	Sample Size
Lutheran World Federation (LWF)	21	17
International Rescue Committee (IRC)	28	23
Terre des Hommes Foundation (Tdh)	19	15
Danish Refugee Council (DRC)	32	25
Total	100	80

3.4 Instruments

A structured questionnaire based on the research objectives was chosen as the primary instrument for data gathering from the NGOs and the stakeholders. The survey included both closed-ended and open-ended questions designed to measure the variables of strategic partnerships and NGO performance using a Likert scale. The questionnaire also included a demographic section that collected information about the respondents, such as their name, organization, role, and sector. The questionnaire was administered online or offline, based on the respondents' preferences and availability. An interview guide comprising open-ended questions were utilized to gather information from a portion of the NGOs and the stakeholders selected for the interviews. The questions/statements in the interview guide targeted exploring the themes and issues interrelated to the strategic partnerships and NGO performance in the camp and eliciting the perspectives and experiences of the participants. The interview guide also included a probing section that allowed the researcher to ask follow-up questions and clarify the responses of the respondents. The interviews were carried out in one on one manner or online, based on the respondents' preferences and availability.

3.5 Pilot Study

Pilot research is a preliminary test or trial of the instruments and procedures used in the main study, done on a small scale and with a similar sample. Pilot research was done prior to the main study to evaluate the instruments' dependability and validity, as well as to identify and resolve any potential problems that could arise while gathering and analyzing the data. Pilot research was significant for this study as it ensured the quality and feasibility of the research design and methodology and improved the accuracy and credibility of the results (Leon et al., 2011). A pilot study was conducted in Ifo and Hagadera camps in DRC. This area was chosen because it had similar characteristics (humanitarian crisis, refugee population, NGO presence, among others) to the actual study area. The questionnaire was pre-tested to enhance its validity and reliability before conducting the main study. In this study, 10% of the 81 NGOs and 162 stakeholders, that is, 8 NGOs and 16 stakeholders, were selected, and 3 interviews were administered to key informants. The researcher revised the questions that were ambiguous or confusing to enhance the validity of the questionnaire and interview guide. This helped to refine the research instruments before the main study. The pilot research respondents were not part of the major study.

3.5.1 Validity

According to Creswell and Plano Clark (2018), the extent to which a measurement tool captured the intended data was referred to as validity and reflected the true meaning and value of the data. Validity could be assessed by using different types of validity, such as construct validity, content validity, and criterion validity. Content validity referred to the degree to which an instrument covered the relevant and representative content of the research objectives and questions. Construct validity was the extent to which a measurement tool reflected the theoretical constructs or concepts that underlay the research objectives and questions. Criterion validity related to the degree to which an instrument correlated with other instruments or criteria that measured the same or similar variables (Creswell & Plano Clark, 2023). The questionnaires and interviews were created in alignment with the goals and inquiries of the research, drawing on the core principles of the research and the literature review to guarantee the validity of the instruments. The instruments were also reviewed and validated by experts and practitioners in the field of strategic partnerships and NGO performance, who provided feedback and suggestions for improvement. Moreover, the instruments were pilot-tested on a small sample of 8 NGOs and 16 stakeholders, who provided comments and opinions on the clarity, relevance, and appropriateness of the instruments. For the contents of the instrument to be regarded as essential, correct, appropriate, useful, and meaningful, the linear level of agreement of experts within the panel rate had to be 50% and above. This was determined by adopting the content validity ratio, which is $CVR = [n_e - N/2] / N/2 * 100\%$ (Lawshe, 1975).

3.5.2 Reliability

Reliability, according to George & Mallery (2018) is the degree to which a tool produces results that are stable and consistent over time and under various circumstances. Reliability can be assessed by using different methods, such as inter-rater, test-retest, and internal consistency. Test-retest was the method of administering the same instrument to the same sample at two different points in time and comparing the results for consistency. Inter-rater referred to the method of having two or more raters or observers score or evaluate the same instrument and comparing the results for agreement. Internal consistency was the method of measuring the correlation or consistency among the items or questions within the same instrument (Bryman & Bell, 2015). To guarantee the dependability of the instruments, the researcher employed the test-retest method by administering the same instrument to the same sample of 8 NGOs and 16 stakeholders twice within

two weeks. The researcher also used the internal consistency method by calculating the Cronbach's alpha coefficient for the items or questions within the same instrument. A reliability coefficient of 0.70 or higher was considered acceptable for this study. This threshold was consistent with the standards established by researchers such as Nunnally and Bernstein (1994) and Peterson (1994).

3.6 Data Collection Procedure

Data gathering began with obtaining the necessary permissions and approvals from various authorities and institutions. First, an approval letter from the Board of Graduate Studies of the MUA was sought. Secondly, a permit to gather data was obtained from the NACOSTI. Thirdly, the researcher obtained authorization to collect data from the UNHCR and the camp management, as well as from the NGOs and their partners. In the field, the researcher sought consent from the respondents before they participated in the research. Research assistants (with a degree in relevant fields) were recruited, wages agreed upon, and trained for 1 week before collecting data. For selecting key informants, a purposive sampling technique was utilized to identify individuals who held critical insights or occupied pivotal roles within NGOs, international aid organizations, local community groups, and the refugee populace. These key informants were chosen based on their expertise, experience, and potential to provide rich, in-depth information pertinent to the study's objectives.

For key informant interviews, the researcher used a face-to-face or online interview method to probe the representatives of NGOs, international aid organizations, local community groups, and refugees to provide data on their perspectives and experiences. The responses given by the key informants were recorded and later transcribed for data analysis. In administering questionnaires, the researcher, assisted by two research assistants, conducted an online or offline questionnaire method to gather information from the NGOs and the stakeholders, using a Likert scale to measure the variables of strategic partnerships and NGO performance. For respondents who preferred to answer in their native language (mostly Somali), the questions were translated and interpreted accordingly.

3.7 Data Analysis and Presentation

Both quantitative and qualitative data techniques were utilized in this research. Quantitative data from the questionnaires were summarized, edited, coded and analyzed using descriptive

and inferential statistics, such as means, frequencies, SDs, correlations, and regressions. For analysis, the data was loaded into SPSS version 28. The results were employed to evaluate the theories and answer the research questions related to the variables of strategic partnerships and NGO performance.

The regression model for analyzing the data was:

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

where:

Y = Performance of NGOs

X1 = Shared vision

X2 = Teamwork effectiveness

X3 = Communication and trust

X4 = Joint commitment and investment

β_0 = Intercept

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables

ϵ = Error term

Qualitative data from the interviews were transcribed, coded, categorized, and analyzed using thematic analysis, identifying and exploring the patterns and themes that surfaced/emerged in the data. After the data was examined, the results were applied to provide an answer to the research questions related to the themes and issues of strategic partnerships and NGO performance in the camp. The results from the qualitative and quantitative analyses were compared and integrated, and the implications and limitations of the findings were discussed. The results were related to the literature review and the conceptual framework, and the similarities and differences were highlighted. The reasons and factors behind the findings were explained, and any contradictions or discrepancies were addressed. The reliability and validity of the results were evaluated, and any

biases or limitations of the research were acknowledged. The findings, conclusions and recommendations of the research were presented and reported using various formats and media, such as tables, graphs, charts, and narratives. The presentation and reporting ensured the clarity, validity, and reliability of the data, and the sources and references utilized in the research were acknowledged.

3.8 Ethical Considerations

The ethical considerations of this research involved voluntary participation, informed consent, confidentiality, privacy, and anonymity aspects.

3.8.1 Informed Consent

The study obtained the informed consent of the participants by giving them a consent document that explained the goals and aims of the research, the benefits and risks of participation, and the ethical considerations and procedures. The consent form also informed the participants of their rights and responsibilities, such as the freedom to leave the research at any moment, the right to ask questions and receive feedback, and the responsibility to provide honest and accurate information. The consent form also asked the participants for their permission to use their data for the study, and to record and transcribe the interviews. The participants were required to sign the consent form before participating in the research, and were given a copy of the form for their reference.

3.8.2 Voluntary Participation

The research ensured the voluntary participation of the participants by emphasizing that their involvement in the study was based on their free will and choice, and that they could decline or discontinue participation in the research at any moment without facing any repercussions. The research also respected the participants' preferences and availability, and did not coerce or pressure them to engage in the research.

3.8.3 Confidentiality

The research ensured the confidentiality of the participants and their data by protecting their identity and information from unauthorized access, use, or disclosure. The research used codes and pseudonyms to identify the participants and their data, and did not reveal their names, organizations, or other personal details. The study also used encrypted files and password-

protected devices to store the data privately and securely, and only shared the data with the authorized researchers and supervisors. The study also destroyed the data after the completion of the study, or after a specified period of time, as agreed with the participants.

3.8.4 Privacy

The research ascertained the privacy of the participants and their data by respecting their personal and professional boundaries, and by not intruding into their private or sensitive matters. The study also asked the participants for their consent before using any photographs, videos, or audio recordings of them or their work, and did not use them for any other purpose than the study. The study also avoided asking the participants any questions or items that were irrelevant, inappropriate, or offensive, and allowed them to skip or refuse to answer any questions or items that they were uncomfortable with.

3.8.5 Anonymity

The research ascertained the anonymity of the participants and their data by not disclosing their identity or information to anyone outside the study, and by not linking their data to their names, organizations, or other personal details. The study used aggregate and anonymous data for the presentation and reporting of the findings, and did not identify or single out any individual or group of participants. The study also used fictitious names and locations for the participants and their data, and did not reveal the real names or locations of the camp, the NGOs, or the stakeholders.

3.9 Chapter Summary

This chapter outlined the research's methodology and research design on the impact of strategic partnerships on the performance of NGOs in the Dadaab Refugee Camp, Kenya. The following topics were addressed in this section of the chapter: target population, instruments, sampling strategy, process of gathering data, analysis of data and presentation, and ethical considerations all played a part in the research design. The chapter explained the rationale and procedures for each aspect, and provided the details and specifications for the implementation of the study.

CHAPTER FOUR
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.0 Introduction

The purpose of this research was to examine the interrelationship between strategic partnerships and the performance of NGOs in Dadaab Refugee Camp, Kenya. The presentation of the results was done using frequency tables and figures. Both quantitative and qualitative data collected from the respondents were utilized in this study. Quantitative data was analysed utilizing descriptive and inferential statistics, while qualitative data was analysed thematically. The presentation of results in this study was done using convergence method whereby findings from the quantitative analysis are evaluated against findings from the thematic analysis. These are then interpreted in the discussion section to determine whether they are complementary or divergent (Creswell & Plano, 2018). Quantitative results were presented using tables and figures, whereas qualitative results were presented in narratives, where relevant quotes from respondents were included.

4.1 Research presentation, interpretation and discussion

4.1.1 Pilot study Results

To ensure the validity and reliability of the study instrument, a pilot research was conducted in Ifo and Hagadera camps where the respondents involved were not part of the sampled population. The researcher employed Cronbach's alpha to assess the internal consistency of the study variables. The results of the pilot are depicted in table 5 and 6 as follows.

Table 4: Pilot Study Results

	Shared vision	Teamwork effectiveness	Communication and trust	Joint commitment and investment	Performance of NGO
Shared vision	1.000	.942	.862	.937	.917
Teamwork effectiveness	.942	1.000	.829	.944	.973
Communication and trust	.862	.829	1.000	.929	.714
Joint commitment and investment	.937	.944	.929	1.000	.882
Performance of NGO	.917	.973	.714	.882	1.000

Focusing on the Covariance(s) a summarized Cronbach's coefficients is presented in table 5.

Table 5: Summarized Cronbach's Coefficients

Variable	Cronbach's Alpha	Conclusion
Shared vision	0.913	Reliable
Teamwork effectiveness	0.834	Reliable
Communication and trust	0.927	Reliable
Joint commitment and investment	0.908	Reliable
Performance of NGO	0.725	Reliable

As Table 6 indicated each variable's Cronbach alpha was determined to be greater than 0.7. According to Surucu and Maskakci (2020) a value above 0.7 provided relative assurance that a research tool was reliable in gathering its intended information. Further, validity was evaluated through content validity achieved through expert review by the research supervisor.

4.1.2 Response Rate

The size of the sample for this research was 243 respondents drawn from the Dadaab refugee Camp where by 81 were NGOs respondents and 162 were stakeholders who were the key informants of the study. Out of the 81 questionnaires distributed to the youths, 63 questionnaires were completed and returned which represent a response rate of 77.8%. The responses of the key informants were all filled with a 50% response rate. Mugenda and Mugenda (2009) suggested that response rates above 50% are suitable for analysis, rates above 60% are considered good, and rates above 70% are considered adequate. Therefore, the response rate of 77.8% in this study can be deemed excellent for analysis and generalization of the findings.

Table 6: Response Rate

Response	Frequency (N)	Percentage (%)
Completed questionnaires	63	77.8
Uncompleted questionnaires	18	22.2
Total	100	100

4.1.3 Demographic and Background Information

The study did an analysis of the demographic information of the NGOs respondents in regards to role or position they hold, sector of their NGO, period they have worked in the NGO and the period they have worked at Dadaab Refugee Camp.

4.1.3.1 Position in NGO

The researcher sought to determine the position or role occupied by the respondent in the NGO and the results displayed below.



Figure 2: Position in NGO

Based on the results, the research found that a majority of the participants of the NGOs were Coordinators or Officers, making up 34% of the participants. This was followed by Specialists or Consultants at 26%, Volunteers or Interns at 22%, and Directors or Managers at 18%. This distribution suggests that the data collected for the study predominantly reflects the perspectives of middle-management and operational staff. The significant representation of Coordinators or Officers indicates that the responses likely capture insights from individuals who are directly involved in the implementation and coordination of NGO activities in the DRC. The notable proportion of Specialists or Consultants further adds depth, providing technical expertise and professional insights into the strategic partnerships and performance of these NGOs.

The lower representation of Directors or Managers, while still significant, suggests that higher-level strategic perspectives might be underrepresented compared to the operational views. However, their input remains crucial as it can provide overarching strategic insights into the

effectiveness of partnerships. The Volunteers or Interns, though forming the smallest group, offer a grassroots level perspective, highlighting the experiences and challenges faced on the ground.

4.1.3.2 Sector of the NGO

The researcher determined the sector of the NGO that the respondent belonged to and indicated the below results in figure 4.1.2.2 below.

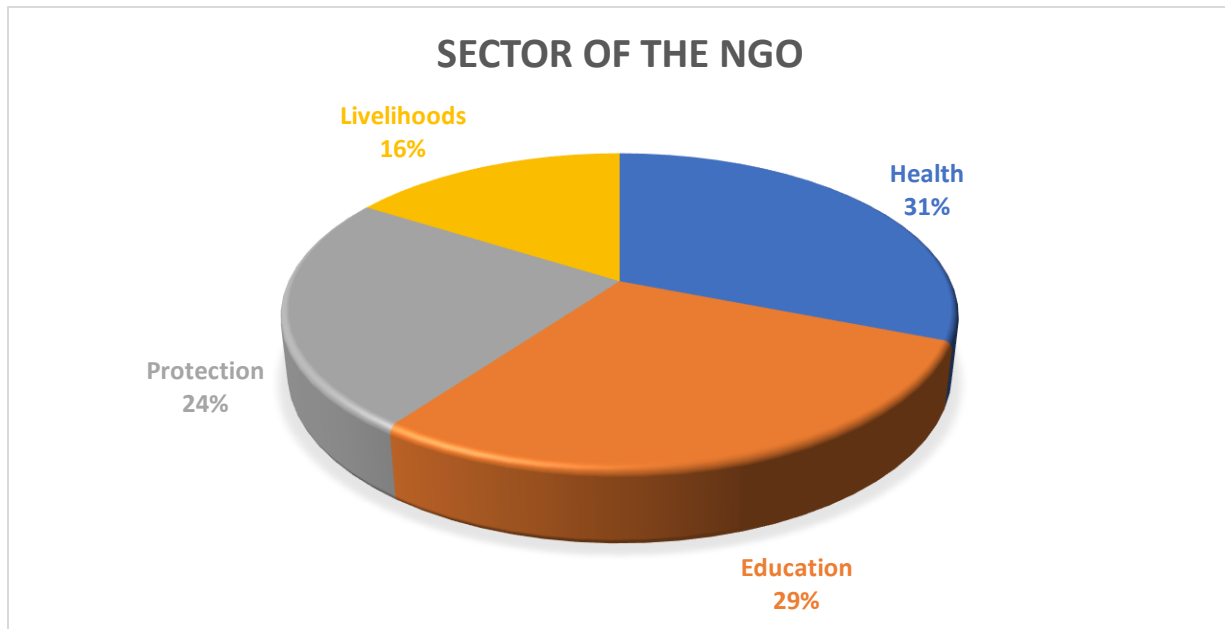


Figure 3: Sector of the NGO

In figure 3 above, the research found that the majority of the NGOs were in the health sector, accounting for 31% of the respondents. This was closely followed by NGOs in the Education sector at 29%, those in the Protection sector at 24%, and finally, NGOs in the Livelihoods sector at 16%. This distribution indicates that health and education are the primary focus areas for NGOs operating in the Dadaab refugee camp, reflecting the critical need for medical services and educational programs within the refugee population. The significant presence of health-focused NGOs suggests that addressing healthcare needs is a top priority, which may include providing medical care, improving health infrastructure, and addressing public health concerns. The substantial representation of education-focused NGOs highlights the emphasis on educational access and quality for refugees, aiming to provide opportunities for learning and personal development despite the challenging circumstances. The 24% representation of protection-oriented NGOs underscores the importance of safeguarding the rights and security of refugees, addressing issues such as legal assistance, human rights advocacy, and protection from abuse and

exploitation. The smaller yet notable percentage of NGOs focusing on livelihoods indicates efforts to support economic self-reliance and resilience among refugees. These organizations likely work on vocational training, income-generating activities, and skill development to enhance the economic opportunities available to refugees.

4.1.3.3 Period working in NGO

The researcher sought to determine the period the participants had worked for the NGO and the results are presented in Table 8 below.

Table 7: Period working in NGO

Period working in NGO	Frequency	Percent
Less than 1 year	7	11.1
1-3years	16	25.4
4-6years	21	33.3
7-9years	11	17.5
10 years or more	8	12.7
Total	63	100

According to table 8, the findings indicated that a majority of the participants had worked for their respective NGOs for a period of 4-6 years, representing 33% of the participants. This was followed by respondents with 1-3 years of experience at 26%, 7-9 years at 16%, 10 years or more at 14%, and less than 1 year at 11%. This distribution suggests that the data gathered for the research is primarily informed by individuals with a substantial amount of experience within their organizations. The high percentage of respondents with 4-6 years of experience indicates that the insights provided are likely to be well-informed and reflective of a deep understanding of their NGO's operations and strategic partnerships. This level of experience suggests that these respondents have witnessed the development and outcomes of various partnerships, providing valuable perspectives on their performance and impact.

The significant proportion of respondents with 1-3 years of experience also adds to the study by contributing relatively fresh insights and potentially highlighting recent changes or trends within the NGOs. Those with 7-9 years and 10 years or more of experience bring long-term perspectives, offering insights into the historical context and evolution of strategic partnerships over time. The

smaller percentage of respondents with less than 1 year of experience, while still valuable, indicates that the majority of the data comes from individuals who have had more time to observe and engage with their organization's strategic activities. Overall, this distribution of experience levels among respondents suggests a well-rounded and comprehensive understanding of the strategic partnerships and performance of NGOs in the Dadaab refugee camp, combining both recent and long-term viewpoints.

4.1.3.4 Period working in Dadaab

The researcher also determined the period the participants had been working within Dadaab refugee Camp and the results are presented in figure 4.1.2.4 below.

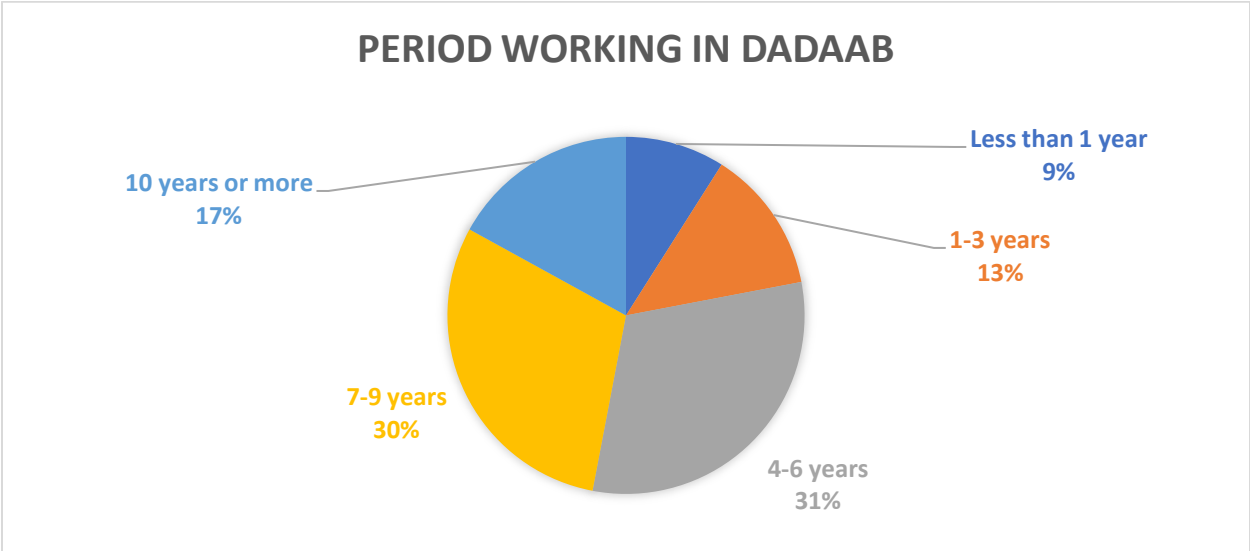


Figure 4: Period working in Dadaab

To determine the period the respondents had been working, the study examined the participants and found that a majority of the participants had been working in the camp for 4-6 years, accounting for 31% of the respondents. This was intricately followed by those who had been working for 7-9 years at 30%, 10 years or more at 17%, 1-3 years at 13%, and less than 1 year at 9%. This distribution indicates that the respondents have significant experience working within the Dadaab refugee camp, with a notable proportion having worked there for more than four years. The high percentages of respondents with 4-6 years and 7-9 years of experience suggest that the data reflects the perspectives of individuals who have a deep understanding of the operational environment, challenges, and dynamics within the camp. This level of experience is crucial for providing well-informed insights into the strategic partnerships and performance of NGOs operating in such a complex and challenging context. The presence of respondents with 10 years

or more of experience further enriches the study by adding long-term perspectives, which can highlight the historical context and evolution of NGO operations and partnerships in the camp. The inclusion of respondents with 1-3 years of experience ensures that more recent developments and trends are also captured, providing a balanced view of the current situation. The smaller percentage of respondents with less than 1 year of experience, while minimal, adds fresh perspectives and potentially highlights new initiatives or changes in the camp's operations. Overall, this diverse range of experience levels among respondents enhances the study's comprehensiveness, ensuring that the findings are grounded in both historical context and recent developments within the Dadaab refugee camp.

4.1.4 Strategic Partnerships

The researcher using a Likert scale of 1-5 where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree, 5= strongly agree sought to find the level of agreement of the respondents with the below statements on strategic partnerships. The findings of each variable were analyzed per objective of the study while the interview narratives are added to enrich the findings.

4.1.4.1 Shared vision

The researcher aimed to find the respondents level of agreement in regards to shared vision and how it influences the performance of NGOs in Daadab refugee camp, Kenya. This was in line with the first objective of the reserch which was to determine the influence of a shared vision on the performance of NGOs in Dadaab Refugee Camp, particularly in terms of strategic alignment and operational effectiveness. The results were depicted in table 9 below.

Table 8: Shared vision

Statements	Mean	Std. Deviation
My organization has a clear and shared vision with its partners.	4.03	.718
My organization and its partners have common goals and objectives.	4.02	.852
My organization and its partners have a mutual understanding of each other's roles and responsibilities.	3.90	.837

Statements	Mean	Std. Deviation
My organization and its partners have a consistent and coherent strategy for achieving the vision.	4.08	.725
My organization and its partners regularly review and revise the vision based on the changing needs and situations.	4.11	.675
Overall	4.028	0.7614

Source; Field data (2024)

According to table 9 above, the participants agreed (mean = 4.03, SD = 0.718) that their organization had a clear and shared vision with its partners. This meant that the respondents felt that there was a strong alignment and clarity in the overarching goals and direction shared among the NGOs and their partners in the Dadaab refugee camp. This shared vision likely contributes positively to the strategic coordination and performance of the NGOs, as it ensures that all parties are working towards a common objective. The respondents also agreed (mean = 4.02, SD = 0.852) that their organization and its partners had common goals and objectives. This indicates that there is a significant consensus on what the organizations aim to achieve collectively. Having common goals and objectives is crucial for the successful implementation of projects and initiatives, as it ensures that resources and efforts are directed towards the same targets. Regarding the mutual understanding of each other's roles and responsibilities, the participants agreed (mean = 3.90, SD = 0.837), though slightly less strongly than on other statements. This suggests that while there is generally good communication and clarity about roles and responsibilities among the partners, there may still be room for improvement. Clear role delineation is important for minimizing overlaps, reducing conflicts, and enhancing collaborative efficiency.

Participants strongly agreed (mean = 4.08, SD = 0.725) that their organization and its partners have a consistent and coherent strategy for achieving the vision. This reflects a high level of strategic alignment and coordination among the partners, which is vital for the effective execution of shared plans and initiatives. A coherent strategy helps ensure that all activities are aligned with the overall vision and that partners are working in a coordinated manner. Finally, the highest agreement was found in the statement that their organization and its partners regularly review and revise the vision based on the changing needs and situations (mean = 4.11, SD = 0.675). This suggests that the NGOs and their partners are adaptable and responsive to changing circumstances, which is

essential in the dynamic and often unpredictable environment of a refugee camp. Regular reviews and revisions of the vision ensure that the strategic direction remains relevant and effective in addressing emerging challenges and opportunities. Overall, with an overall mean of 4.028 and a SD of 0.7614, these findings indicate that there is a strong and positive perception among respondents regarding the shared vision and its influence on the performance of NGOs in the Dadaab refugee camp. The high level of agreement across the different statements suggests that the shared vision is a critical factor in enhancing the effectiveness and impact of the strategic partnerships within the camp.

Additionally, when asked to comment on the importance of having a shared vision with their partners, the respondents stated that having a shared vision is crucial as it aligns all partners towards common goals, ensuring coordinated efforts and maximizing impact. It fosters a sense of unity and purpose. Respondents emphasized that a shared vision ensures all partners are working towards the same objectives, which enhances collaboration and efficiency. It helps in setting clear expectations and achieving long-term goals. They also noted that a shared vision is essential for aligning efforts and resources towards common goals, ensuring that all partners are motivated by the same objectives and work synergistically. A shared vision provides a clear direction and purpose for all partners, helping to harmonize efforts and achieve greater impact collectively. Moreover, having a shared vision with partners ensures that everyone is working towards the same end goal, enhancing cooperation and effectiveness in achieving objectives.

Respondent 008 from Ifo said: “Having a shared vision is essential for ensuring all partners are moving in the same direction. It helps us coordinate better and achieve our desired outcomes more efficiently.” Additionally, respondent 001 from Dagahaley stated: “A shared vision with our partners is critical as it aligns our efforts and resources towards common goals. It makes our actions more coordinated and effective.” Further, respondent 060 from Hagadera said: “Having a shared vision ensures that all partners are working towards the same goals, which leads to more effective collaboration and successful outcomes.” Finally, respondent 056 from Ifo said: “Having a shared vision with our partners is crucial because it ensures everyone is on the same page and working towards the same goals. It makes our efforts more coordinated and effective.”

4.1.4.2 Teamwork effectiveness

The researcher aimed on finding the respondents level of agreement in regards to Teamwork effectiveness and how it contributes to NGOs performance. This was in line with the second objective of the study which was to evaluate the contribution of teamwork between NGOs to the performance outcomes in DRC. The findings were depicted in table 10 below.

Table 9: Teamwork effectiveness

Statements	Mean	Std. Deviation
My organization and its partners work well together as a team.	4.00	.823
My organization and its partners have a good balance of skills and expertise.	3.97	.718
My organization and its partners share the workload and resources fairly and efficiently.	4.03	.803
My organization and its partners support and learn from each other.	4.10	.777
My organization and its partners celebrate and appreciate each other's achievements and contributions.	3.97	.647
Overall	4.014	0.7536

Source; Field data (2024)

According to table 10 above, the participants agreed (mean = 4.00, SD = 0.823) that their organization and its partners worked well together as a team. This meant that the respondents perceived a high level of collaboration and cohesiveness among the NGOs and their partners in the Dadaab refugee camp. Effective teamwork is crucial for achieving shared objectives and ensuring that projects and initiatives are implemented smoothly and successfully. The participants also agreed (mean = 3.97, SD = 0.718) that their organization and its partners have a good balance of skills and expertise. This indicates that the NGOs and their partners bring a diverse and complementary set of skills to the table, enhancing the overall capacity to address various challenges in the refugee camp. A good balance of skills and expertise is essential for tackling complex issues and delivering comprehensive solutions. Regarding the sharing of workload and resources, the participants agreed (mean = 4.03, SD = 0.803) that it was done fairly and efficiently. This suggests that the NGOs and their partners are effective in distributing tasks and resources in

a manner that maximizes efficiency and minimizes redundancy. Fair and efficient sharing of workload and resources is vital for maintaining high productivity and ensuring that all partners are equally engaged and valued. Participants also agreed (mean = 4.10, SD = 0.777) that their organization and its partners support and learn from each other. This reflects a strong culture of mutual support and continuous learning among the NGOs and their partners, which is crucial for adapting to changing circumstances and improving performance. Supportive and collaborative relationships foster innovation and resilience, enabling organizations to overcome challenges more effectively. Finally, the participants neutrally agreed (mean = 3.97, SD = 0.647) that their organization and its partners celebrate and appreciate each other's achievements and contributions. This suggests that there is a positive and appreciative environment within the partnerships, which can boost morale and motivation. Recognizing and celebrating achievements fosters a sense of accomplishment and encourages continued commitment and effort from all partners. Overall, with an overall mean of 4.014 and a SD of 0.7536, these findings indicate that there is a strong and positive perception among respondents regarding the effectiveness of teamwork and its contribution to the performance of NGOs in the Dadaab refugee camp. The high level of agreement across the different statements suggests that effective teamwork is a critical factor in enhancing the impact and success of strategic partnerships within the camp.

Further, when asked to comment on the challenges and benefits of working as a team with their partners, the participants stated that teamwork offers benefits such as resource pooling and innovative solutions. However, challenges include coordination issues and managing different organizational priorities. Regular communication is key to overcoming these challenges. The respondents highlighted benefits such as enhanced resource utilization and comprehensive solutions, while also noting challenges involving aligning different organizational priorities and managing communication effectively. Working as a team allows for diverse expertise and resource sharing, but challenges include managing different working styles and ensuring effective communication. Clear roles and responsibilities help mitigate these challenges. Additionally, benefits include increased innovation, resource sharing, and comprehensive service delivery, while challenges involve managing diverse perspectives and ensuring consistent communication. Regular team-building activities can help address these challenges.

For instance, respondent 041 from Hagadera mentioned: "Working as a team brings many benefits, like better use of resources and innovative solutions. However, it can be challenging to align

different organizational priorities and keep communication smooth. Regular check-ins help manage these challenges.” Further, respondent 016 from Ifo commented: “Teamwork allows us to tap into diverse expertise and resources, but it also comes with challenges like different working styles and communication issues. Defining clear roles and responsibilities can help mitigate these challenges.” Additionally, respondent 032 from Dagahaley stated: “Working as a team has many benefits, such as increased innovation and better resource utilization. The main challenges are managing diverse perspectives and ensuring consistent communication. Team-building activities can help address these challenges.” Finally, respondent 013 from Hagadera said: “Working as a team allows us to leverage diverse expertise and resources. The main challenges are managing different organizational priorities and ensuring effective communication. Clear roles and responsibilities help mitigate these challenges.”

4.1.4.3 Communication and trust

The researcher aimed on finding the respondents level of agreement in regards to Communication and trust and how it contributes to the performance of NGOs. This was in line with the third objective of the study which was to explore the role of open communication and trust in enhancing the performance of NGOs through effective strategic partnerships in Dadaab Refugee Camp. The findings were depicted in table 11 below.

Table 10: Communication and trust

Statements	Mean	Std. Deviation
My organization and its partners communicate openly and honestly with each other.	3.98	.772
My organization and its partners listen and respond to each other’s feedback and suggestions.	4.08	.747
My organization and its partners share relevant and timely information and data with each other.	4.02	.707
My organization and its partners trust and respect each other.	3.95	.831
My organization and its partners resolve any conflicts or disagreements constructively and amicably.	3.97	.803
Overall	4.00	0.772

Source; Field data (2024)

Based on the above findings, the respondents neutrally agreed (mean = 3.98, SD = 0.772) that their organization and its partners communicated openly and honestly with each other. This indicated that while there is generally a positive perception of open and honest communication among the NGOs and their partners, there may still be room for improvement in ensuring full transparency and openness in all interactions. Open and honest communication is essential for building trust and ensuring that all parties are on the same page, which in turn enhances the effectiveness of strategic partnerships. The respondents agreed (mean = 4.08, SD = 0.747) that their organization and its partners listen and respond to each other's feedback and suggestions. This suggests that there is a strong culture of active listening and responsiveness within the partnerships, which is crucial for continuous improvement and adaptation. When partners feel heard and see their feedback being acted upon, it fosters a collaborative and supportive environment. Regarding the sharing of relevant and timely information and data, the respondents agreed (mean = 4.02, SD = 0.707) that this was effectively done. This indicates that there is a robust information-sharing mechanism in place, which ensures that all partners have access to the necessary data to make informed decisions and coordinate their efforts. Timely and relevant information sharing is key to effective collaboration and achieving shared goals. The respondents neutrally agreed (mean = 3.95, SD = 0.831) that their organization and its partners trust and respect each other. This suggests that while there is a general sense of trust and respect, there might be occasional issues or uncertainties that prevent full confidence among partners. Trust and respect are foundational elements for any successful partnership, as they facilitate smoother cooperation and conflict resolution. Finally, the respondents neutrally agreed (mean = 3.97, SD = 0.803) that their organization and its partners resolve any conflicts or disagreements constructively and amicably. This indicates that while there are mechanisms for conflict resolution in place, there might be some challenges in ensuring that all disagreements are handled in the most constructive manner. Effective conflict resolution is critical for maintaining healthy and productive partnerships. Overall, with an overall mean of 4.00 and a SD of 0.772, these findings indicate that there is a positive but slightly mixed perception among respondents regarding communication and trust within the strategic partnerships in the Dadaab refugee camp. While the respondents generally agree that communication and trust contribute to the performance of NGOs, there are areas where improvements can be made to strengthen these aspects further. Ensuring open, honest, and timely communication, active

listening, mutual trust and respect, and effective conflict resolution will enhance the performance and impact of these strategic partnerships.

Further, when asked to comment on the role and impact of communication and trust in their partnerships, the respondents stated that communication and trust are the foundation of successful partnerships. They ensure that all partners are informed, engaged, and able to rely on each other. Respondents emphasized that communication and trust are vital for ensuring transparency, resolving conflicts, and building strong partnerships, enabling smooth coordination and collaboration. Effective communication and trust are essential for successful partnerships, ensuring that all partners are informed, engaged, and able to rely on each other. They are fundamental for transparency, conflict resolution, and maintaining strong partnerships, ensuring that all partners are informed and engaged. Moreover, communication and trust are vital for effective partnerships, ensuring transparency, mutual respect, and the ability to address and resolve issues promptly.

For example, respondent 024 from Dagahaley said: “Communication and trust are the backbone of our partnerships. They ensure transparency, help resolve conflicts, and build strong relationships. Without these, it would be difficult to work together effectively.” Respondent 063 from Ifo commented: “Clear communication ensures everyone is on the same page. Regular updates, meetings, and transparent discussions build trust. Trust enables risk-sharing, delegation, and joint decision-making. It’s the foundation of successful partnerships.” Further, respondent 047 from Hagadera said: “Effective communication and trust are key to our partnerships. They ensure transparency, help resolve conflicts, and maintain strong relationships. These elements are essential for smooth collaboration.” Finally, respondent 019 from Dagahaley mentioned: “Communication and trust are vital for effective partnerships. They ensure transparency, mutual respect, and the ability to address and resolve issues promptly.”

4.1.4.4 Joint commitment and investment

The researcher aimed on finding the respondents level of agreement in regards to Joint commitment and investment and how it contributes to the performance of NGOs. This was in line with the fourth objective of the study which was to assess the effects of joint commitment and resource investment on the performance and sustainability of NGO initiatives in Dadaab Refugee Camp. The findings were depicted in table 12 below.

Table 11: Joint commitment and investment

Statements	Mean	Std. Deviation
My organization and its partners are committed and dedicated to the partnership.	4.05	.705
My organization and its partners invest adequate time, money, and effort in the partnership.	4.05	.728
My organization and its partners share the risks and responsibilities of the partnership.	4.03	.803
My organization and its partners monitor and evaluate the progress and outcomes of the partnership.	3.95	.750
My organization and its partners seek and seize opportunities to improve and innovate the partnership.	3.98	.729
Overall	4.012	0.743

Source; Field data (2024)

Based on the above findings, the respondents agreed (mean = 4.05, SD = 0.705) that their organization and its partners were committed and dedicated to the partnership. This indicated that the participants felt there was a strong level of dedication among the NGOs and their partners towards maintaining and enhancing their collaborative efforts. Such commitment is essential for the sustainability and success of strategic partnerships, as it fosters a sense of shared purpose and long-term engagement. The respondents also agreed (mean = 4.05, SD = 0.728) that their organization and its partners invested adequate time, money, and effort in the partnership. This suggests that the NGOs and their partners are not only committed in principle but also in practice, dedicating the necessary resources to ensure the partnership's success. Adequate investment in terms of time, financial resources, and effort is crucial for implementing initiatives, achieving goals, and overcoming challenges within the partnership.

Regarding the sharing of risks and responsibilities, the respondents agreed (mean = 4.03, SD = 0.803) that this was effectively managed. This indicates that there is a balanced approach to risk and responsibility among the partners, ensuring that no single entity bears the brunt of potential downsides or challenges alone. Sharing risks and responsibilities equitably is vital for maintaining trust and cooperation, as it underscores the collaborative nature of the partnership. The respondents

agreed (mean = 3.95, SD = 0.750) that their organization and its partners monitored and evaluated the progress and outcomes of the partnership. This suggests that there is a systematic approach to tracking and assessing the performance of the partnership, which is important for identifying areas of improvement, ensuring accountability, and demonstrating the impact of joint efforts. Regular monitoring and evaluation help in making informed decisions and adjusting strategies as needed.

Finally, the respondents agreed (mean = 3.98, SD = 0.729) that their organization and its partners sought and seized opportunities to improve and innovate the partnership. This indicates a proactive attitude towards enhancing the partnership, with an emphasis on continuous improvement and innovation. Such an approach is essential for adapting to changing circumstances and finding new ways to achieve shared objectives more effectively. Overall, with an overall mean of 4.012 and a SD of 0.743, these findings indicate that there is a strong and positive perception among respondents regarding joint commitment and investment in the strategic partnerships in the Dadaab refugee camp. The high level of agreement across the different statements suggests that joint commitment and investment significantly contribute to the performance and impact of NGOs. This shared dedication, resource investment, balanced risk-sharing, systematic monitoring, and a focus on improvement collectively enhance the effectiveness and sustainability of the partnerships.

Additionally, when asked to comment on the factors and indicators of joint commitment and investment in their partnerships, the respondents stated that joint commitment is demonstrated through active participation, resource sharing, and mutual support. Indicators include consistent partner engagement and collaborative project outcomes. Commitment is shown through shared goals, regular contributions, and accountability, with indicators including joint planning sessions, shared resources, and positive project outcomes. Indicators of joint commitment include shared funding, collaborative decision-making, and regular joint activities, demonstrating a unified approach and investment. Joint commitment is reflected in shared goals, resource allocation, and regular partner meetings, with indicators including collaborative planning, joint funding applications, and successful project outcomes. Factors include shared goals, joint planning, and resource allocation, with indicators of joint commitment including regular partner meetings, joint project reviews, and shared success metrics.

For example, respondent 002 from Hagadera mentioned: “Joint commitment is shown through shared objectives, resource allocation, and active participation. We see this through regular partner meetings, collaborative planning, and joint funding applications.” Further, respondent 015 from Ifo stated: “Joint commitment is evident through shared goals, joint planning, and resource sharing. Regular partner meetings and collaborative reviews are good indicators of this commitment.” Respondent 031 from Dagahaley commented: “Joint commitment is shown through shared objectives, resource sharing, and active participation. We see this in regular joint activities, collaborative decision-making, and shared achievements.” Further, respondent 059 from Hagadera said: “Joint commitment is reflected in shared objectives, resource allocation, and active participation. Regular partner meetings, joint project reviews, and shared success metrics are indicators of this commitment.”

4.1.4.5 Strategic partnership and performance of NGOs stakeholder interview narrations.

The researcher conducted interviews on key informants who were the stakeholders of the NGOs operating within Dadaab refugee camp and the results were provided in narrations.

4.1.4.5.1 How long have you been involved in the strategic partnerships and NGO performance in Dadaab Refugee Camp?

The majority of the interviewees indicated that they have been involved in strategic partnerships and NGO performance in Dadaab Refugee Camp for several years, with experiences ranging from as short as three years to as long as ten years. Many participants specifically noted durations of five to eight years, demonstrating a substantial commitment to the ongoing efforts in the camp. Their extensive involvement highlights a deep familiarity with the challenges and opportunities associated with strategic partnerships and NGO performance in this context, underscoring their insights into the evolving dynamics and the critical role these partnerships play in supporting the camp's operations and objectives.

For instance, one of the stakeholders, Stakeholder 015, said: "I have been involved in strategic partnerships and NGO performance in Dadaab for five years." Similarly, Stakeholder 076 mentioned, "I have been involved in strategic partnerships and NGO performance in Dadaab for four years." Stakeholder 7 shared, "I have been working in Dadaab Refugee Camp for three years, focusing on strategic partnerships and NGO performance." Stakeholder 068 added, "I have been

involved in strategic partnerships and NGO performance in Dadaab for six years." Lastly, Stakeholder 029 stated, "I have been involved in strategic partnerships and NGO performance in Dadaab for seven years."

4.1.4.5.2 How would you define and describe strategic partnerships among the NGOs and their stakeholders in the camp?

The interviewees indicated that they had various opinions on the issues of strategic partnership and performance of NGOs within Dadaab refugee camp. They stated that strategic partnerships among the NGOs and their stakeholders in Dadaab Refugee Camp are collaborative efforts aimed at maximizing resources, expertise, and outreach to better serve the refugee population. These partnerships are characterized by shared goals, mutual trust, and coordinated actions. Some interviewees emphasized the importance of creating synergies between NGOs and stakeholders to optimize resources, share knowledge, and coordinate efforts to deliver better services to refugees, built on mutual respect and shared responsibilities. Others highlighted that these alliances leverage resources, expertise, and efforts towards common goals, essential for effective service delivery and resource optimization.

For instance, Stakeholder 016 noted, "Strategic partnerships are collaborative frameworks that bring together NGOs and stakeholders to optimize resources and coordinate efforts to provide holistic support to refugees. These partnerships are built on mutual goals and shared responsibilities." Stakeholder 027 explained, "Strategic partnerships in Dadaab involve NGOs and stakeholders working together to pool resources, share knowledge, and coordinate actions to provide comprehensive support to refugees. These partnerships are based on mutual goals and shared responsibilities." According to Stakeholder 058, "Strategic partnerships are collaborative alliances that bring together NGOs and stakeholders to optimize resources, share expertise, and coordinate efforts to provide holistic support to refugees. These partnerships are built on mutual goals and shared responsibilities." Stakeholder 079 emphasized, "Strategic partnerships are about creating synergies between NGOs and stakeholders to optimize resources, share knowledge, and coordinate efforts to deliver better services to refugees. These relationships are built on mutual respect and shared responsibilities."

4.1.4.5.3 What are the main objectives and benefits of strategic partnerships for your organization or group?

The interviewees explained that the main objectives and benefits of strategic partnerships for their organizations include enhancing service delivery, avoiding duplication of efforts, and leveraging the strengths of each partner. They noted that the benefits include increased efficiency, expanded reach, and improved quality of services provided to the refugees. Some focused on the goal of maximizing resource utilization, enhancing program effectiveness, and improving service delivery, resulting in increased operational efficiency, enhanced innovation, and stronger community impact. Others mentioned achieving program sustainability and fostering community engagement as key objectives, with benefits such as increased reach, improved service quality, and better resource management.

For example, Stakeholder 036 shared, "Our objectives are to enhance the scope and quality of our services, achieve sustainable impacts, and foster resilience among the refugee population. The benefits include improved efficiency, greater reach, and enhanced service quality." Similarly, Stakeholder 067 noted, "Our main objectives are to improve service delivery, achieve sustainability, and foster community resilience. The benefits include increased efficiency, expanded reach, and enhanced quality of services." According to Stakeholder 008, "Our objectives are to enhance the scope and quality of our services, achieve sustainable impacts, and foster resilience among the refugee population. The benefits include improved efficiency, greater reach, and enhanced service quality." Stakeholder 019 mentioned, "Our main objectives are to maximize resource utilization, enhance program effectiveness, and improve service delivery. The benefits include increased operational efficiency, enhanced innovation, and stronger community impact."

4.1.4.5.4 How do you select and establish strategic partnerships with other organizations or groups in the camp?

When asked about how they select and establish strategic partnerships with other organizations or groups in the camp, interviewees described a thorough assessment of potential partners' capabilities, goals, and values to ensure alignment with their mission. They emphasized looking for organizations that complement their strengths and can help address weaknesses. Some interviewees highlighted the importance of evaluating the potential partner's track record, mission alignment, and capacity to contribute to objectives, involving a series of meetings, due diligence,

and sometimes pilot projects to test compatibility. Others mentioned identifying organizations with complementary goals and capacities and formalizing the partnership through agreements after joint planning.

For example, stakeholder 028 explained, "We select partners based on their alignment with our mission, their track record, and their capacity to contribute to our objectives. Establishing partnerships involves careful vetting, joint planning, and formal agreements." Stakeholder 043 stated, "We establish partnerships by evaluating potential partners' missions, capacities, and past performance. This involves meetings, joint planning sessions, and formal agreements to ensure clear roles and responsibilities." Stakeholder 077 shared a similar process, noting, "We establish partnerships by assessing potential partners' alignment with our mission, their capacities, and their track record. This process involves meetings, joint planning, and formal agreements to define roles and responsibilities." Stakeholder 009 reiterated, "We establish partnerships by evaluating potential partners' missions, capacities, and past performance. This involves meetings, joint planning sessions, and formal agreements to ensure clear roles and responsibilities." Stakeholder 054 added, "We establish partnerships by evaluating the potential partner's track record, mission alignment, and capacity to contribute to our objectives. This involves a series of meetings, due diligence, and sometimes pilot projects to test compatibility."

4.1.4.5.5 How do you manage and maintain strategic partnerships with other organizations or groups in the camp?

The interviewees discussed how they manage and maintain strategic partnerships through regular communication, joint planning sessions, and periodic evaluations. They highlighted the importance of building strong relationships and ensuring transparency to sustain these partnerships. Some mentioned the necessity of clear communication channels, joint action plans, and regular review meetings to ensure alignment and address issues promptly. Others emphasized managing partnerships through regular coordination meetings, shared action plans, and joint monitoring and evaluation activities.

For instance, stakeholder 018 highlighted the importance of "regular communication, joint planning and monitoring, and periodic evaluations. Building trust and maintaining transparency are crucial for sustaining these relationships." Stakeholder 056 noted, "We manage partnerships

through structured communication channels, joint action plans, and regular review meetings. Maintaining transparency and mutual respect is essential for sustaining these collaborations." Stakeholder 073 shared, "We manage partnerships through regular communication, joint planning and monitoring, and periodic evaluations. Trust and transparency are critical for maintaining these relationships." Similarly, Stakeholder 021 explained, "We manage partnerships through structured communication channels, joint action plans, and regular review meetings. Maintaining transparency and mutual respect is essential for sustaining these collaborations." Stakeholder 062 emphasized the importance of "clear communication channels, joint action plans, and regular review meetings to ensure alignment and address any issues promptly. Trust and transparency are crucial in these relationships."

4.1.4.5.6 How do you evaluate the effectiveness and impact of strategic partnerships in the camp?

Regarding the evaluation of the effectiveness and impact of strategic partnerships, interviewees mentioned using performance metrics such as service delivery outcomes, beneficiary feedback, and the achievement of partnership goals. They noted that regular reviews and feedback mechanisms are in place to assess and improve collaborations. Some focused on using key performance indicators such as project outcomes, beneficiary impact, and the level of collaboration achieved, gathering data through surveys, reports, and performance reviews. Others emphasized outcome indicators such as service delivery metrics, beneficiary feedback, and achievement of partnership goals, using both qualitative and quantitative data for evaluation.

Stakeholder 003 stated, "We evaluate effectiveness through performance indicators such as service delivery metrics, beneficiary feedback, and partnership outcomes. Regular reviews and impact assessments help us evaluate and improve our collaborations." Stakeholder 079 shared, "We evaluate effectiveness using indicators such as program outcomes, beneficiary feedback, and the extent of partner engagement. Regular assessments and feedback loops help us evaluate and improve our partnerships." Stakeholder 035 explained, "We evaluate effectiveness through indicators such as service delivery outcomes, beneficiary feedback, and achievement of partnership goals. Regular reviews and impact assessments help us evaluate and improve our collaborations." Stakeholder 010 noted, "We evaluate effectiveness using indicators such as program outcomes, beneficiary feedback, and the extent of partner engagement. Regular

assessments and feedback loops help us evaluate and improve our partnerships." Similarly, Stakeholder 048 mentioned, "Effectiveness is evaluated through key performance indicators such as project outcomes, beneficiary impact, and the level of partner engagement. Regular reviews and feedback mechanisms are in place to assess and enhance partnership performance."

4.1.4.5.7 How do you deal with any challenges or conflicts that arise in your strategic partnerships in the camp?

The interviewees indicated that challenges and conflicts in strategic partnerships are dealt with through open dialogue, mediation, and finding common ground. They highlighted the importance of having a conflict resolution framework in place to manage and mitigate issues as they arise. Some noted the role of regular communication, conflict resolution mechanisms, and sometimes third-party mediation in addressing challenges. Others mentioned proactive communication, conflict resolution strategies, and seeking input from all partners involved.

Stakeholder 065 addressed challenges by "open communication, conflict resolution mechanisms, and seeking mutually beneficial solutions. Flexibility and collaboration are key to overcoming obstacles." Stakeholder 024 shared, "Challenges are addressed through open dialogue, mediation, and seeking common ground. Having predefined conflict resolution mechanisms helps us navigate and resolve issues efficiently." Stakeholder 081 noted, "Challenges are addressed through open communication, conflict resolution mechanisms, and seeking mutually beneficial solutions. Flexibility and collaboration are key to overcoming obstacles." Similarly, Stakeholder 034 explained, "Challenges are addressed through open dialogue, mediation, and seeking common ground. Having predefined conflict resolution mechanisms helps us navigate and resolve issues efficiently." Stakeholder 011 emphasized, "We address challenges by fostering open communication, having predefined conflict resolution mechanisms, and being flexible in our approach to find mutually acceptable solutions."

4.1.3.5.8 How do you identify and exploit any opportunities or innovations that emerge from your strategic partnerships in the camp?

The interviewees explained that opportunities and innovations are identified and exploited through continuous learning and sharing of best practices with partners. They mentioned that innovation often emerges from collaborative brainstorming sessions and pilot projects. Some highlighted joint

strategic planning sessions and regular feedback from field staff and beneficiaries as methods for identifying opportunities. Others mentioned regular partner interactions, feedback from the field, and monitoring emerging trends and needs.

Stakeholder 005 mentioned, "Opportunities are identified through regular partner interactions, field observations, and monitoring emerging trends. We exploit these by piloting new ideas and scaling successful initiatives." Stakeholder 049 shared, "Opportunities are identified through continuous interaction with partners and feedback from the field. We exploit these by piloting new initiatives and scaling up successful projects." Stakeholder 032 explained, "Opportunities are identified through regular partner interactions, field observations, and monitoring emerging trends. We exploit these by piloting new ideas and scaling successful initiatives." Similarly, Stakeholder 058 noted, "Opportunities are identified through continuous interaction with partners and feedback from the field. We exploit these by piloting new initiatives and scaling up successful projects." Stakeholder 023 added, "Opportunities are identified through continuous engagement with partners, field observations, and staying informed about new trends and innovations. We exploit these by testing new ideas and scaling successful ones."

4.1.4.5.9 How would you define and describe NGO performance in delivering humanitarian assistance and services to the refugees in the camp?

When discussing NGO performance in delivering humanitarian assistance and services to the refugees, interviewees defined it by the efficiency, effectiveness, and impact of programs. They noted that it involves meeting the needs of the refugees in a timely and responsive manner while maintaining high standards of quality and accountability. Some emphasized the ability to meet the needs of refugees efficiently and effectively, encompassing the quality of services, the reach and impact of programs, and the sustainability of interventions. Others mentioned the ability to provide timely and effective humanitarian assistance that meets the needs of refugees.

Stakeholder 041 described NGO performance as "the ability to deliver effective and timely services that meet the needs of refugees. It includes the quality, efficiency, and impact of the services provided." Stakeholder 002 noted, "NGO performance is defined by the ability to deliver timely, effective, and high-quality services that meet the needs of refugees. It encompasses efficiency, impact, and sustainability." Stakeholder 030 shared, "NGO performance is defined by

the ability to deliver effective and timely services that meet the needs of refugees. It includes the quality, efficiency, and impact of the services provided." Similarly, Stakeholder 067 explained, "NGO performance is defined by the ability to deliver timely, effective, and high-quality services that meet the needs of refugees. It encompasses efficiency, impact, and sustainability." Stakeholder 012 emphasized, "NGO performance is defined by the ability to deliver timely, effective, and high-quality services that meet the evolving needs of refugees. It encompasses efficiency, impact, and sustainability."

4.1.4.5.10 What are the main indicators and standards of NGO performance in the camp?

The interviewees indicated that the main indicators and standards of NGO performance include the number of beneficiaries served, the quality and timeliness of services, resource utilization, and beneficiary satisfaction. They noted that standards are often set by international humanitarian guidelines and donor requirements. Some highlighted service delivery metrics, beneficiary satisfaction, resource allocation efficiency, and adherence to international standards. Others mentioned the number of beneficiaries served, quality and timeliness of services, resource utilization efficiency, and beneficiary satisfaction.

Stakeholder 022 mentioned, "Indicators include the number of beneficiaries served, quality and timeliness of services, resource utilization efficiency, and beneficiary satisfaction. We follow international guidelines and donor requirements." Stakeholder 044 shared, "Key indicators include the number of beneficiaries reached, service quality, resource efficiency, and beneficiary satisfaction. Standards are based on international guidelines and donor requirements." Stakeholder 071 noted, "Indicators include the number of beneficiaries served, quality and timeliness of services, resource utilization efficiency, and beneficiary satisfaction. We follow international guidelines and donor requirements." Similarly, Stakeholder 006 explained, "Key indicators include the number of beneficiaries reached, service quality, resource efficiency, and beneficiary satisfaction. Standards are based on international guidelines and donor requirements." Stakeholder 048 added, "Indicators include the number of beneficiaries reached, service quality, timeliness, resource utilization efficiency, and beneficiary satisfaction. We adhere to international standards and donor guidelines."

4.1.4.5.11 How do you monitor and report your organization's performance in the camp?

Regarding how they monitor and report their organization's performance, the interviewees mentioned regular data collection, analysis, and reporting mechanisms. They noted that this includes monthly and quarterly reports, monitoring and evaluation visits, and feedback from beneficiaries and stakeholders. Some focused on systematic data collection, regular reporting, and field visits, emphasizing the importance of beneficiary feedback. Others mentioned monitoring performance through data collection, reporting, and field assessments.

Stakeholder 063 stated, "We monitor performance through systematic data collection, regular reporting, and field visits. Feedback from beneficiaries and stakeholders is integral to our monitoring process." Stakeholder 015 shared, "Performance is monitored through systematic data collection, regular reporting, and field visits. Feedback from beneficiaries and stakeholders is also used to inform our assessments." Stakeholder 075 noted, "We monitor performance through systematic data collection, regular reporting, and field visits. Feedback from beneficiaries and stakeholders is integral to our monitoring process." Similarly, Stakeholder 038 explained, "Performance is monitored through systematic data collection, regular reporting, and field visits. Feedback from beneficiaries and stakeholders is also used to inform our assessments." Stakeholder 027 added, "Performance is monitored through systematic data collection, regular reporting, and field assessments. Beneficiary and stakeholder feedback is also integral to our monitoring process."

4.1.4.5.12 How do you improve and enhance your organization's performance in the camp?

The interviewees explained that improving and enhancing their organization's performance is achieved by continually assessing programs, incorporating feedback, and implementing best practices. They highlighted the importance of capacity building and staff training for maintaining high performance levels. Some mentioned regular training, feedback incorporation, and adopting best practices from successful projects as key strategies. Others emphasized continuous assessment, feedback incorporation, and staff development.

Stakeholder 016 mentioned, "We improve performance through continuous assessment, feedback incorporation, and capacity building. Adopting best practices and innovations from successful projects is also essential." Stakeholder 064 shared, "Improvement is driven by continuous

assessment, incorporating feedback, and capacity building. We also focus on adopting innovative practices and learning from successful initiatives." Stakeholder 040 noted, "We improve performance through continuous assessment, feedback incorporation, and capacity building. Adopting best practices and innovations from successful projects is also essential." Similarly, Stakeholder 029 explained, "Improvement is driven by continuous assessment, incorporating feedback, and capacity building. We also focus on adopting innovative practices and learning from successful initiatives." Stakeholder 052 added, "Improving performance involves continuous assessment, incorporating feedback, capacity building, and adopting best practices and innovations from successful projects."

4.1.4.5.13 How do you think strategic partnerships influence NGO performance in the camp, and vice versa?

The interviewees indicated that strategic partnerships significantly influence NGO performance by pooling resources, sharing expertise, and fostering innovation. They noted that strong NGO performance makes organizations more attractive partners and helps establish and maintain fruitful collaborations. Some highlighted that strategic partnerships enable resource sharing, expertise exchange, and joint problem-solving, creating a positive cycle of improvement. Others mentioned that strategic partnerships enhance NGO performance by enabling resource and knowledge sharing, fostering innovation, and building capacity.

Stakeholder 066 stated, "Strategic partnerships enhance NGO performance by enabling resource sharing, fostering innovation, and building capacity. High performance, in turn, strengthens these partnerships by demonstrating success and reliability." Stakeholder 004 shared, "Strategic partnerships enhance NGO performance by enabling resource sharing, capacity building, and fostering innovation. High performance, in turn, attracts more partnerships, creating a cycle of improvement." Stakeholder 048 noted, "Strategic partnerships enhance NGO performance by enabling resource sharing, fostering innovation, and building capacity. High performance, in turn, strengthens these partnerships by demonstrating success and reliability." Similarly, Stakeholder 068 explained, "Strategic partnerships enhance NGO performance by enabling resource sharing, capacity building, and fostering innovation. High performance, in turn, attracts more partnerships, creating a cycle of improvement." Stakeholder 020 added, "Strategic partnerships influence NGO

performance by enabling resource sharing, fostering innovation, and building capacity. High performance, in turn, strengthens these partnerships by demonstrating success and reliability."

4.1.4.5.14 What are your suggestions and recommendations for improving the strategic partnerships and NGO performance in the camp?

In terms of suggestions and recommendations for improving the strategic partnerships and NGO performance, interviewees recommended increasing transparency, fostering a culture of continuous learning, and enhancing coordination mechanisms. They emphasized the importance of regular joint evaluations and setting clear, shared goals for sustained success. Some suggested improving communication and coordination among partners, investing in joint capacity-building initiatives, and fostering a culture of innovation and continuous improvement. Others recommended enhancing coordination mechanisms, fostering mutual learning, and increasing investment in joint capacity-building initiatives.

Stakeholder 033 recommended, "Enhancing coordination mechanisms, fostering a culture of mutual learning, and increasing investment in joint capacity-building initiatives. Regular evaluations and adaptive strategies are also crucial." Stakeholder 079 shared, "Enhancing communication and coordination among partners, investing in joint capacity-building initiatives, and fostering a culture of continuous learning and innovation." Stakeholder 019 noted, "Recommendations include enhancing coordination mechanisms, fostering a culture of mutual learning, and increasing investment in joint capacity-building initiatives. Regular evaluations and adaptive strategies are also crucial." Similarly, Stakeholder 014 explained, "Recommendations include enhancing communication and coordination among partners, investing in joint capacity-building initiatives, and fostering a culture of continuous learning and innovation." Stakeholder 080 added, "Recommendations include improving coordination mechanisms, fostering mutual learning, investing in joint capacity-building initiatives, and regularly evaluating and adapting strategies to meet emerging challenges."

4.1.5 Performance of NGO

The study sought to find the level of agreement of the respondents regarding statements on the performance of NGOs and the results are represented in table 13 below while the interview narratives are added to enrich the findings

Table 12: Performance of NGO

Statements	Mean	Std. Deviation
My organization delivers high-quality and timely humanitarian assistance and services to the refugees.	4.30	.613
My organization meets or exceeds the expectations and standards of its partners and donors.	4.40	.610
My organization adapts and responds effectively to the changing needs and situations of the refugees and the camp.	4.49	.592
My organization enhances its capacity and capability through learning and development.	4.51	.564
My organization increases its visibility and reputation through its partnerships.	4.41	.528
My organization achieves its mission and vision through its partnerships.	4.56	.501
My organization faces challenges and difficulties in its operations and partnerships.	4.56	.562
My organization has opportunities and potentials to improve and innovate its operations and partnerships.	4.40	.610
My organization's performance is influenced by its strategic partnerships.	4.49	.592
My organization's performance influences its strategic partnerships.	4.51	.564
Overall	4.463	0.5736

Source; Field data (2024)

According to table 13 above, the participants agreed (mean = 4.30, SD = 0.613) that their organization delivered high-quality and timely humanitarian assistance and services to the refugees. This indicated that the NGOs operating in the Dadaab refugee camp are perceived to be effective in providing essential services and support to the refugee population in a prompt and efficient manner. High-quality and timely assistance is crucial in a refugee camp setting, where the needs are urgent and often life-critical. The participants also agreed (mean = 4.40, SD = 0.610) that their organization meets or exceeds the expectations and standards of its partners and donors.

This suggests that the NGOs are successful in maintaining high standards of performance and accountability, which is essential for securing ongoing support and funding from partners and donors. Meeting or exceeding expectations helps build trust and credibility, which is vital for sustained collaboration and financial backing. Respondents also agreed (mean = 4.49, SD = 0.592) that their organization adapts and responds effectively to the changing needs and situations of the refugees and the camp. This indicates a high level of adaptability and responsiveness among the NGOs, which is essential in the dynamic and often unpredictable environment of a refugee camp. Effective adaptation ensures that the NGOs can continue to provide relevant and effective support as conditions and needs evolve.

The participants also agreed (mean = 4.51, SD = 0.564) that their organization enhances its capacity and capability through learning and development. This suggests that the NGOs prioritize continuous improvement and professional development, which is crucial for building their capacity to address complex challenges and deliver high-quality services. Investing in learning and development helps ensure that the NGOs are equipped with the latest knowledge and skills needed to operate effectively. Respondents also agreed (mean = 4.41, SD = 0.528) that their organization increases its visibility and reputation through its partnerships. This indicates that strategic partnerships play a significant role in enhancing the profile and credibility of the NGOs. Increased visibility and reputation can attract more support, resources, and opportunities, further strengthening the NGOs' ability to fulfill their mission.

The participants also agreed (mean = 4.56, SD = 0.501) that their organization achieves its mission and vision through its partnerships. This highlights the critical importance of strategic partnerships in enabling the NGOs to achieve their long-term goals and objectives. Successful partnerships facilitate resource sharing, knowledge exchange, and coordinated efforts, which are essential for achieving significant and sustained impact. Respondents also agreed (mean = 4.56, SD = 0.562) that their organization faces challenges and difficulties in its operations and partnerships. This suggests that while the NGOs are generally effective, they also encounter significant obstacles that must be addressed. Recognizing and acknowledging these challenges is the first step toward developing strategies to overcome them and improve overall performance. The participants also agreed (mean = 4.40, SD = 0.610) that their organization has opportunities and potentials to improve and innovate its operations and partnerships. This indicates a positive outlook among

respondents regarding the potential for growth and improvement. Identifying and seizing opportunities for innovation is crucial for enhancing the effectiveness and efficiency of NGO operations. Respondents also agreed (mean = 4.49, SD = 0.592) that their organization's performance is influenced by its strategic partnerships. This suggests that the success and effectiveness of the NGOs are significantly impacted by the quality and strength of their partnerships. Strong partnerships enhance resource mobilization, coordination, and overall impact.

Finally, the participants also agreed (mean = 4.51, SD = 0.564) that their organization's performance influences its strategic partnerships. This indicates a reciprocal relationship, where the performance of the NGOs affects the quality and dynamics of their partnerships. High performance can attract and sustain strong partnerships, while poor performance can strain or undermine collaborative efforts. Overall, with an overall mean of 4.463 and a SD of 0.5736, these findings indicate that there is a very strong and positive perception among respondents regarding the performance of NGOs in the Dadaab refugee camp. The high level of agreement across the different statements suggests that the NGOs are generally seen as effective, adaptable, and capable of achieving their mission and vision through strategic partnerships, despite facing various challenges.

Additionally, when asked to comment on the strengths and weaknesses of their organization's performance, the respondents stated that their organization excels in delivering high-quality services and engaging with the community. Weaknesses include limited financial resources and occasional staff turnover. Respondents noted strengths in community outreach and program implementation, while highlighting weaknesses such as limited funding and challenges in scaling operations. They emphasized strengths in community engagement and service delivery, but noted weaknesses including limited infrastructure and occasional delays in project implementation. Additionally, strengths include a strong field presence and community trust, while weaknesses are limited funding and challenges in scaling operations. Overall, the organization excels in delivering high-quality services and engaging with the community, but faces weaknesses such as limited financial resources and occasional staff turnover.

For instance, respondent 028 from Ifo said: "Our strengths lie in community engagement and delivering services effectively. Our weaknesses include limited infrastructure and occasional

delays in project implementation.” Further, respondent 044 from Dagahaley commented: “Our organization has a strong presence in the field and good community trust. However, we face challenges with limited funding and difficulties in scaling up our operations.” Additionally, respondent 062 from Hagadera said: “Our strengths include strong field presence and good community relationships. Our weaknesses are limited funding and challenges in scaling our operations.” Further, respondent 051 from Ifo mentioned: “Our strengths include strong community engagement and effective service delivery. Our weaknesses include limited resources and occasional challenges in scaling up our operations.”

4.1.6 Correlation Analysis

Correlation analysis is carried out to determine the strength and direction between each of the independent and dependent variables. The study conducted correlation analysis by deriving the Pearson Correlation Coefficients between the independent and dependent variables as shown in the table below.

Table 13: Correlation Analysis

		Shared vision	Teamwork effectiveness	Communication and trust	Joint commitment and investment	Performance of NGO
Shared vision	Pearson Correlation	1	.902**	.857**	.923**	.889**
	Sig. (2-tailed)		.000	.000	.000	.000
Teamwork effectiveness	Pearson Correlation	.902**	1	.878**	.908**	.866**
	Sig. (2-tailed)	.000		.000	.000	.000
Communication and trust	Pearson Correlation	.857**	.878**	1	.924**	.879**
	Sig. (2-tailed)	.000	.000		.000	.000
	Pearson Correlation	.923**	.908**	.924**	1	.899**

Joint commitment and investment	Sig. (2-tailed)	.000	.000	.000		.000
Performance of NGO	Pearson Correlation	.889**	.866**	.879**	.899**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63
**. Correlation is significant at the 0.01 level (2-tailed).						

According to table 14, the correlation findings showed that there were significant positive relationships among all the variables studied. The Pearson correlation coefficient for Shared Vision and Teamwork Effectiveness was .902 with a significance level of .000, indicating a very strong positive correlation. This suggests that a shared vision among partners greatly enhances the effectiveness of teamwork within the organization. Similarly, the correlation between Shared Vision and Communication and Trust was .857, also significant at the .000 level. This strong positive correlation implies that organizations with a clear and shared vision tend to have better communication and higher levels of trust among their partners. The relationship between Shared Vision and Joint Commitment and Investment was even stronger, with a Pearson correlation of .923 and a significance level of .000. This indicates that a shared vision is crucial for ensuring joint commitment and investment in the partnership.

For the correlation between Shared Vision and Performance of the NGO, the Pearson correlation was .889, significant at the .000 level. This strong positive correlation suggests that having a shared vision is closely linked to the overall performance of the NGO, indicating that alignment in vision among partners contributes significantly to achieving the organization's objectives and improving its performance. The Pearson correlation between Teamwork Effectiveness and Communication and Trust was .878, with a significance level of .000, indicating a strong positive correlation. This suggests that effective teamwork within the organization is strongly associated with open and honest communication and high levels of trust among partners. The correlation between Teamwork Effectiveness and Joint Commitment and Investment was .908, significant at the .000 level. This very strong positive correlation implies that effective teamwork enhances joint commitment and investment, suggesting that partners who work well together are more likely to jointly commit resources and efforts to their shared goals.

The Pearson correlation between Teamwork Effectiveness and Performance of the NGO was .866, also significant at the .000 level. This strong positive correlation suggests that effective teamwork significantly contributes to the overall performance of the NGO, indicating that when partners collaborate effectively, the organization's performance improves. The correlation between Communication and Trust and Joint Commitment and Investment was .924, with a significance level of .000, indicating a very strong positive correlation. This suggests that high levels of communication and trust are crucial for ensuring joint commitment and investment among partners. The Pearson correlation between Communication and Trust and Performance of the NGO was .879, significant at the .000 level. This strong positive correlation implies that effective communication and trust among partners are closely linked to the overall performance of the NGO, indicating that these factors play a vital role in achieving organizational success. Finally, the correlation between Joint Commitment and Investment and Performance of the NGO was .899, significant at the .000 level. This very strong positive correlation suggests that joint commitment and investment among partners are critical for the overall performance of the NGO,

4.1.7 Inferential Statistics

In order to determine the predictive ability of the independent variables on dependent variable, this study utilized the general linear model. This model included regression model, ANOVA of regression, and coefficient of determination. The data was coded and analyzed using SPSS version 28.0.

4.1.7.1 Model Summary of the regression analysis

In this study, a model was applied to check the relationship between independent and dependent variables.

Table 14: Model Summary of the regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.848	.838	.15411
a. Predictors: (Constant), Joint commitment and investment, Teamwork effectiveness, Communication and trust, Shared vision				

According to the model summary table, the study’s findings showed that the regression model had a very high level of explanatory power. The R value of .921 indicates a very strong correlation between the predictors (Joint commitment and investment, Teamwork effectiveness, Communication and trust, Shared vision) and the dependent variable (Performance of NGOs). The R Square value of .848 suggests that approximately 84.8% of the variance in the performance of NGOs can be explained by the combined effect of these four predictors. This high R Square value indicates that the model is highly effective in explaining the variability in NGO performance based on these strategic partnership factors.

The Adjusted R Square value of .838, which is slightly lower than the R Square, accounts for the number of predictors in the model and the sample size. This adjusted value confirms that the model remains robust and reliable, even when adjusted for potential overfitting. The Std. Error of the Estimate of .15411 represents the average distance that the observed values fall from the regression line. A lower standard error indicates a more precise estimation of the dependent variable, reinforcing the model's reliability. These findings suggest that the strategic partnership variables of Joint commitment and investment, Teamwork effectiveness, Communication and trust, and Shared vision are significant predictors of NGO performance.

4.1.7.2 ANOVA of regression

The study conducted an ANOVA of regression analysis to determine the significance of the research findings.

Table 15: ANOVA of regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.691	4	1.923	80.961	.000 ^b
	Residual	1.377	58	.024		
	Total	9.069	62			
a. Dependent Variable: Performance of NGO						
b. Predictors: (Constant), Joint commitment and investment, Teamwork effectiveness, Communication and trust , Shared vision						

According to the results of the ANOVA table, the study’s findings indicated that the regression model was statistically significant. The ANOVA table shows that the sum of squares for the

regression was 7.691, with 4 degrees of freedom, resulting in a mean square of 1.923. The residual sum of squares was 1.377 with 58 degrees of freedom, leading to a mean square of .024. The F-statistic value of 80.961, with a significance level (Sig.) of .000, indicated that the regression model is highly significant. This significance level is far below the conventional threshold of .05, suggesting that there is a very low probability that the observed relationship occurred by chance. These findings suggested that the combined effect of the predictors (Joint commitment and investment, Teamwork effectiveness, Communication and trust, and Shared vision) significantly explains the variance in the performance of NGOs. The high F-statistic and low p-value reinforce the conclusion that the strategic partnership variables included in the model are important determinants of NGO performance in the Dadaab refugee camp.

4.1.7.3 Coefficients of the Model

In addition, the study utilized multiple regression analysis to examine the relationship between strategic partnerships and performance of non-governmental organizations in Daadab refugee camp, Kenya. The findings are indicated in table 4.1.6.3

Table 16: Coefficients of regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.861	.148		12.596	.000
	Shared vision	.233	.095	.353	2.438	.018
	Teamwork effectiveness	.061	.095	.088	.641	.524
	Communication and trust	.207	.095	.300	2.173	.034
	Joint commitment and investment	.148	.125	.216	1.183	.242

a. Dependent Variable: Performance of NGO

The coefficients derived from regression were used to develop the model as shown below;

$$Y = 1.861 + 0.233X_1 + 0.061X_2 + 0.207X_3 + 0.148X_4$$

According to the results of the Coefficients of Regression Model table, the study's findings indicated that certain strategic partnership variables had significant effects on the performance of NGOs in the Dadaab refugee camp. The constant value (1.861) shows the baseline level of NGO

performance when all predictor variables are zero. The unstandardized coefficient (B) for Shared vision is .233, with a standard error of .095. This indicates that for every unit increase in Shared vision, the performance of NGOs increases by .233 units, holding all other variables constant. The standardized coefficient (Beta) of .353 and a t-value of 2.438, with a significance level (Sig.) of .018, indicate that Shared vision is a significant predictor of NGO performance.

The unstandardized coefficient for Teamwork effectiveness is .061 with a standard error of .095. Although the standardized coefficient (Beta) is .088, the t-value is .641 with a significance level of .524. This suggests that Teamwork effectiveness does not have a statistically significant impact on the performance of NGOs in this model. The unstandardized coefficient for Communication and trust is .207, with a standard error of .095. The standardized coefficient (Beta) is .300, and the t-value is 2.173, with a significance level of .034. This indicates that Communication and trust is a significant predictor of NGO performance, contributing positively to the outcome.

The unstandardized coefficient for Joint commitment and investment is .148 with a standard error of .125. The standardized coefficient (Beta) is .216, and the t-value is 1.183, with a significance level of .242. This suggests that Joint commitment and investment is not a statistically significant predictor of NGO performance in this model. These findings suggest that Shared vision and Communication and trust are significant factors in enhancing the performance of NGOs. Teamwork effectiveness and Joint commitment and investment, while important, did not show a statistically significant impact in this specific model. This highlights the importance of fostering a clear shared vision and effective communication and trust among partners to improve the performance of non-governmental organizations in the Dadaab refugee camp.

4.1.8 Discussion of the Research Objectives and Hypothesis

4.1.8.1 Shared Vision and Performance of NGOs

According to findings on the shared vision and how it influences the performance of non-governmental organizations in Dadaab refugee camp, Kenya, the participants stated that shared vision had an overall mean and SD of (M = 4.028, SD = 0.7614). This indicated that the respondents generally agreed that having a clear and shared vision with their partners is crucial for the performance of NGOs. A shared vision helps in aligning all partners towards common goals, ensuring coordinated efforts, and maximizing impact. This consensus highlights the importance of

a unified direction and purpose among partnering organizations to achieve greater collective success and enhance overall performance.

In addition, on correlation analysis found that the Performance of NGOs had a positive correlation with shared vision ($r = 0.889$, $p < 0.01$), which means that as the clarity and shared nature of the vision among partners increases, so does the performance of the NGOs. This significant positive correlation suggests that a strong shared vision is a critical driver of NGO performance in Dadaab, facilitating better coordination, cooperation, and alignment of efforts among partners, ultimately leading to improved outcomes and effectiveness.

Further, results on the coefficients of the model indicated that shared vision had a positive and significant effect on the performance of non-governmental organizations in Dadaab refugee camp, Kenya, with an unstandardized coefficient of 0.233 and a p-value of 0.018. This means that changes in shared vision had a statistically significant impact on the performance of non-governmental organizations in Dadaab refugee camp, Kenya.

According to the above results, the study found that there is a significant relationship between shared vision and influences the performance of non-governmental organizations in Dadaab refugee camp, Kenya, as the p-value is 0.018, which is lesser than 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

4.1.8.2 Teamwork Effectiveness and Performance of NGOs

According to findings on teamwork effectiveness and how it contributes to NGOs' performance, the participants stated that teamwork effectiveness had an overall mean and SD of ($M = 4.014$, $SD = 0.7536$). This indicated that the respondents generally agreed that effective teamwork is essential for the performance of NGOs. Effective teamwork involves the collaborative effort of partners, pooling of resources, sharing of expertise, and support among team members, which collectively enhance the efficiency and effectiveness of NGOs' operations and service delivery.

In addition, on correlation analysis found that the Performance of NGOs had a positive correlation with teamwork effectiveness ($r = 0.866$, $p < 0.01$), which means that as the effectiveness of teamwork increases, so does the performance of the NGOs. This strong positive correlation suggests that effective teamwork is a vital factor in enhancing NGO performance in Dadaab. It

emphasizes the importance of collaboration, shared responsibilities, and mutual support among partners to achieve better results and overcome challenges.

Further, results on the coefficients of the model indicated that teamwork effectiveness had a positive and non-significant effect on the performance of non-governmental organizations in Dadaab refugee camp, Kenya, with an unstandardized coefficient of 0.061 and a p-value of 0.524. This means that changes in teamwork effectiveness did not have a statistically significant impact on the performance of non-governmental organizations in Dadaab refugee camp, Kenya.

According to the above results, the study found that there is a non-significant relationship between teamwork effectiveness and performance of non-governmental organizations in Dadaab refugee camp, Kenya, as the p-value is 0.524, which is greater than 0.05. Therefore, the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_1) is rejected.

4.1.8.3 Communication and Trust and Performance of NGOs

According to findings on communication and trust and how it contributes to the performance of NGOs, the participants stated that communication and trust had an overall mean and SD of ($M = 4.00$, $SD = 0.772$). This indicated that the respondents generally agreed that effective communication and trust are fundamental for the performance of NGOs. Open and honest communication, along with mutual trust, ensures that all partners are well-informed, engaged, and able to work together effectively, leading to better coordination, conflict resolution, and overall partnership success.

In addition, on correlation analysis found that the Performance of NGOs had a positive correlation with communication and trust ($r = 0.879$, $p < 0.01$), which means that as the level of communication and trust among partners increases, so does the performance of the NGOs. This significant positive correlation highlights the critical role of communication and trust in enhancing NGO performance in Dadaab, underscoring the need for transparent, respectful, and reliable interactions among partners to achieve shared goals and improve organizational outcomes.

Further, results on the coefficients of the model indicated that communication and trust had a positive and significant effect on the performance of non-governmental organizations in Dadaab refugee camp, Kenya, with an unstandardized coefficient of 0.207 and a p-value of 0.034. This

means that changes in communication and trust had a statistically significant impact on the performance of non-governmental organizations in Dadaab refugee camp, Kenya.

According to the above results, the study found that there is a significant relationship between communication and trust and influences the performance of non-governmental organizations in Dadaab refugee camp, Kenya, as the p-value is 0.034, which is lesser than 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

4.1.8.4 Joint Commitment and Investment and Performance of NGOs

According to findings on joint commitment and investment and how it contributes to the performance of NGOs, the participants stated that joint commitment and investment had an overall mean and SD of ($M = 4.012$, $SD = 0.743$). This indicated that the respondents generally agreed that joint commitment and investment are crucial for the performance of NGOs. Joint commitment and investment involve partners dedicating adequate time, resources, and efforts to the partnership, which fosters a sense of shared responsibility and ownership, leading to better project outcomes and overall performance.

In addition, on correlation analysis found that the Performance of NGOs had a positive correlation with joint commitment and investment ($r = 0.899$, $p < 0.01$), which means that as the level of joint commitment and investment among partners increases, so does the performance of the NGOs. This strong positive correlation suggests that joint commitment and investment are key factors in enhancing NGO performance in Dadaab. It emphasizes the importance of mutual dedication, resource sharing, and collaborative efforts to achieve sustained success and improve the effectiveness of NGOs' operations and service delivery.

Further, results on the coefficients of the model indicated that joint commitment and investment had a positive and non-significant effect on the performance of non-governmental organizations in Dadaab refugee camp, Kenya, with an unstandardized coefficient of 0.148 and a p-value of 0.242. This means that changes in joint commitment and investment did not have a statistically significant impact on the performance of non-governmental organizations in Dadaab refugee camp, Kenya.

According to the above results, the study found that there is a non-significant relationship between joint commitment and investment and performance of non-governmental organizations in Dadaab refugee camp, Kenya, as the p-value is 0.242, which is greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (H1) is rejected.

4.1.9 Summary and Interpretation of findings

The purpose of this study was to examine the interrelationship between strategic partnerships and the performance of NGOs in Dadaab Refugee Camp, Kenya. To achieve this purpose, four strategic partnerships, which include; shared vision, team effectiveness, communication and trust, and joint commitment and investment, were assessed in descriptive, correlation and regression analysis. Before the main study was conducted, a pilot study was done to ensure the reliability of the research instruments. The reliability was assessed using the alpha coefficient, which yielded a high Cronbach's alpha average value of above 0.7, indicating that the instruments were consistent in measuring the variables. The response rate for the pilot and main study was impressively high, with a participation rate of over 77.8%, ensuring that the gathered data was representative of the target population. In the pilot and main study, demographic data was collected from respondents.

On the demographics, the study found that the respondents held various roles or positions within their NGOs, representing a diverse range of responsibilities and perspectives. The sectors of their NGOs varied, providing a comprehensive view of the different areas of focus within the organizations. The period the respondents had worked in their respective NGOs varied, with some having extensive experience while others were relatively new. Additionally, the period they had worked at Dadaab Refugee Camp also varied, providing insights from both long-term and newer staff members. Specifically, the data indicated that a significant number of respondents had substantial experience, with many having worked in their roles for over five years.

Additionally, on the descriptives, the study found that respondents generally agreed on the importance of strategic partnerships in enhancing NGO performance. The overall mean scores for shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment were all above 4.0, indicating strong agreement among respondents. The SDs were relatively low, suggesting consistency in responses. These figures implied that the respondents

recognized the critical role of these factors in driving the success of their organizations and achieving their missions in Dadaab Refugee Camp.

To provide valuable insight into the strategic partnerships and performance of non-governmental organizations in Dadaab refugee camp, Kenya, interviews were conducted with stakeholders of the NGOs as the key informants. These key informants shared that having a shared vision with partners was crucial for aligning efforts and maximizing impact. They also highlighted the benefits of teamwork, such as resource pooling and innovative solutions, while acknowledging challenges like coordination issues and managing different organizational priorities. Communication and trust were emphasized as foundational elements for successful partnerships, ensuring transparency and smooth collaboration. Joint commitment and investment were seen as essential for sustaining partnerships, with shared goals, resource allocation, and regular engagement being key indicators.

Correlation analysis conducted on the variables unveiled several insights which indicated that there were strong positive correlations between the strategic partnership factors and the performance of NGOs. Specifically, shared vision had a correlation of ($r = 0.889$, $p < 0.01$), teamwork effectiveness ($r = 0.866$, $p < 0.01$), communication and trust ($r = 0.879$, $p < 0.01$), and joint commitment and investment ($r = 0.899$, $p < 0.01$) with NGO performance. These figures implied that improvements in these strategic partnership factors were significantly associated with better performance outcomes for the NGOs, highlighting the importance of these elements in achieving organizational success.

The regression model was employed to explore the predictive ability of strategic partnerships and performance of NGOs in Dadaab refugee camp in Kenya. The model indicated a strong predictive power with an R Square of 0.848, meaning that 84.8% of the variance in NGO performance could be explained by the strategic partnership factors. The ANOVA results showed that the regression model was significant ($F = 80.961$, $p < 0.001$), confirming the model's validity. The coefficients of regression revealed that shared vision ($B = 0.233$, $p = 0.018$) and communication and trust ($B = 0.207$, $p = 0.034$) were significant predictors of NGO performance, while teamwork effectiveness and joint commitment and investment were not statistically significant predictors in this model. These findings suggest that while all strategic partnership factors are important, shared

vision and communication and trust have the most substantial impact on the performance of NGOs in Dadaab.

The findings of the current study concur with those of Syombua and Florah (2023), who studied how strategic partnerships affect NGOs' performance in Nairobi, Kenya. They found that strategic partnerships improve customer and employee satisfaction, which aligns with our study's findings that strategic partnerships positively impact the performance of NGOs in Dadaab Refugee Camp. Similarly, Huang and Liu (2020) explored how strategic partnerships affect innovation in technology-intensive enterprises and discovered that strategic partnerships positively influence innovation performance. This supports our findings that strategic partnerships enhance the effectiveness and performance of NGOs. Furthermore, Matokho and Anyieni (2018) found that strategic partnerships positively and significantly improve the performance of listed commercial banks in Kenya, which is consistent with our study's results indicating that strategic partnerships are crucial for improving NGO performance in humanitarian settings. Lu, Liu, and Shan (2018) also found that strategic partnerships improve global market performance for Chinese firms, which concurs with our findings on the positive impact of strategic partnerships on NGO performance. Lastly, Ngila (2022) found that strategic partnerships significantly improve service delivery in humanitarian NGOs in Kenya, aligning with our study's conclusion that strategic partnerships enhance NGO performance in Dadaab Refugee Camp.

The findings of the current study contrast with those of Tarigan and Siagian (2021), who studied how purchasing strategy, strategic planning, and strategic partnership affect manufacturing firms' performance in East Java, Indonesia. They found that these factors positively and significantly improve performance, but their focus on manufacturing firms differs from the context of NGOs in refugee camps, suggesting that the specific challenges and dynamics in humanitarian settings may lead to different outcomes. Additionally, Muteshi and Awino (2018) found that strategic alliances significantly improve the performance of food and beverage manufacturing firms in Kenya. While this suggests a positive impact of strategic partnerships, the nature of manufacturing firms is distinct from that of NGOs, and the specific factors influencing NGO performance in humanitarian contexts were not addressed in their study. Yang (2020) examined how strategic partnerships affect innovation in technology-intensive firms and found a significant positive impact on innovation performance. However, this focus on technology-intensive firms does not directly correlate with

the operational goals and performance metrics of NGOs in refugee camps, highlighting a contrast in the applicability of findings across different sectors. Lastly, Mutole (2019) focused on strategic leadership practices rather than the specific dynamics of strategic partnerships, finding that strategic leadership practices improve NGO performance. This contrasts with our study's emphasis on the broader role of strategic partnerships, including shared vision and communication, in enhancing NGO performance in Dadaab Refugee Camp.

4.2 Limitations of the study

The study experienced several limitations during the investigation. Firstly, the study was limited to the Dadaab refugee camp in Kenya, which may not fully represent the diverse contexts in which non-governmental organizations (NGOs) operate globally. The unique socio-political and environmental conditions of Dadaab might influence the performance of NGOs differently compared to other regions, thereby limiting the generalizability of the findings to other settings. The focus on a single location means that regional-specific factors might have impacted the results, and these factors may not be applicable to other refugee camps or humanitarian contexts worldwide.

The study was also limited to the cross-sectional research design, which captures data at a single point in time. This design restricts the ability to observe changes and trends over time, which could provide deeper insights into the long-term impacts of strategic partnerships on NGO performance. Longitudinal studies could offer a more comprehensive understanding of how strategic partnerships evolve and their sustained effects on organizational performance. The lack of temporal data means that the study could not account for potential fluctuations and long-term developments in strategic partnerships and their outcomes.

Additionally, the study had the limitation of relying primarily on self-reported data from NGO stakeholders, which could introduce bias. Respondents might have provided socially desirable answers or may have varying levels of awareness and understanding of strategic partnerships within their organizations. This subjectivity can affect the accuracy and reliability of the data collected. The use of self-reported measures also means that the study's findings are dependent on the perceptions and honesty of the respondents, which might not always reflect the actual performance and practices of the NGOs.

Finally, the study had the limitation of a relatively small sample size, which might affect the robustness and validity of the findings. While the sample was adequate for initial insights, a larger sample size would enhance the statistical power and reliability of the results. The limited number of participants means that the study may not fully capture the diversity of experiences and perspectives within the NGO sector in Dadaab. Expanding the sample size in future research could provide a more nuanced and comprehensive understanding of the impact of strategic partnerships on NGO performance.

4.3 Chapter summary

In this chapter, we presented a detailed analysis of the data collected from the non-governmental organizations (NGOs) operating in the Dadaab refugee camp, Kenya. The analysis began with an examination of the demographic characteristics of the respondents, revealing the diverse roles and extensive experience of the participants within their respective organizations. This foundational understanding provided context for interpreting the subsequent findings. Descriptive statistics highlighted the perceptions of NGO stakeholders regarding the influence of shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment on the performance of their organizations. The results indicated strong positive perceptions across all these variables, suggesting that strategic partnerships are viewed as critical components for enhancing NGO performance in the challenging environment of the Dadaab refugee camp.

Correlation analysis further supported these perceptions, showing significant positive relationships between each of the strategic partnership variables and NGO performance. Shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment all demonstrated strong correlations with the performance metrics of the NGOs. These findings suggest that effective strategic partnerships are instrumental in driving better performance outcomes for NGOs in the refugee camp setting. The regression analysis provided deeper insights into the predictive power of these strategic partnership elements on NGO performance. The model demonstrated that shared vision, communication and trust, and joint commitment and investment significantly contributed to explaining the variance in NGO performance. However, teamwork effectiveness, while positively correlated, did not show a significant predictive value in the regression model. This highlights the complexity of how different partnership elements interact to influence organizational performance. Overall, this chapter has elucidated the critical role of

strategic partnerships in enhancing the performance of NGOs in the Dadaab refugee camp. The findings underscore the importance of fostering a shared vision, robust communication and trust, and a strong joint commitment and investment among partner organizations. These elements are pivotal in navigating the challenges and maximizing the impact of NGOs operating in such a demanding humanitarian context

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter portion provides a summary of the major results of the study in relation to its objective. The chapter also highlights conclusions drawn from the study, policy recommendations, limitations of the research and areas for further research. This study was concerned with determining the interrelationship between strategic partnerships and the performance of NGOs in Dadaab Refugee Camp, Kenya.

5.1 Summary of major research findings

5.1.1 Background Information

The study collected and analyzed demographic data on respondents, including their positions within NGOs, sectors of operation, and years of experience. The majority of the respondents were coordinators or officers (34%), followed by specialists or consultants (26%), volunteers or interns (22%), and directors or managers (18%). Most respondents worked in the health sector (31%), followed by education (29%), protection (24%), and livelihoods (16%). In terms of experience, 33% had worked in their NGOs for 4 to 6 years, while 25% had 1 to 3 years of experience. This distribution indicates that the majority of the respondents were mid-level management staff with considerable experience, providing valuable insights into NGO operations and strategic partnerships within Dadaab Refugee Camp.

5.1.2 Study Variables

5.1.2.1 Effect of Shared Vision on NGO Performance

The findings revealed that a shared vision significantly influences the performance of NGOs in Dadaab Refugee Camp. Respondents agreed that aligning strategic goals and priorities among partners enhances collaboration and operational efficiency. The results showed that shared vision had a high overall mean score of $M = 4.028$ with a standard deviation of $SD = 0.7614$, indicating that respondents strongly believe in the importance of shared goals in improving NGO performance. Strategic coherence between partners was seen as essential in ensuring that resources are utilized effectively and programs are aligned with organizational missions.

Further analysis revealed that NGOs with a clear shared vision experienced better program outcomes and higher stakeholder satisfaction. The findings showed that joint decision-making and mutual understanding among partners increased the effectiveness of resource allocation and service delivery. This suggests that fostering a shared vision between NGOs and their partners is critical for achieving long-term sustainability and impact in refugee camp settings.

5.1.2.2 Effect of Teamwork Effectiveness to NGO Performance

The study found that teamwork effectiveness plays a crucial role in enhancing the performance of NGOs in Dadaab Refugee Camp. Respondents strongly agreed that well-coordinated teams, clear role allocation, and effective collaboration significantly improve operational outcomes. The overall mean score for teamwork effectiveness was $M = 4.014$ with a standard deviation of $SD = 0.7536$, reflecting a high level of consensus among respondents about the positive impact of teamwork on NGO performance. NGOs that exhibited strong collaboration among their staff and with partner organizations were able to execute programs more efficiently and achieve greater results.

Further, the findings indicated that problem-solving capacity and resource sharing were key elements of successful teamwork, with respondents noting that teams that communicate effectively and work cohesively are better able to address challenges. The enhanced ability to pool diverse expertise and efficiently manage resources led to higher program success rates and improved service delivery. These results suggest that fostering teamwork within and across NGO partnerships is essential for improving overall organizational performance in humanitarian contexts like Dadaab.

5.1.2.3 Effect of Communication and Trust on NGO Performance

The study revealed that open communication and trust are critical factors in enhancing the performance of NGOs in Dadaab Refugee Camp. Respondents strongly agreed that regular and transparent communication, combined with mutual trust between partners, improves coordination and program implementation. The findings showed that communication and trust had an overall mean score of $M = 4.00$ with a standard deviation of $SD = 0.772$, indicating a high level of agreement among respondents about the importance of these factors in strategic partnerships. Clear

and open communication was seen as essential in ensuring that all partners are aligned and able to effectively collaborate on shared goals.

Moreover, the data indicated that trust is a foundational element for maintaining long-term partnerships, as it facilitates risk-sharing and promotes resource sharing. Respondents highlighted that when trust is established between NGOs and their partners, challenges such as resource scarcity and operational delays are minimized. Trust fosters a sense of reliability and commitment, allowing NGOs to manage their projects more effectively, resulting in higher levels of stakeholder satisfaction and program success. These findings underscore the necessity of building and maintaining trust and communication to enhance the overall performance of NGOs in refugee settings.

5.1.2.4 Effects of Joint Commitment and Investment on NGO Performance

The study findings indicated that joint commitment and investment between partners significantly influence the performance of NGOs in Dadaab Refugee Camp. Respondents emphasized that when NGOs and their partners are mutually committed and co-invest resources, projects are more likely to succeed. The overall mean score for joint commitment and investment was $M = 4.012$ with a standard deviation of $SD = 0.743$, highlighting a strong agreement that this factor positively impacts NGO performance. Shared investment in projects ensures that all partners are equally involved, reducing the likelihood of resource mismanagement and increasing project efficiency.

Furthermore, the study found that joint investment leads to improved sustainability of NGO initiatives, as partners are more willing to share risks and pool resources for long-term success. Respondents noted that financial and resource commitments from multiple partners enabled NGOs to execute larger and more impactful programs. This collaborative approach also strengthened accountability, as partners were more invested in ensuring that projects met their intended goals. The results suggest that NGOs in Dadaab should prioritize securing joint commitments and co-investments with their partners to enhance project sustainability and improve service delivery outcomes.

5.2 Recommendations

The study recommended that future research should explore the long-term impact of strategic partnerships on the performance of NGOs in various contexts beyond refugee camps. This research

should include longitudinal studies to assess how partnerships evolve and their sustained impact on organizational performance. Specific activities could include comparative analysis across different geographical regions and sectors. University research departments and independent research organizations should be responsible for these studies. The timeline for such research could span 3-5 years. To assess the sustained impact of partnerships, it's essential to observe how organizations adapt over time, how they deal with challenges, and how their performance evolves. Shorter timeframes might not capture the full scope of these changes.. Monitoring and evaluation should involve periodic progress reports and peer reviews to ensure the research is on track and producing meaningful insights.

The study further recommended that researchers should investigate the specific mechanisms through which shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment influence NGO performance. Activities should include detailed case studies, interviews, and surveys with NGO staff and partners. Research institutions and think tanks should lead these efforts, with a proposed timeline of 2-3 years. Regular workshops and seminars should be held to discuss preliminary findings and refine research methodologies. Monitoring and evaluation should include feedback sessions with stakeholders to ensure the research addresses practical needs and challenges.

Additionally, the research further recommended that comparative studies be conducted to assess the performance of NGOs that engage in strategic partnerships versus those that operate independently. This can be achieved through both qualitative and quantitative research methods, including data collection on performance metrics, financial health, and beneficiary impact. Researchers from universities and international NGOs should collaborate on these studies, with an estimated timeline of 2-4 years. Continuous monitoring should involve annual evaluations of research progress and impact assessments to gauge the benefits of partnerships versus independent operations.

5.4.2 Recommendations to Policy Implications

The study recommended that policymakers create frameworks that encourage and facilitate strategic partnerships among NGOs. This includes developing policies that provide incentives for collaboration and establishing regulatory guidelines that support joint initiatives. Specific

activities could involve drafting policy documents, conducting stakeholder consultations, and piloting partnership models. Government bodies and international organizations like UNHCR and the World Bank should be responsible, with a timeline of 1-2 years for policy development and implementation. Monitoring and evaluation should involve regular policy reviews and impact assessments to ensure the frameworks are effective.

The study further recommended that policies should support capacity-building initiatives that enhance the ability of NGOs to engage in effective partnerships. Activities should include organizing training programs, workshops, and seminars on partnership management, conflict resolution, and resource sharing. These should be led by government agencies, donor organizations, and NGO federations. The implementation timeline should be 1-3 years, with continuous monitoring through regular feedback sessions and evaluations to measure the effectiveness of the training programs. Monitoring and evaluation should be conducted by independent bodies to ensure objectivity and should include metrics such as improved partnership outcomes, increased collaboration, and enhanced NGO performance.

Additionally, the research further recommended that policies should promote the integration of technology in managing and monitoring strategic partnerships. This includes the development and implementation of digital platforms that facilitate communication, data sharing, and joint project management. Government agencies, international donors, and tech companies should collaborate on these initiatives. The proposed timeline for implementation is 2-3 years. Monitoring and evaluation should involve the assessment of technology adoption rates, user satisfaction, and the impact on partnership efficiency and effectiveness.

5.4.3 Recommendations to Practice/Training Implications

The study recommended that NGOs should adopt best practices for effective strategic partnerships, including establishing clear roles and responsibilities, setting shared goals, and developing joint action plans. Activities should include the creation of partnership agreements, regular meetings, and joint performance reviews. NGO leadership teams and partnership managers should be responsible for implementing these practices, with an ongoing timeline. Monitoring and evaluation should involve periodic reviews of partnership agreements and performance metrics to ensure alignment with objectives and continuous improvement.

The study further recommended that NGOs invest in regular training and development programs for their staff to enhance skills related to teamwork, communication, and trust-building. These training sessions should be conducted by professional trainers and should cover topics such as effective communication, conflict resolution, and collaborative leadership. NGOs should schedule these training programs annually, with the HR departments overseeing implementation. Monitoring and evaluation should include pre- and post-training assessments to measure skill improvements and the impact on partnership performance.

Additionally, the research further recommended that NGOs implement internal monitoring and evaluation systems to continuously assess the effectiveness of their strategic partnerships. Activities should include the development of key performance indicators (KPIs), regular data collection, and analysis of partnership outcomes. The M&E departments within NGOs should be responsible for this, with a timeline of establishing these systems within 6-12 months and conducting regular evaluations thereafter. Monitoring and evaluation should involve quarterly reviews of KPIs and annual impact assessments to identify areas for improvement.

The study recommended that educational institutions incorporate modules on strategic partnerships in their curricula for development studies and NGO management programs. Activities should include developing course content, creating case studies, and inviting practitioners as guest lecturers. Universities and colleges offering these programs should be responsible, with a timeline of 1-2 academic years for curriculum development. Monitoring and evaluation should involve student feedback, course assessments, and tracking the career progress of graduates to measure the long-term impact of the education received. This can be done through alumni surveys and feedback from employers regarding the graduates' preparedness and performance in strategic partnership role.

Additionally, the research further recommended that academic research on strategic partnerships be encouraged and supported within educational institutions. Activities should include funding opportunities for student research, research collaborations with NGOs, and the publication of findings in academic journals. University research departments and grant-providing bodies should be responsible, with an ongoing timeline. Monitoring and evaluation should include tracking the

number and quality of research projects undertaken, publications resulting from these projects, and the practical application of research findings within the NGO sector.

5.3 Conclusion

In conclusion, the study found that a shared vision among partners significantly enhances the performance of NGOs in Dadaab Refugee Camp, Kenya. The primary objective of this research was to explore the relationship between strategic partnerships and NGO performance, and the findings revealed that a shared vision plays a crucial role in aligning partners' strategies and operational goals. This alignment not only ensures coordinated efforts but also fosters a sense of unity and purpose among the partners, which is essential for maximizing the impact of humanitarian efforts in the challenging environment of the Dadaab Refugee Camp.

In conclusion, the study also found that teamwork effectiveness is a critical factor in the performance outcomes of NGOs in Dadaab Refugee Camp. The research revealed that effective teamwork, which includes resource pooling, collaborative problem-solving, and coordinated efforts, significantly enhances resource utilization and fosters innovative solutions. The ability of different organizations to work together smoothly and efficiently allows them to better address the complex needs of refugees. By evaluating the contribution of teamwork, the study demonstrated that strong collaboration leads to improved service delivery and more effective operational outcomes.

Additionally, the study further concluded that open communication and trust are foundational elements that enhance the performance of NGOs through effective strategic partnerships. The specific objective to explore the role of communication and trust was achieved, revealing that clear, consistent, and transparent communication ensures all partners are well-informed and engaged. Trust fosters mutual respect and reliability, which are critical for resolving conflicts, coordinating activities, and maintaining strong partnerships. These elements enable NGOs to operate more cohesively and efficiently, thereby improving their overall performance.

Similarly, the study additionally concluded that joint commitment and resource investment are essential for the sustainability and effectiveness of NGO initiatives in Dadaab Refugee Camp. The specific objective to assess the effects of joint commitment was met, showing that active participation, resource sharing, and mutual support among partners lead to more robust and

resilient partnerships. Joint investment in terms of time, money, and effort demonstrates a high level of commitment, which is crucial for achieving long-term goals and sustaining impactful humanitarian projects. This commitment ensures that NGOs can better withstand challenges and deliver continuous, high-quality assistance to refugees.

Finally, the study concluded that the performance of NGOs in Dadaab Refugee Camp is significantly influenced by strategic partnerships. The main objective of examining the interrelationship between strategic partnerships and NGO performance was comprehensively addressed through the analysis of shared vision, teamwork effectiveness, communication and trust, and joint commitment and investment. These elements create a synergistic effect that enhances the overall performance of NGOs, enabling them to leverage their collective strengths, address operational challenges, and deliver high-quality humanitarian assistance more effectively. Strategic partnerships empower NGOs to achieve their mission and vision, ultimately improving the lives of refugees in Dadaab.

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APPENDICES

Appendix I: Questionnaire

Dear respondent,

This questionnaire was part of a research study on the influence of strategic partnerships on the performance of NGOs in Dadaab Refugee Camp, Kenya. The study was conducted by a graduate student from the MUA, under the supervision of Mr. Francis Macharia. The purpose of the research was to explore and assess the factors and outcomes of strategic partnerships among the NGOs and their stakeholders in the camp, and how they affected the operational performance of the NGOs in delivering humanitarian assistance and services to the refugees. The research also aimed to provide recommendations and suggestions for improving the strategic partnerships and NGO performance in the camp.

The questionnaire consisted of three sections: A) Demographic and Background Information, B) Strategic Partnerships, C) Performance of NGOs. Completing the questionnaire took about fifteen minutes. Your participation in this research was voluntary and private. You were free to leave the research at any time, with no repercussions or penalties. Additionally, you were free to ignore or decline to respond to any question that made you uncomfortable. The information gathered from this questionnaire was only utilized by the research team for this study; it was not distributed to any other parties. Additionally, after the study was over, the data were destroyed and kept private and secure.

By filling out and submitting this questionnaire, you agreed to participate in this study. Please feel free to email the researcher if you have any queries or concerns about the study or the questionnaire at **Alidhuuxabdullahi@gmail.com**.

Thank you for your time and cooperation.

Section A: Demographic and Background Information

Please fill out the following details about your company and yourself.

1. What is your name? (Optional) _____
2. What is the name of your organization? _____
3. What is your role or position in your organization? _____

Director or Manager

Coordinator or Officer

Specialist or Consultant

Volunteer or Intern

Others (Please specify) _____

4. What is the sector or field of your organization? (Please tick one option)

Health

Education

Protection

Livelihoods

Others (Please specify) _____

5. How long have you been working in your organization? (Please tick one option)

Less than 1 year

1-3years

4-6years

7-9years

10 years or more

6. How long have you been working in Dadaab Refugee Camp? (Please tick one option)

Less than 1 year

1-3 years

4-6 years

7-9 years

10 years or more

Section B: Strategic Partnerships

The survey sought to ascertain the degree of agreement with statements addressing strategic alliances using a Likert scale of 1–5, where 5 represents strongly agree, 4 represents agree, 3 represents neutral, 2 represents disagree, and 1 represents strongly disagree.

Shared vision

How much do you agree with the following statements about a common goal?

Statement	1	2	3	4	5
My organization has a clear and shared vision with its partners.					
My organization and its partners have common goals and objectives.					
My organization and its partners have a mutual understanding of each other’s roles and responsibilities.					
My organization and its partners have a consistent and coherent strategy for achieving the vision.					
My organization and its partners regularly review and revise the vision based on the changing needs and situations.					

Please comment on the importance of having a shared vision with your partners.

.....
.....

Teamwork effectiveness

To what extent do you agree with these statements regarding teamwork effectiveness?

Statement	1	2	3	4	5
My organization and its partners work well together as a team.					
My organization and its partners have a good balance of skills and expertise.					
My organization and its partners share the workload and resources fairly and efficiently.					
My organization and its partners support and learn from each other.					
My organization and its partners celebrate and appreciate each other's achievements and contributions.					

Please comment on the challenges and benefits of working as a team with your partners.

.....

.....

Communication and trust

How much do you agree with the following assertions about trust and communication?

Statement	1	2	3	4	5
My organization and its partners communicate openly and honestly with each other.					
My organization and its partners listen and respond to each other's feedback and suggestions.					

My organization and its partners share relevant and timely information and data with each other.					
My organization and its partners trust and respect each other.					
My organization and its partners resolve any conflicts or disagreements constructively and amicably.					

Please comment on the role and impact of communication and trust in your partnerships.

Joint commitment and investment

How much do you agree or disagree with the following statements about investing and committing together?

Statement	1	2	3	4	5
My organization and its partners are committed and dedicated to the partnership.					
My organization and its partners invest adequate time, money, and effort in the partnership.					
My organization and its partners share the risks and responsibilities of the partnership.					
My organization and its partners monitor and evaluate the progress and outcomes of the partnership.					
My organization and its partners seek and seize opportunities to improve and innovate the partnership.					

Please comment on the factors and indicators of joint commitment and investment in your partnerships.

.....

.....

Section C: Performance of NGO

How much do you agree with the following claims about the NGO's performance? Where 1-StronglyDisagree,2Disagree,3Neutral,4Agree,5StronglyAgree.

Statement	1	2	3	4	5
My organization delivers high-quality and timely humanitarian assistance and services to the refugees.					
My organization meets or exceeds the expectations and standards of its partners and donors.					
My organization adapts and responds effectively to the changing needs and situations of the refugees and the camp.					
My organization enhances its capacity and capability through learning and development.					
My organization increases its visibility and reputation through its partnerships.					
My organization achieves its mission and vision through its partnerships.					
My organization faces challenges and difficulties in its operations and partnerships.					
My organization has opportunities and potentials to improve and innovate its operations and partnerships.					
My organization’s performance is influenced by its strategic partnerships.					
My organization’s performance influences its strategic partnerships.					

Please comment on the strengths and weaknesses of your organization’s performance.

.....

Thank you, your responses are greatly appreciated.

Appendix II: Research Study Work plan

Month	Jan-March	April-May	June- July	August-Sept
Exercise	2024	2024	2024	2024
Proposal Preparation				
Proposal feedback and Revisions				
Proposal Defense and revisions				
Data gathering and analysis				
Completion and submission of final report				
Thesis Defense				
Corrections and externalization				

Appendix III: Research Study Budget

Activity	Items	Number	Cost per item	Total
Hardcopy preparation	Proposal	4x61	10	2400
	Final project	2	10 x 100	2000
Spiral Binding	Proposal	4	50	200
Hardcover binding and CD	Final Project	2	1500	3000
Research Activities	Stationeries	-	-	6,000
	Internet	-	-	20,000
Miscellaneous				15,000
Total				48,600

Appendix V: Research license



REPUBLIC OF KENYA



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Ref No: 447281

Date of Issue: 16/August/2024

RESEARCH LICENSE



This is to Certify that Mr.. ALI ABDI ABDULLAHI of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Garissa on the topic: Strategic Partnerships and Performance of Non- Governmental Organizations in Daadab Refugee Camp, Kenya for the period ending : 16/August/2025.

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