

**STRATEGIC AGILITY AND PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS (NGOs) IN DADAAB REFUGEE CAMP IN GARISSA COUNTY,
KENYA**

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Accepted, Oct 5th, 2024

Abstract

Non-governmental Organizations (NGOs) in the refugee camps have played an important role in improving the refugees' living conditions, with substantial progress achieved in areas including education and health care. Unfortunately, financing for non-governmental organizations working in the camp is sometimes inconsistent and unpredictable, making it difficult to plan and execute programs successfully. The purpose of the study was to determine the influence of strategic agility and performance of non-governmental organizations in Dadaab Refugee Camp in Garissa County, Kenya. The study seeks to determine the influence of innovation agility, and learning agility on the performance of NGOs in Dadaab Refugee Camp in Garissa County. The study was hinged on the diffusion of innovations theory and experiential learning theory. The study employed a descriptive research design. The study's target population was a total of 260 which consisted of; 25 program managers, 100 supervisors and 135 support staff. The study employed stratified random sampling and a sample size of 158 respondents. The study utilized primary data. Structured questionnaires were employed to collect primary data. The data was analysed using both descriptive and inferential approaches. The study found statistically significant positive relationships between innovation agility ($r=0.683$, $p=0.000$) and learning agility ($r=0.735$, $p=0.000$) and NGO performance. The multiple regression analysis revealed that innovation agility ($\beta=0.201$, $p=0.000$) and learning agility ($\beta=0.353$, $p=0.000$) had significant positive effects on NGO performance. The study recommended that the management of NGOs operating in the Dadaab Refugee Camp enhance strategic agility dimensions and foster an environment that encourages and supports innovation and continuous learning. Policymakers should develop guidelines and frameworks that encourage and incentivize NGOs to adopt agile practices.

Keywords: *Strategic Agility, Innovation Agility, Learning Agility, Performance*

INTRODUCTION

Non-governmental organizations (NGOs) are autonomous non-profit enterprises that primarily aim to facilitate social change, provide assistance to those in need, or champion certain causes (Lewis et al., 2020). Non-governmental organizations (NGOs) engage in several endeavors, including delivering humanitarian assistance, conducting research, advocating for human rights,

supporting environmental conservation, and enhancing healthcare and education (Gazi, 2020). Non-governmental organizations (NGOs) are often financed by contributions from people, foundations, businesses, or governments and are generally overseen by a board of directors or trustees. NGOs have a significant impact on tackling global development difficulties due to their ability to work with agility and flexibility, which is frequently lacking in official organizations.

The performance of non-governmental organizations (NGOs) may be evaluated based on their ability to efficiently and successfully accomplish their purpose and objectives, as well as the influence they have on the communities they serve (Agussani & Akrim, 2020). An NGO's performance can be assessed by considering several factors, including its efficacy in addressing specific issues or enhancing circumstances, the resources it employs to accomplish its goals, its transparency and accountability to stakeholders, and its long-term sustainability. The main criterion for evaluating NGO effectiveness is the extent of their influence on the communities they assist. Non-governmental organizations (NGOs) are often founded with the purpose of resolving a certain issue or enhancing a particular condition. The level of their effectiveness may be assessed by the degree to which they accomplish their aims (Agarwal et al., 2019). This include enhancing the living circumstances of the specific demographic, mitigating poverty or inequality, enhancing access to education or healthcare, advocating for human rights, or supporting environmental conservation. NGOs are required to routinely assess and disclose their effect to maintain accountability to their stakeholders (Sewell et al., 2019).

Strategic agility pertains to a company's ability to identify shifting market circumstances and efficiently allocate resources to promptly respond to these changes.

Strategic agility is an organization's capacity to promptly and efficiently adapt to changes in its environment, whether those changes present opportunities or risks (Arhin et al., 2018). Strategically agile non-governmental organizations (NGOs) have the ability to adjust to fluctuations in donor priorities, public opinion shifts, and other external circumstances that impact their ability to accomplish their purpose. The Dadaab Refugee Camps in Garissa County, Kenya, provide an excellent context to examine the importance of strategic agility for NGOs. According to the UNHCR situation report (UNHCR, 2024), the Dadaab population stood at 381,217 individuals or 76,163 households, with women and children constituting 79% of the camp's population. In comparison, the UNHCR Situation Report (2017) indicated that there were 247,798 refugees in the Dadaab Refugee Camps. Despite the challenges posed by such a large and dynamic refugee population, NGOs have significantly improved the living conditions of refugees in Dadaab through their valuable efforts.

Countries worldwide have encountered substantial waves of refugees and have had to depend on non-governmental organizations (NGOs) to provide assistance and support to these refugees. These organizations have a crucial function in ensuring that refugees have access to essential resources such as healthcare, education, and housing, while also safeguarding their rights. Germany has emerged as a prominent shelter for migrants in Europe, especially at the peak of the Syrian refugee crisis (Hatton, 2020). Non-governmental organizations (NGOs) like the German Red Cross have been instrumental in providing crucial assistance and support to refugees in Germany. The group has engaged in several endeavors, including the provision of healthcare, implementation of educational initiatives, and assistance to refugees in matters pertaining to law and administration. Greece has seen substantial influxes of refugees, especially at the peak of the Syrian refugee crisis. Organizations like as Doctors Without Borders have been actively involved in Greece, delivering medical assistance and aid to refugees. The group has also participated in furnishing shelter and immediate assistance to refugees upon their arrival in the nation (Brenner

& Lok, 2022).

In Africa, Uganda and other African nations have seen substantial influxes of refugees because of crises in neighbouring countries like South Sudan and the Democratic Republic of Congo (Bhattacharya, 2020). The United Nations Refugee Agency and its collaborators have been engaged in Uganda, offering aid and support to those seeking asylum. These groups have engaged in delivering healthcare, education, and housing to refugees, while also striving to safeguard the rights of children and women. Tabi and Ndum (2020) demonstrated that Nigeria has seen a substantial surge in the number of refugees from neighboring countries such as Cameroon, Chad, and Niger. Akpan, Bello, and Mkhize (2022) asserted that the International Rescue Committee and similar organizations have been actively involved in offering aid and assistance to refugees in Nigeria. This aid includes provisions for education and healthcare services, as well as efforts to safeguard the well-being of women and children.

Kenya has an extensive track record of accommodating refugees, mostly from neighbouring nations like Somalia, South Sudan, and Ethiopia. UNHCR (2021) reports that Kenya accommodates a population of more than 500,000 refugees, mostly located in refugee camps situated in northern Kenya. NGOs have played a significant role in providing essential aid and support to refugees in Kenya. As an example, the UNHCR has collaborated with organizations like the World Food Program (WFP) to provide food aid to refugees in Kenya. The UNHCR and WFP collaborate to provide food rations to refugees residing in camps, guaranteeing them access to sufficient nourishment (Mohmand, 2019).

NGOs in Kenya have not only provided food help but have also been actively involved in delivering healthcare services to refugees (Kiapi et al., 2021). For example, the International Rescue Committee (IRC) and Médecins Sans Frontières (MSF) run health clinics in refugee camps located in northern Kenya, where they provide essential healthcare services to refugees. The healthcare services include the provision of care for prevalent ailments, as well as comprehensive maternity and child health services, along with mental health assistance. Kenyan NGOs have been actively involved in delivering educational services to refugees (Devkota et al., 2021). Giles (2018) states that the Windle Trust maintains schools in refugee camps located in northern Kenya, with the purpose of offering education to children who are refugees. The Windle Trust offers scholarships to refugee students, enabling them to pursue further education beyond Secondary Education.

The Dadaab refugee camp, founded in 1991, is among the largest refugee camps globally (De La Chau & Haugh, 2020). The Dadaab Refugee Complex is located inside Garissa County, Kenya. The area is partitioned into three distinct camps: Dagahaley, Hagadera, and Ifo. In 2022, the population of Dadaab consisted of 233,7361 individuals who were refugees or seeking asylum, with the majority originating from Somalia. The complex has several housing options and amenities, including latrines, boreholes, tap stands, educational and healthcare facilities, recreational and protective facilities, financial institutions, and markets. Since 2018, the refugee population in Dadaab has been steadily increasing. As more persons are transported to the already congested camps, access to essential utilities will continue to be restricted (Odhiambo, 2020).

Statement of the Problem

Non-Governmental Organizations (NGOs) operating in the Dadaab Refugee Camp play a crucial role in improving the living conditions of refugees, particularly in essential areas like education and healthcare (UNHCR, 2019). However, these NGOs face several challenges that impede their effectiveness and performance. Firstly, funding for NGOs in the camp is often irregular and uncertain, posing difficulties in strategizing and implementing programs effectively (OCHA,

2021). The inconsistent funding forces NGOs to constantly search for alternative sources to sustain their operations, resulting in frequent interruptions in their services. In 2021, the humanitarian appeal for Dadaab Refugee Camp was only 30% funded, leading to substantial gaps in service delivery (OCHA, 2021).

Secondly, the dramatic influx of refugees over time due to drought and conflict in Somalia (UNHCR, 2023) has strained the existing resources and services in the camp. The Danish Refugee Council (DRC, 2020) reported a 12% increase in the camp's population between 2018 and 2020, further exacerbating the challenges faced by NGOs. This influx has also had substantial negative consequences for the Garissa County host community, including humanitarian and security problems, competition for limited resources, and environmental damage (Kumssa & Jones, 2014; Williams, 2011; Iteyo, 2018). Thirdly, the evolving needs of the refugee population pose a challenge in terms of influencing the efficacy of NGOs (Yunus, 2021). The refugee population's requirements have fluctuated over the years, necessitating NGOs to demonstrate flexibility and adaptability in providing services that align with these changing needs (Bottomley, 2021). Furthermore, NGOs in the camp have faced difficulties in coordinating their efforts, leading to inefficiencies and deficiencies in service provision (Bottomley, 2021).

While previous studies have examined aspects such as community policing tactics (Yunus, 2021), host community security (Kaboyo, 2021), e-learning adoption (Burkardt et al., 2019), education initiatives (Kiruthu, 2020) in Dadaab refugee camp as well as Stakeholder participation in (NGO's) projects and their sustainability in Dadaab refugee camp (Lianza Ninah (2023).

Therefore, all the past research specifically focused on specific sectors thus there is a gap in investigating the strategic agility and performance of NGOs in this context. This study aimed to bridge this gap by examining the effect of strategic agility on the performance of NGOs at the Dadaab Refugee Camp, located in Garissa County, Kenya.

Objectives

The study sought to determine the influence of strategic agility and performance of non-governmental organizations (NGOs) in Dadaab Refugee Camp in Garissa County, Kenya.

The specific objectives were;

- i. To determine the influence of innovation agility on performance of NGOs in Dadaab Refugee Camp in Garissa County.
- ii. To examine the influence of learning agility on performance of NGOs in Dadaab Refugee Camp in Garissa County.

LITERATURE REVIEW

Theoretical Framework

Diffusion of Innovations Theory

The Diffusion of Innovations Theory, originally proposed by sociologist Everett Rogers in 1962, is a fundamental framework that aims to elucidate the process by which novel ideas and technology disseminate among various social groups and civilizations. Rogers posits that innovations propagate within a social framework along a predictable trajectory resembling an S-shaped curve. This process starts with the first acceptance by early adopters and culminates in a 'tipping point' when widespread adoption takes place (Rogers, 1962). Rogers (1962) posits that social systems consist of heterogeneous groups that exhibit varying rates of innovation adoption. Furthermore, the theory posits that innovations undergo a sequential progression of acceptance, implementation, and confirmation, as proposed by Van den Ven (1993). Third, it posits that the qualities of an invention (e.g., relative benefit, compatibility, complexity, trialability, and observability) impact its rate of adoption (Moore & Benbasat, 1991). The Diffusion of inventions

Theory is very versatile and may be used to many contexts and kinds of inventions (Singhal & Rogers, 2003). The idea is further bolstered by a plethora of empirical data across several fields (Sahin, 2006). In addition, it provides practical recommendations on how to expedite the spread of advantageous technologies, making it a valuable resource for policymakers (Dearing, 2014).

Experiential Learning Theory (ELT)

Psychologist David A. Kolb created Experiential Learning Theory (ELT) in 1984, based on the contributions of previous theorists such as John Dewey and Kurt Lewin. According to the idea, learning is a complex process that involves the integration of experience, perception, cognition, and behavior (Kolb, 1984). ELT proposes a four-stage cycle for learning: tangible experience, reflective observation, abstract conceptualization, and active experimentation (Kolb & Kolb, 2005). Experiential Learning Theory is famous for its comprehensive approach to learning, which considers both psychological and environmental factors (Kolb & Kolb, 2009). The empirical validation of this has been confirmed in many situations and across diverse age groups (Kayes, 2002). Moreover, the theory has sufficient adaptability to accommodate various learning styles and has been used as a structural model for designing curricula in educational environments (Lisko & O'Dell, 2010).

Empirical Review

Influence of Innovation Agility on Performance

Odhiambo (2019) carried out a study to assess the influence of innovation on the operational effectiveness of Kenyan Non-Profit Organizations (NGOs). The study used a descriptive cross-sectional research approach. The selection of top and intermediate management of Kenyan non-governmental organizations (NGOs) was conducted via a random process. Information was collected by a questionnaire and examined using SPSS software. The research revealed a robust positive association between innovation and organizational success, with a coefficient of correlation (r) of 0.811. The R^2 value of 0.658 suggests that 65.8% of the variation in organizational performance in Kenyan NPOs can be attributed to innovation. This finding is statistically significant at a significance level of 0.05. The study's findings indicate that innovation serves as a reliable indicator of organizational success. It recommends that non-governmental organizations (NGOs) in Kenya allocate resources towards fostering innovation in order to enhance their performance. The research also advised the government to establish policies that foster innovation within the non-profit sector.

In a research performed by Dipendra (2023), the objective was to examine the impact of NGO board effectiveness and features on views of innovation in Nepalese NGOs. The research used a survey methodology to gather data from 225 board members of Nepalese non-governmental organizations (NGOs). The research evaluated the efficacy of the board in four specific domains: acquiring resources, monitoring activities, engaging in strategic decision-making, and promoting diversity. The study found that the efficacy of the board in acquiring and managing resources strongly predicted greater views of innovation.

In 2018, Mutie undertook research to assess the impact of technology advancements on the functioning of government agency organizations. The research used a descriptive cross-sectional survey approach. Primary data was collected via the use of questionnaires. The results indicate that the factors of system development improvement, digital tools and services, information technology-based innovations, and interdepartmental process integration are responsible for explaining the changes in government agency organizational performance. The research also found a statistically significant and favorable correlation between the improvement of system development and the performance of Kenyan government institutions. The research also

discovered a notable and favorable association between the use of digital tools and services and the performance of government agency organizations. IT-based innovations were discovered to have a strong and meaningful correlation with the performance of government agency organizations. Ultimately, it was shown that the integration of processes across different departments has a favorable and substantial correlation with the overall performance of government agencies in Kenya.

In Nairobi City County, Kenya, Wangila (2018) conducted a study to assess the influence of innovative techniques on the performance of the public sector. The research focused on a population of 32,099 civil workers employed in the public sector in Nairobi City County. A representative sample of 384 individuals was obtained via stratified random sampling. The study specifically targeted public personnel at different hierarchical levels. The study used a descriptive research approach to evaluate the influence of innovative techniques on the performance of the public sector. The research indicates that product innovation, process innovation, technology innovation, market innovation, and organizational innovation all influence the performance of the public sector. The research determined that enhancing product innovation, process innovation, technology innovation, market innovation, and organizational innovation would enhance the performance of the public sector in Nairobi City County.

Donbesuur et al. (2020) performed research to assess the technical innovation, organizational innovation, and international performance of SMEs. The study included a sample of 204 small and medium-sized enterprises (SMEs) that had international operations in Ghana. The research utilized a test model that was built on structural equation modeling. The research results indicate that the combination of technical and organizational innovation has a mutually beneficial impact on international performance. However, this impact is influenced by certain local institutional characteristics. The results also shown that the worldwide performance of small and medium-sized enterprises (SMEs) is enhanced by significant levels of organizational and technical innovation. Furthermore, the results indicate that the distinctiveness of the institutional environment and the enforceability of the institutional environment enhance the synergistic impact of organizational and technical innovation on the worldwide performance of small and medium-sized enterprises (SMEs).

Influence of Learning Agility on Performance

Tripathi et al. (2020) studied the effect of learning culture (LC) and learning agility (LA) on employee turnover intention (TI) within the Indian information technology (IT) business. The study used a quantitative technique, using a sample of 258 entry-level and middle-level executives from IT software enterprises located in Southern India. Data was collected using a questionnaire administered using both online and paper-based methods. The research model was assessed utilizing the structural equation modeling technique with the aid of AMOS software. The study's findings indicate that LC has an indirect impact on TI, but LA has a direct influence. Furthermore, LA has a favorable and significant effect on TI.

Cozzolino et al. (2018) conducted research to ascertain if companies can acquire agility from the humanitarian sector in disaster relief efforts, as well as the specific aspects of agility that they can learn. The research used a case study methodology to examine the Logistics Emergency Teams (LET) initiative, which was initiated in collaboration with the World Food Program as part of the United Nations' Global Logistics Cluster. The LET is a coalition including four prominent logistics and transportation enterprises that aid the Logistics Cluster managed by the United Nations World Food Program. The paper suggests that companies might enhance their agility in disaster relief operations by using the expertise of the humanitarian sector. This sector is

particularly adept at rapidly and efficiently deploying resources during times of crisis. Businesses may get advantages from this by establishing their own rapid response capabilities. Özgenel (2021) performed a research study that investigated possible differences in the learning agility levels of school administrators. The study included criteria such as gender, seniority, school levels serviced, educational status, ages, and administrative tasks. The research used a survey approach, using a sample size of 428 voluntary school administrators, comprising of 160 school principals and 268 vice-principals. The investigation revealed that school administrators had a remarkably elevated level of learning agility. Nevertheless, there were discernible disparities in learning agility levels depending on certain demographic variables.

Putri and Suharti (2021) examined the effect of learning organization and learning goal orientation on learning agility, as well as their influence on innovative behavior. The research used a quantitative methodology, using a sample of 105 bank employees from Generation Y in Central Java. Data was collected by the administration of a questionnaire, and then subjected to analysis using structural equation modeling using PLS software. The study demonstrated that the presence of learning goal orientation and learning organization had a positive influence on learning agility.

Kalnia (2019), the objective was to examine the relationship between learning agility and high performance at a Latvian branch of a worldwide innovative pharmaceutical company. The research used a case study strategy to analyze the Talking Review method. The study participant collected learning agility ratings and annual performance evaluations from 33 managers in Latvia. Average performance ratings were derived based on three years of data, with all 33 workers being at the management level. The study established a correlation between the ability to learn quickly and effectively with the results of performance assessments. The percentage of candidates recognized as highly learning agile increased with time.

Conceptual Framework

The conceptual framework represents the variables of the study in a diagram. The graphic depicts the independent variables, namely innovation agility and learning agility together with their respective sub-variables. The framework also depicts the dependent variable, which is the performance of non-governmental organizations (NGOs), along with its sub-variables.

Independent variables

Dependent variables

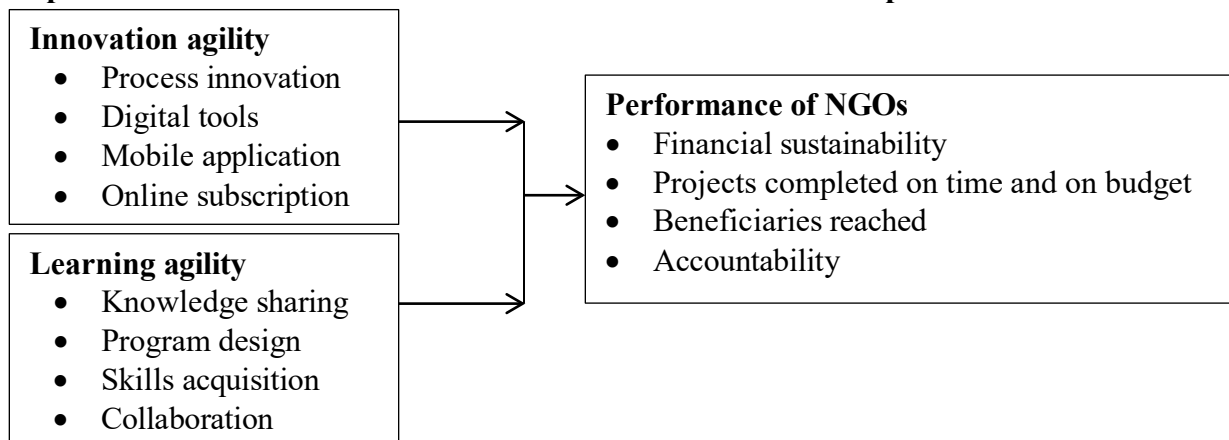


Figure 1: Conceptual Framework

METHODOLOGY

The study used a descriptive survey research approach. This design is appropriate for the purposes of collecting data, condensing it, delivering it, and analyzing it for the purpose of clarity (Colorafi & Evans, 2016). The research focused on a specific group of 25 Non-Governmental

Organizations (NGOs) located in Garissa County. The study included a total of 260 individuals, including 25 Program Managers, 100 Supervisors, and 135 Support workers.

The most suitable sampling technique for this research was a stratified random sample followed by random sampling within each category, since it allows for the inclusion of personnel from NGOs who are directly engaged in the creation, execution, and administration of the firm's strategy. The sample size for this study was calculated using Yamane's simplified formula. When the target population is fewer than 10,000 participants, the formula is often scientific and recommended (Sarmah & Hazarika, 2012).

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

Where: n = sample size; N = population size; e = the level of precision (0.05); 1 = Constant The sample size, $n=260 / (1+260(0.05)^2) = 158$

The 158 respondents in top level management (Program Managers), middle level management (Supervisors) and lower-level management (Support Staff) was apportioned as per their total population for each category.

The study used primary data through the use of questionnaires. The Likert scales used in the closed-ended questions of the surveys was converted into numerical codes and evaluated on a 1-5-point scale based on the size of the construct being measured. These scores were entered into the Statistical Package for Social Sciences (SPSS) version 24. The data was statistically analyzed using both descriptive and inferential methodologies. Means and standard deviations was used in descriptive analysis to delineate the essential characteristics of the population. The inferential statistics used correlation and multiple regression models to determine the nature of the connection between the variables.

FINDINGS AND DISCUSSIONS

Response rate

From the study, 158 questionnaires were administered to respondents. Out of these, 137 were successfully filled and returned, translating to a response rate of 86.7%. According to the literature, a response rate of 70% and above is considered adequate for generalization. Therefore, the achieved response rate of 86.7% is satisfactory for the purpose of this study.

Descriptive Analysis

The study established descriptive statistics to explain the respondent's perceptions regarding the various study variables.

Innovation Agility and Performance of NGOs

This subsection focuses on the descriptive analysis of the respondents' perceptions regarding the influence of innovation agility on the performance of NGOs. Table 1 present the percentages, mean and standard deviation of the responses from the participants in the study.

Table 1: Descriptive Statistics for Innovation Agility and Performance of NGOs

Statements	SD	D	N	A	SA	Mean	Std. D
The organization focuses on enhancing system development, which positively affects our performance.	4%	5%	3%	46%	42%	4.15	1.014
Use of digital tools in daily activities enhances our operational efficiency.	1%	5%	13%	47%	34%	4.09	0.862
Adopting information technology-based innovations gives us a competitive edge.	1%	6%	12%	48%	34%	4.08	0.867

The ability to quickly implement new software solutions impacts our effectiveness.	2%	7%	12%	43%	37%	4.07	0.941
Investment in technology leads to quicker decision-making processes.	0%	2%	10%	52%	37%	4.25	0.684
The focus on innovation helps us adapt to rapidly changing circumstances.	2%	4%	11%	50%	34%	4.12	0.849
Average						4.127	0.870

Based on Table 1, the results indicate a generally positive perception among respondents regarding the influence of innovation agility on the performance of NGOs. The majority of respondents agreed that the organization's focus on enhancing system development (88%), use of digital tools (81%), adoption of information technology-based innovations (82%), ability to quickly implement new software solutions (80%), investment in technology for quicker decision-making (89%) and focus on innovation to adapt to changing circumstances (84%) positively impact their performance. The average mean score of 4.127 with a standard deviation of 0.870 further supports this positive perception. The findings corroborate with the literature review section, specifically the study by Mutie (2018), which found a statistically significant and positive correlation between system development improvement and the performance of government agencies in Kenya. Also, Wangila (2018) found that technology innovation positively influences the performance of the public sector in Nairobi City County. Further, the high mean scores for statements related to the adoption of digital tools, information technology-based innovations, and the ability to quickly implement new software solutions align with the literature review, which highlights the importance of technology advancements and IT-based innovations for organizational performance (Mutie, 2018; Wangila, 2018). Therefore, the descriptive statistics support the findings from the literature review, indicating that innovation agility, characterized by factors such as system development improvement, digital tools adoption, IT-based innovations, and the ability to quickly implement new software solutions, positively impacts the performance of NGOs operating in the Dadaab Refugee Camp.

Learning Agility and Performance of NGOs

This subsection examines the descriptive statistics related to the respondents' views on the influence of learning agility on the performance of NGOs.

Table 2: Descriptive Statistics for Learning Agility and Performance of NGOs

Statements	SD	D	N	A	SA	Mean	Std. D
Increased knowledge and learning positively affect our programs.	14%	17%	18%	33%	18%	3.25	1.316
Improved design and implementation of our programs reflect our learning agility.	3%	9%	15%	47%	26%	3.85	1.007
Continuous learning enables us to adapt to new challenges efficiently.	0%	2%	9%	50%	39%	4.26	0.71
Staff training and development activities are aligned with our organizational goals.	2%	4%	7%	50%	37%	4.17	0.854
The organization values the exchange of ideas and best practices among team members.	2%	5%	11%	43%	39%	4.14	0.909
The commitment to learning results in improved donor relations.	3%	4%	10%	43%	39%	4.12	0.963
Average						3.965	0.960

The overall mean for all the statements relating to learning agility and NGO performance is 3.965, indicating a moderately positive perception of the influence of learning agility on NGO performance among the surveyed respondents. The statement with the highest level of agreement is "Continuous learning enables us to adapt to new challenges efficiently" with a mean of 4.26 and 89% of respondents agreeing. This aligns with findings from previous studies such as Tripathi et al. (2020), who noted the importance of learning agility in enhancing adaptability and reducing employee turnover intention. There is also a high level of agreement with the statement "Staff training and development activities are aligned with our organizational goals," with a mean of 4.17 and 87% of respondents agreeing. This resonates with results from Njiru (2021), who found staff training to be crucial for improving organizational efficiency in NGOs. In addition, 82% of respondents agreed that "The organization values the exchange of ideas and best practices among team members" (mean = 4.14), and 82% also agreed that "The commitment to learning results in improved donor relations" (mean = 4.12). However, the statement with the lowest level of agreement is "Increased knowledge and learning positively affect our programs," with a mean of 3.25 and only 51% of respondents agreeing. The moderate standard deviations ranging from 0.71 to 1.316 indicate some variation in responses. But overall, the results point to a reasonable degree of perceived positive influence of learning agility on the performance of NGOs, consistent with findings from prior academic studies (Cozzolino et al., 2018; Özgenel, 2021).

Performance of NGOs

This section presents the results on the performance of NGOs operating in the Dadaab Refugee Camp. The performance of these organizations is crucial as it directly impacts their ability to effectively serve and support the refugee population. The section explores various aspects of NGO performance, including financial sustainability, project delivery, outreach and impact, accountability and transparency, as well as adaptability and reputation.

Table 3: Descriptive Statistics for Performance of NGOs

Statements	SD	D	N	A	SA	Mean	Std. D
The organization has a strong focus on ensuring financial sustainability.	2%	4%	7%	50%	37%	4.18	0.848
The organization is able to complete projects on time and within the allocated budget.	2%	4%	10%	45%	40%	4.19	0.862
The organization has been able to reach and support a significant number of beneficiaries.	4%	4%	19%	42%	31%	3.93	1.005
The organization maintains high levels of accountability and transparency in its governance structures and processes.	1%	4%	10%	48%	37%	4.15	0.83
The programs and services have a positive and measurable impact on the lives of the beneficiaries.	0%	3%	9%	44%	45%	4.3	0.751
The organization has a good reputation and credibility among key stakeholders and is able to adapt and respond effectively to changing needs and circumstances.	2%	4%	6%	45%	43%	4.22	0.905
Average						4.162	0.867

Table 3 show an overall positive perception of NGO performance among the respondents, with an average mean score of 4.162 out of across all statements. The statement with the highest mean of 4.3 (std. dev = 0.751) is "The programs and services have a positive and measurable impact on

the lives of the beneficiaries," with 89% of respondents agreeing. This suggests that the NGOs are perceived as making a tangible difference in the lives of the refugees they serve. In addition, 88% of respondents agreed that "The organization has a good reputation and credibility among key stakeholders and is able to adapt and respond effectively to changing needs and circumstances" (mean = 4.22, std. dev = 0.905). This highlights the importance of maintaining a positive reputation, transparency, and the ability to adapt to evolving situations, which is particularly crucial in the context of a refugee camp. The statements "The organization has a strong focus on ensuring financial sustainability" (mean = 4.18, std. dev = 0.848) and "The organization is able to complete projects on time and within the allocated budget" (mean = 4.19, std. dev = 0.862) also received high agreement levels of 87% and 85%, respectively. These results show the importance of financial sustainability and efficient project management for NGO performance. While still positive, the statement "The organization has been able to reach and support a significant number of beneficiaries" had the lowest mean of 3.93 (std. dev = 1.005), with 73% of respondents agreeing. This suggests that some respondents perceived room for improvement in terms of the NGOs' outreach and ability to support a larger number of beneficiaries. The moderate standard deviations, ranging from 0.751 to 1.005, indicate a reasonable level of consensus among respondents, although there was slightly more variation in responses for the statement regarding the number of beneficiaries reached. Overall, the results suggest that the NGOs operating in the Dadaab Refugee Camp are perceived as performing well in terms of their impact, reputation, financial sustainability, and project management, while there may be opportunities to enhance their outreach and support for a larger number of beneficiaries.

Inferential Analysis

Correlation Analysis

This section presents the results of the correlation analysis, which examines the relationships between the various dimensions of strategic agility (innovation agility and learning agility) and the performance of NGOs operating in the Dadaab Refugee Camp.

Table 4: Correlation Analysis

		Performance	Innovation	Learning
Performance	Pearson Correlation	1.000		
	Sig. (2-tailed)			
Innovation	Pearson Correlation	.683**	1.000	
	Sig. (2-tailed)	0.000		
Learning	Pearson Correlation	.735**	.618**	1.000
	Sig. (2-tailed)	0.000	0.100	

Table 4 displays the correlation coefficients (Pearson Correlation) and their corresponding significance levels (Sig. (2-tailed)) for the relationships between the study variables. The results reveal a strong positive correlation between innovation agility and NGO performance ($r = 0.683$, $p < 0.05$). This finding is consistent with previous studies, such as Odhiambo (2019), who found a robust positive association between innovation and organizational performance in Kenyan NGOs. Also, Donbesuur et al. (2020) reported that the combination of technical and organizational innovation positively impacts the international performance of SMEs. In addition, there is a strong positive correlation between learning agility and NGO performance ($r = 0.735$, $p < 0.05$). This aligns with the findings of Tripathi et al. (2020), who demonstrated that learning agility has a direct and positive influence on employee retention and organizational performance in the Indian IT industry. Putri and Suharti (2021) also found that learning agility positively impacts innovative

behavior in organizations.

Regression Analysis

This section presents the results of the multiple regression analysis, which was conducted to determine the extent to which the dimensions of strategic agility (innovation agility and learning agility) predict the performance of NGOs operating in the Dadaab Refugee Camp. Tables 5,6 and 7 shows the results of regression analysis.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870a	0.757	0.749	0.179823

Table 5 presents the model summary, which includes the value of the multiple correlation coefficient (R), the coefficient of determination (R Square) and the adjusted R Square. The R value of 0.870 indicates a strong positive relationship between the independent variables (agility dimensions) and the dependent variable (NGO performance). The R Square value of 0.757 suggests that approximately 75.7% of the variation in NGO performance can be explained by the combined effect of innovation agility and learning agility.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.263	2	6.632	208.205	.000b
	Residual	4.268	132	0.032		
	Total	17.531	134			

Table 6 shows the ANOVA results, which assess the overall significance of the regression model. The F-statistic of 208.205 and the corresponding p-value of 0.000 indicate that the regression model is statistically significant, meaning that at the two independent variables (innovation agility and learning agility) significantly predicts NGO performance.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.499	0.188		2.659	0.009
	Innovation	0.201	0.047	0.243	4.245	0.000
	Learning	0.353	0.06	0.346	5.903	0.000

Table 7 presents the regression coefficients, which provide information about the individual contributions of each independent variable to the prediction of the dependent variable. The results show that all four dimensions of strategic agility (innovation agility and learning agility) were statistically significant predictors of NGO performance ($p < 0.05$ for all variables). Learning agility has the highest standardized coefficient ($\beta = 0.353$, $p = 0.000$), indicating that it has the strongest positive influence on NGO performance. This finding aligns with the literature, such as the study by Tripathi et al. (2020), which demonstrated the positive impact of learning agility on organizational performance and employee retention. Innovation agility ($\beta = 0.201$, $p = 0.000$) also have significant positive influences on NGO performance. These results are consistent with previous studies, such as Odhiambo (2019), who reported a robust positive association between innovation and organizational performance in Kenyan NGOs.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concluded that innovation agility could explain a significant portion of the variations in

the performance of NGOs operating in the Dadaab Refugee Camp. Moreover, the study concluded that innovation agility is positively and significantly related to the performance of these NGOs. The study indicated that a unitary change in innovation agility leads to a change in the performance of NGOs by 0.201 units. Thus, there is a significant relationship between innovation agility and the performance of NGOs in the Dadaab Refugee Camp.

In addition, the study concludes that learning agility has the strongest positive and significant association with the performance of NGOs among the dimensions of strategic agility. The study revealed that learning agility could explain a substantial portion of the variance in NGO performance. This implies that a unitary improvement in learning agility would lead to an increase in the performance of NGOs by 0.353 units when other factors are held constant.

Recommendations

Based on the findings of the study, it is recommended that the management of NGOs operating in the Dadaab Refugee Camp need to enhance strategic agility dimensions. Aspects such as innovation agility and learning agility should be prioritized, as they were found to have a significant and positive relationship with NGO performance. NGO leaders should foster an environment that encourages and supports innovation and continuous learning.

The NGO leaders should actively promote and facilitate the adoption of new technologies, processes, and approaches to enhance operational efficiency and effectiveness. They should also invest in training and development programs to improve the knowledge, skills, and competencies of their workforce, enabling them to adapt to evolving demands and challenges.

Policymakers should develop guidelines and frameworks that encourage and incentivize NGOs to adopt agile practices. Additionally, they should create an enabling environment that facilitates collaboration, knowledge-sharing, and the exchange of best practices among NGOs and other stakeholders.

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