

Digital Transformation: Enabling Change Management Strategies and Performance for Nonprofit Organizations in Kenya

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Abstract

This study examines the role of digital transformation as a strategic enabler of change management and performance in nonprofit organizations (NPOs). In resource-constrained environments the organizations face continual challenges that include donor dependency, funding volatility and weak institutional capacity, and this makes adaptability and resilience critical. Drawing from the Technology Infusion Model and Dynamic Capabilities Theory, the research employed a mixed-methods cross-sectional design. 368 questionnaires were distributed to registered nonprofit organizations, and 261 valid responses were obtained with both qualitative and quantitative, which was a 71% response rate. A pilot test involving 37 respondents examined the tool's validity and reliability. Chi square analysis was used to determine the relationship between variables. Study results reveal that ICT adoption enhances efficiency and accountability, while automation supports process innovation and adaptability, data-driven practices strengthen decision-making and stakeholder trust. Change management strategies of leadership capacity building, Capability reconfiguration, stakeholder engagement, and communication strategies were amplified when supported by ICT adoption and data analytics. The study concludes that digital transformation strategies are critical enablers of strategic adaptability and resilience in nonprofits. Based on the results, the study recommends that policymakers and nonprofit leaders prioritize digital integration to strengthen sustainability and performance in resource-scarce contexts.

Keywords: *Digital Transformation, ICT Adoption, Automation, Data-Driven Practices, Change Management; Nonprofit Organizations, Strategic Adaptability, Organizational Resilience; Kenya*

1.1 Background of the Study

Change management strategies are used by organizations to re-align organizational structures, capabilities and strategies to address the challenges posed by both internal and external business environments. They include leadership development, reconfiguration of organizational capabilities, stakeholder engagement and communication. Leadership capacity building focuses on strengthening the skills and behaviors of leaders to guide change and achieve mission-driven goals (Neya Global & Kazanskaia, 2025; Kimosop et al., 2023). Capability reconfiguration emphasizes realigning organizational processes, technologies, and competencies to sustain agility and impact, with approaches such as scenario planning and cross-functional collaboration (Vanhengel, 2025). Stakeholder engagement is equally vital ensuring that donors, staff, beneficiaries, and regulators are involved in the change process, fostering trust and accountability (Zito et al., 2021). Communication provides transparency and clarity, reducing uncertainty and building consensus through tools such as policy briefs, media campaigns, and internal forums (Winowiecki et al., 2025; Mutua et al., 2024). Recent empirical studies advocate for integrated, context-sensitive approaches that combine these four strategies to drive adaptive and sustainable performance (Feroz et al., 2021; Michelotto & Joia, 2024; Banerjee, 2025).

NPOs in Kenya are assessed through their ability to mobilize resources, deliver services, and influence policy across sectors such as health, education, agriculture, and environmental sustainability. Despite their contributions, many organizations report high administrative costs and underutilization of funds, with utilization rates often below 55% (Githiomi & Makau, 2025; PKF Kenya PBORA Report, 2024; Otundo, 2024). Only 61% of the active NGOs complied with annual reports hence 2,802 NPOs have been deregistered from 2023 to 2024 (PBORA, 2024; Daily Nation, 2024). Without proper digital platform and strategic planning ability, only 27% of the NPOs were engaged in digital activities, which grew to 30% in 2025 (KICTANet, 2023). Poor digital maturity, along with low donor dependency, weakens adaptability and makes NPOs vulnerable to organizational collapse.

Digital transformation has globally emerged as a strategic imperative for organizations seeking to enhance performance, agility, and innovation. Studies in Europe and North America show that nonprofits leveraging ICT tools and analytics achieve higher efficiency in resource allocation. It involves the integration of digital technologies such as Artificial Intelligence (AI), Robotic Process Automation (RPA), the Internet of Things (IoT), Machine Learning (ML), and blockchain to optimize operations and improve decision-making (Ceipek et al., 2021; Shashi et al., 2020). In the nonprofit sector, digital transformation enables organizations to respond effectively to funding volatility, governance challenges, and shifting stakeholder expectations.

Across sub-Saharan Africa, digital adoption among NPOs is accelerating, though marked by regional disparities in pace and depth. Many regional NPOs are leveraging digital tools to expand service delivery, improve transparency, and strengthen donor engagement. However, challenges

such as limited infrastructure, digital literacy gaps, and inconsistent policy support continue to hinder full-scale transformation. Despite these constraints, digitally mature organizations in the region have demonstrated greater resilience and adaptability in dynamic environments (Qiao et al., 2024; Armand et al., 2024); Nasrun et al., 2025).

Recent surveys in Kenya indicate that only 27% of nonprofits have managed to integrate digital systems into their operations. Organizations that have embraced digital tools report enhanced fundraising, streamlined operations, and more effective community engagement (Bălăcescu et al., 2023; Mwangi et al., 2023). Digital technologies support strategic leadership by enabling data-driven planning and innovation (Khodayari-Zarnaq et al., 2025), foster organizational learning through virtual training and performance tracking (Mungai & Wabuyabo-Okonga, 2021), and facilitate stakeholder engagement via online platforms and feedback systems (Kujala et al., 2022). As Kenya's NPO sector continues to evolve, digital maturity is becoming a key indicator of organizational readiness for strategic change within the sector.

In nonprofits Change management is particularly complex, particularly because organizational processes are deeply embedded in donor expectations, social relations, and regulatory frameworks. Leadership capacity, Capability reconfiguration, stakeholder engagement, and communication strategies are often decisive in determining whether nonprofits can adapt to shifting environments. Integrating ICT platforms, digital workflows and data analytics enables nonprofits to reconfigure capabilities, institutionalize change, and strengthen resilience against policy shifts, funding volatility, and stakeholder demands. This study therefore positions digital transformation within the broader discourse of dynamic capabilities and strategic adaptability. It therefore continues to argue that these technological enablers are not optional add-ons but essential micro foundations of change management in resource-scarce nonprofit environments.

1.2 Statement of the Problem

NPOs in Kenya are vital to socio-economic development, with a contribution of KES 201.6 billion (2.2%) to GDP in 2023 and support of over 325,000 jobs (Cheruiyot et al., 2026). Even so, the sector faces persistent sustainability and performance challenges leading to widespread closures and deregistration. High administrative costs, weak organizational agility and inefficiencies in resource utilization, undermine effectiveness. Utilization rates of funds have remained less than 55%, with accountability and governance gaps compounding the problem with only 61% of active NPOs honoring submitting their annual reports in 2023. This led to 2802 organizations underwent deregistration between 2023 and 2024 for non-compliance (PBORA Report, 2024; Daily Nation, 2024).

Globally, studies on Change management strategies like adoption of leadership and digital maturity (Lindström, 2025; Mathiassen & Krivokapic, 2023) have highlighted important traits though failing to connect them to measurable performance outcomes in NPOs. In Asia and

Sub-Saharan Africa, research remains largely descriptive and lacks integration with digital transformation (Mubarak & Yusoff, 2019; Alonazi, 2021; Ufua et al., 2021). In Kenya, sector-specific studies (Musyoka et al., 2023; Chepkemai & Musembi, 2024) are narrow in scope and rely heavily on qualitative approaches, limiting causal inference (Dube et al., 2024; Levitt et al., 2021). This gap underscores the urgent need to examine how digital transformation as strategic enabler of change management strategies in resource-scarce nonprofit environments.

Declining donor support, weak governance structures, poor change management practices, and digital gaps have directly contributed to closures and deregistration, weakening service delivery, reducing employment, and threatening long term sustainability. This prompts for an empirically tested framework that integrates change management strategies with digital transformation to strengthen performance and sustainability.

1.3 Study hypothesis

This gap underscores the urgent need to examine how digital transformation, data driven practices and ICT adoption function as strategic enablers of change management strategies in resource scarce nonprofit environments through the following hypothesis:

H₀₁: Digital transformation and Leadership capacity building does not significantly influence to the performance of NPOs in Kenya.

H₀₂: Digital transformation and capability reconfiguration initiatives does not significantly influence to the performance of NPOs in Kenya.

H₀₃: Digital transformation and stakeholder engagement does not significantly influence to the performance of NPOs in Kenya.

H₀₄: Digital transformation and communication strategies does not significantly influence to the performance of NPOs in Kenya.

2.0 Literature Review

2.1 Theoretical Review

This study has been anchored on the Technology Infusion Model (TIM) providing theoretical perspectives that explains how organizations build resilience and adaptability through technology and capability reconfiguration. Dynamic Capabilities Theory provide additional theoretical views closing any gaps in TIM.

Technology Infusion Model (TIM) was developed by Mills and Tincher (2003) and provides a comprehensive systems-based framework for understanding how digital technologies become deeply embedded within organizations. Unlike basic technology adoption models that focus on surface-level integration, TIM emphasizes organization-wide transformation, requiring

technology to permeate multiple dimensions such as artifacts, workflows, systems, strategic planning, and cultural norms. This continuous process demands leadership commitment, stakeholder alignment, and adaptive learning environments to reshape organizational performance meaningfully (Marangunić & Granić, 2015). For Kenyan NPOs, TIM provides a structured lens for analysing how digital tools can enhance service delivery and in resource constrained environments.

Rwigema (2020) critique TIM pointing to overestimation of organizational readiness in low-resource settings. Abedin (2022) and Banerjee (2025) cautions on TIM measurability and the underestimation of external constraints, such as regulatory barriers and donor priorities, which often shape the pace and scope of digital adoption in nonprofits. Due to TIMs holistic approach, Abed and Emeagwali (2026) highlight digital transformation's role in fostering organizational agility. Wiebe (2025) validates TIM's applicability in post-COVID recovery demonstrating how digital infusion supports continuity and adaptability in mission-driven organizations.

Dynamic Capabilities Theory (Teece, Pisano & Shuen, 1997) emphasizes the ability of organizations first to build, then integrate, and reconfigure internal and external competencies to address rapidly changing environments. Dynamic capabilities in the nonprofit context explain how digital transformation enables organizations to sense and seize opportunities through ICT adoption and reconfigure processes using data-driven practices. By embedding analytics and digital workflows nonprofits strengthen their adaptability for policy shifts, funding volatility, and stakeholder demands. Digital skills, ICT systems, and data analytics represent rare strategic resources that nonprofits can deploy for change management enhancement.

These theories complement one another to provide a holistic framework for analyzing Digital Transformation, ICT Adoption, and Data-Driven Practices during change management in Kenyan NPOs. This integrated framework ensures that the study addresses both internal and external dimensions of organizational change, offering a comprehensive lens for understanding performance and sustainability in Kenyan NPOs.

2.2 Empirical Review

Feroz et al. (2021) studied global organizations and found that technologies such as AI, cloud computing, and data analytics redefine operational models and strategies recommending aligning digital adoption with organizational readiness. digital transformation integrated into strategic planning enhances agility and decision-making. Digital tools improve efficiency and transparency, recommending staff training as a prerequisite for adoption by leadership (Qiao et al., 2024; Michelotto & Joia, 2024). Nasrun, Susilo and Afrianty (2025) study on acceleration digital transformation through digital leadership found digital leadership to be a key element that guides organizations in adopting disruptive technologies, introducing innovations, and helping to design flexible work models. Therefore organizations must develop innovative, adaptive and technology-

driven leadership in order to remain sustainable and competitive in the digital era. Bălăcescu et al. (2023) found that embedding smart tools into workflows enhanced effectiveness, recommending capacity-building initiatives.

In Africa, ICT adoption is uneven, with infrastructure gaps and limited technical skills constraining uptake. Ndulu et al. (2021) observed that investment in digital infrastructure and supportive regulatory frameworks improved transparency and donor engagement recommending policy support. Findings from Digital Taxation and how it contributes to higher just resource mobilization during the post-pandemic reconstruction period had an opposing effect (Onuoha & Gillwald, 2022).. It indicated that stringent digital tax policies applied within the Africa continent different from the global platforms within the digital economy had potential to reduce affordability of available online services and hinder freedom of speech which is a fundamental human right. The study maintained that emerging unilateral approaches in digital taxation can serve only as a temporary gateway. This should only be a starting point to enable capture dynamic of the digital economy and better grasp the value creation since it had a significant disadvantage that risks a global impasse required for global obligations in bilateral trade.

Ng'ong'a et al. (2020) studied Kenyan organizations and found that mobile platforms and digital dashboards moderate the relationship between strategic change and performance, recommending contextual adaptation. Wahome (2023) emphasized that leadership commitment and staff training are essential for digital transformation success, recommending investment in digital literacy. Paul et al. (2025) examined county governments and confirmed that digital adoption enhances service delivery and accountability, recommending integration of digital strategies into governance frameworks. Despite this evidence, studies show that only 30% of nonprofits in Kenya have integrated digital systems. Collectively, these studies highlight digital transformation as a strategic lever for resilience, transparency, and competitiveness.

Change management strategies is organized in four thematic areas of leadership capacity building, capability reconfiguration initiatives, stakeholder engagement, and communication. Alessa (2021) later supported by Mathiassen and Krivokapic (2023), Koske and Munjuri (2023), Mudachi and Nderi (2023) and Karauri & Kyongo (2024) found out that adaptive leadership increases resilience and organizational agility, especially in the face of technological disruptions. On Capability reconfiguration initiatives Tabrizi et al. (2019) suggested holistic reconfiguration approaches with integration of both human and technical aspects. This was emphasized by Bălăcescu et al. (2023), Tsokota et al., (2025) who stressed the importance of organizational structure and system for successful digital transformation in Kenya. On Stakeholder Engagement and Performance, Lehtinen and Aaltonen (2024) analyzed collaborative governance systems to promote inclusive systems to decrease resistance to changes, recommending engagement frameworks. Studies by Chepkemai and Musembi (2024) and Kimosop et al. (2023) on NPO program alignment in Kenya supported this. Winowiecki et al. (2025) researched the strategic communication practices

indicating that assertiveness and responsiveness were important aspects that promoted mobilization of support for change initiatives recommending an integrative communication model.

2.3 Conceptual Framework

This study derives its conceptual framework from the Technology Infusion Model and Dynamic Capabilities Theory supported by the empirical literature reviewed. TIM explains how digital technologies become embedded in organizational workflows, systems, and decision processes, then DCT explains how organizations sense environmental changes, seize opportunities and reconfigure capabilities to remain adaptive.

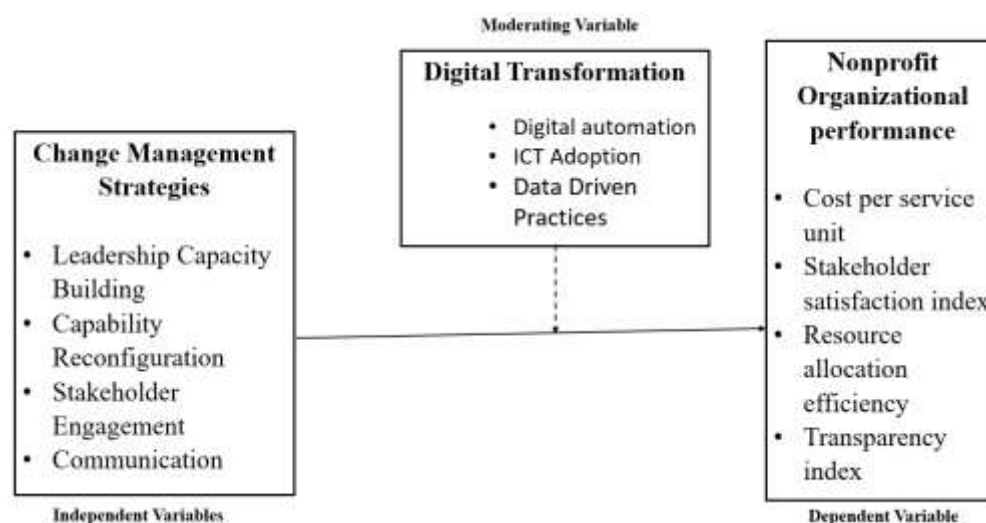


Figure 1: Conceptual Framework

3.0 Research Methodology

This study adopted a Mixed-methods cross sectional design, which was well-suited to the Positivist research philosophy guiding the investigation. The design enabled collection of quantitative and qualitative data at one point in time supporting the analysis of relationships between independent and dependent variables without any manipulation (Saunders et al., 2019; Swaroop et al., 2015). From a population of 4762, with Stratified random sampling, a sample size of 368 NPO's that had been determined using Cochran's formula. Stratified sampling is crucial to gather targeted information consistent with organizational studies best practices (Atobishi et al., 2024).

Instrument validity was confirmed through expert review and pre-testing. Content validity evidence for the constructs was performed with Exploratory Factor Analysis (EFA). Cronbach's alpha was used to test reliability for all variables with minimum threshold value requirement of 0.7 (Hair et al., 2014). All ethical approvals from relevant authorities were obtained then informed consent, anonymity, confidentiality, and voluntary participation were observed throughout the study. Descriptive statistics of means and standard deviations were used to summarize responses.

Pearson chi-square correlation analysis was used to test the strength and direction of relationships between variables. Ordinal regression analysis examined the predictive influence of digital transformation including automation, ICT adoption, and data-driven practices with each change management outcomes (Joshi et al., 2015; Dube et al., 2024; Atobishi et al., 2024). Qualitative data were transcribed and coded, then analyzed thematically to complement the quantitative findings.

4.0 Results and Discussion

4.1 Response Rate

This study targeted a sample size of 368 respondents from NPOs who are in management levels in Kenya. 261 responses out of the target 368 were received. This is response rate at 71% which was good for further analysis. Richardson (2005) argues that a response return rate exceeding 70% and above is deemed to be very good. The response rate was summarized in table 1.

Table 1: Response Rate

Item	Frequency	Percent
Returned Questionnaires	261	70.9
Unreturned Questionnaires	107	29.07
Total	368	100

Source: Research Data (2026)

4.2 Descriptive Statistics

The study used mean scores and standard deviation to organize the responses for easy understanding of the dependent and independent variables. The results summarized digital transformation and change management strategies including leadership capacity building, capability reconfiguration initiatives, stakeholder engagement and communication strategies. The Change management strategies and digital transformation adopted a Likert Scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The subsequent section explores descriptive statistics results. The responses were measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), with aggregate means and standard deviations computed to assess agreement levels.

The Respondent Demographics included Annual Funding Size, Percentage Revenue Utilization, Employee Numbers, Thematic Areas and NPO Classification. The organizational Characteristics included Size where most nonprofits surveyed were small to medium-sized, with limited capital

bases and lean staffing structures. Then respondents represented diverse nonprofit sectors, including education, health, community development, and advocacy. Digital Readiness with only 27% of organizations reported having integrated digital systems, while the majority relied on manual or semi-digital processes.

4.3 Digital Transformation

Descriptive statistics on digital transformation showed that the respondents agreed that their organization actively adopts and implements digital automation through digital tools, platforms and innovative workflows to enhance operational efficiency with an aggregate mean score of 3.51 and standard deviation of 1.152. This means that the average response was “neutral”. Also, the respondents agreed that integration of ICT is leveraged to improve service delivery and stakeholder engagement with a mean score of 3.61 and standard deviation of 1.133. The respondents agreed that data – driven decision – making practices are promoted to support strategic planning and performance evaluation with a mean score of 3.56 and standard deviation of 1.161. These findings show that digital transformation is moderately adopted in NPOs. The findings show that while the organizations realize the need for digital automation, ICT adoption, and data-driven practices, there are still deficiencies. The results were in line with empirical studies such as Kane et al. (2015) and Westerman et al. (2014) demonstrated that digital transformation acts as a strategic enabler, amplifying the effectiveness of leadership, stakeholder engagement, and capability reconfiguration practices.

4.4 Change Management Strategies

On Leadership capacity building, the respondents agreed that their organizations realign their skills, processes and technologies to adapt to changing environments ($M = 4.03$, $SD = 0.946$). The respondents also agreed that their organizations facilitate knowledge sharing through collaborative networks ($M = 4.14$, $SD = 0.964$). On average, the respondents agreed that leadership in their organization drives innovation and continuous improvements initiatives, their organizations frequently update their capabilities to sustain performance during change, and their organizations integrate new technologies effectively to enhance operational efficiency. These factors reflect that capabilities of leaders to lead an organization and improve its performance (Mudachi & Nderi, 2023; Karauri & Kyongo, 2024; Mutiso, 2024).

On Capability Reconfiguration Initiatives, the respondents agreed that their organizations realign their skills, processes and technologies to adapt to changing environments ($M = 4.03$, $SD = 0.946$). The respondents also agreed that their organizations facilitate knowledge sharing through collaborative networks ($M = 4.14$, $SD = 0.964$). On average, the respondents agreed that their organization drives innovation and continuous improvements initiatives, their organizations frequently update their capabilities to sustain performance during change, and their organizations integrate new technologies effectively to enhance operational efficiency. These depict the

capability of an organization to adapt, be innovative and remain productive through renewal and reconfiguration of its capabilities hence improving performance (Bălăcescu et al., 2023; Ademola, 2024; Tsokota et al., 2025; Chimakati & Macharia, 2024).

Results on stakeholder engagement showed that the respondents agreed that their organization actively involves stakeholders in decision-making processes to ensure diverse perspectives are considered ($M = 3.88$, $SD = 1.034$). A survey on whether the organizations foster partnerships and collaborations with beneficiaries to enhance mutual understanding indicated that the respondents agreed with the opinion ($M = 4.13$, $SD = 0.915$). From the results, the respondents agreed that their NPOs demonstrate responsiveness by addressing stakeholders' needs and concerns promptly and effectively ($M = 4.11$, $SD = 0.919$). On average, the respondents agreed that stakeholder engagement strategies are regularly reviewed and adapted to maintain relevance and effectiveness. These show a focus on participative governance and legitimacy, stressing the processes that enable active participation of the stakeholders. This improves performance through inclusiveness and accountability of the organization (Clarke et al., 2023; Chepkemai & Musembi, 2024; Paul et al., 2025).

Results on communication strategies showed that respondents on average agreed that communication regarding organizational changes is frequent and keeps all members informed ($M = 3.72$, $SD = 1.121$). On average, the respondents agreed that information is conveyed with clarity and transparency to ensure understanding and trust ($M = 3.54$, $SD = 1.132$). Also, the respondents agreed that multiple communication channels are utilized to reach diverse audiences effectively. On average the respondents that feedback mechanisms are established to encourage openness and continuous dialogue. Lastly, the respondents agreed that strategic goals are clearly communicated across their organizations ($M = 3.58$, $SD = 1.130$). These implies that quality of communication techniques utilized improves clarity, transparency and responsiveness (Ajayi & Mmutle, 2021; Winowiecki et al., 2025).

4.5 Descriptive Statistics Findings

Means and percentages were used to demonstrate results about digitalization transformation, change management strategies and organizational performance. The results are presented in the table below:

Table 2: Normality Test

Variable	N	Mean	Std. Deviation
Leadership Capacity Building	261	3.88	0.99
Capability Reconfiguration Initiatives	261	4.09	0.99
Stakeholder Engagement	261	4.05	0.97
Communication Strategies	261	3.61	1.10
Digital Transformation	261	3.53	1.14
NPO Performance	261	3.83	1.04

Source: Research Data (2026)

It is evident from the results that the activities for leadership capacity building, and capability reconfiguration strategies are highly adopted in NPOs. Stakeholder engagement is adopted to a high extent while communication strategies and digital transformation are adopted to a moderate degree in NPOs. The results suggest that there is a medium level of performance that were attained.

4.6 Diagnostic tests

To establish the relationship between the variables, dependent and independent, the study initially tested critical assumptions of the data collected. The tests were important before conducting both correlation and regression analysis.

Table 3: Normality Test

Category		N	Mean	Skewness		Kurtosis	
		Statistic	Statistic	Std. Error	Statistic	Std. Error	
Leadership Building	Capacity	261	3.8997	-.198	.151	.098	.300
Capability Reconfiguration Initiatives		261	4.1124	-.474	.151	-.232	.300
Stakeholder Engagement		261	4.0720	-.159	.151	-.539	.300
Communication Strategies		261	3.6092	.128	.151	-.180	.300
Digital Transformation		261	3.5453	-.111	.151	.019	.300
PNPO		261	3.9451	-.567	.151	.064	.300

Source: Research Data (2026)

Results from table 3 show that the average response from leadership capacity building statements was 3.8977. This implies that in overall, there is a high level (4) of leadership capacity building strategies in the NPOs in Kenya. The average response from Capability Reconfiguration Initiative statements was 4.1124. This indicates that NPOs in Kenya have a high extent of capability reconfiguration initiatives. Also, the average response values from stakeholder engagement,

communication strategies and digital transformation statements were approximately 4. This means that the NPOs had high levels of stakeholder engagement, communication strategies and digital transformation values. The average performance of NPOs was 3.9451. In approximate, this means that the organizations recorded a high extent of performance.

Normality was tested with skewness and kurtosis statistics. A skewness or kurtosis value between -3 and +3 indicates that data is normally distributed. From the results in table 3, all the data was normally distributed.

4.7 Chi Square Analysis between Digital Transformation and Change Management Strategies

The analysis employed Chi – Square statistic to test relationship since the variables enlisted categorical data. A p-value less than 0.05 leads to the rejection of the null hypothesis. This means that there is a significant relationship between two variables at 5% significance level. The results were presented in table 4.

Table 4: Chi square Tests

Change Management Strategies	Chi Square Value	df	P value
Leadership Capacity Building	492.021	255	0.000
Capability Reconfiguration Initiatives	521.611	255	0.000
Stakeholder Engagement	421.737	204	0.000
Communication Strategies	322.521	255	0.003

Source: Research Data (2026)

Results from table 4 show that the chi square value between leadership capacity building and digital transformation (*Value* =492.021, *P*=0.000) was statistically significant at 5% significance level. Regarding this, it shows that digital transformation has had a moderating effect on leadership capacity building strategies and performance. There was also a significant relationship between digital transformation and capability reconfiguration initiatives since the chi square value was statistically significant (*Value* =521.611, *P*=0.000). This indicated that digital transformation had a moderating effect on the relationship between capability reconfiguration initiatives and performance. The study showed that digital transformation had a significant effect on stakeholder engagement since the chi square value was significant at 5% significance level (*Value* =421.737, *P*=0.000). An association between digital automation and communication strategies was proven to be significant since the computed chi square value was 322.521 with a p value of 0.003. The results indicated that digital transformation had a moderating effect on the relationship between stakeholder engagement and communication strategies, and performance. The results concur with the finding of the Resource-Based View (Barney, 1991; Bharadwaj, 2000) which identifies IT

capabilities as strategic resources that enhance competitiveness, while Dynamic Capabilities Theory (Teece et al., 2016) emphasizes the reconfiguration of competencies through digital adoption to sustain resilience in dynamic environments. Empirical studies such as Kane et al. (2015) and Westerman et al. (2014) demonstrated that digital transformation acts as a strategic enabler, amplifying the effectiveness of leadership, stakeholder engagement, and capability reconfiguration practices.

4.8 Ordinal Regression Analysis

Regression analysis is a statistical tool for establishing relationships between the variables. In this study, the independent variable was digital transformation which enabled change management strategies to influence performance which was the dependent variable. The study employed an ordinal regression analysis to examine the relationship between the variables due to categorical nature of the data. The interpretations were done at 5% significance level. The variable coefficients were presented in the model estimates.

Ordinal Regression Estimates between Digital Transformation and Change Management Strategies

Ordinal regression estimated the effect of digital transformation on each of the four change management strategies considering that the study variables came from categorical data. The table 5 shows the consolidated results:

Table 5: Summary of Ordinal Regression Estimates for Digital Transformation and Change Management Strategies

Model	Change Management Strategy	Digital Transformation Coefficient	Std. Error	Wald	df	Sig.	95% Confidence Interval
Model 1	Leadership Capacity Building	0.342	0.238	2.064	1	0.011	-0.125 to 0.809
Model 2	Capability Reconfiguration Initiatives	0.577	0.216	7.160	1	0.007	0.154 to 1.000
Model 3	Stakeholder Engagement	0.011	0.222	0.003	1	0.049	-0.447 to 0.425
Model 4	Communication Strategies	0.040	0.204	0.039	1	0.043	0.440 to 0.359

Source: Research Data (2026)

The data Digital transformation (DT) had a positive and significant effect on leadership capacity building, supporting adaptability, stronger vision articulation, employee empowerment and

strategic communication. DT had the strongest and positive effect on capability reconfiguration initiatives, promoting continuous learning, skills and technology realignment, knowledge sharing as well as effective integration of latest technologies. On stakeholder engagement, it had a positive and significant effect on improving feedback channels, participation in decision making, regular strategy reviews and collaborations. Communication strategies, had a positive and significant effect on DT, supporting clear and transparent and frequent communication through multiple channels.

Overall, the results from ordinal regression results show that digital transformation both positively and significantly influences all the four change management strategies tested at the 5% significance level. With strongest effect observed in capability reconfiguration initiatives, leadership capacity building, communication strategies and finally stakeholder engagement. These findings indicate that greater use of ICT adoption, digital automation and data-driven practices strengthen the ability of NPOs to realign capabilities, adapt, engage stakeholders and effectively communicate change.

Correlation Analysis on the Joint Effect of Change Management Strategies and NPO Performance

The joint effect of change management strategies on performance of NPOs was tested with chi square statistics and p value was used to determine the significance of the relationship at 5% significance level. The results were presented in table 6

Table 6: Chi-Square Tests between Change Management Strategies and Organizations' Performance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	608.904 ^a	512	.002
Likelihood Ratio	314.938	512	1.000
Linear-by-Linear Association	13.227	1	.000
N of Valid Cases	261		

Source: Research Data (2026)

From table 6, the calculated chi square was 608.904 with p value of 0.002. Because p value was below 0.05, the chi square was statistically significant at 5% significance level. Therefore, this means that change management strategies jointly had significant effect on the NPO performance in Kenya.

This conclusion is based on the theory of Dynamic Capabilities (Teece et al., 2016) which emphasizes synergy and the need to reconfigure capabilities, respectively. Empirical evidence is drawn from literature such as Koske & Munjuri (2023) and Chepkemai & Musembi (2024) that

shows how integrated leadership, stakeholder management and capability development strategies result in superior performance outcomes.

4.9 Model Estimation through Regression Analysis

Joint Effect between Change Management Strategies and NPO's Performance

First, the study sought to determine how the change management strategies jointly affect the performance of NPOs. Ordinal regression model was suitable for the categorical nature of the data.

Table 7: Parameter Estimates for Model 3.5

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[OP = 1]	-1.164	1.550	.564	1	.453	-4.203	1.874
	[OP = 2]	-.203	1.453	.020	1	.889	-3.052	2.645
	[OP = 3]	2.415	1.421	2.886	1	.089	-.371	5.200
	[OP = 4]	4.926	1.448	11.576	1	.001	2.088	7.763
Location	CM	.960	.365	6.916	1	.009	.245	1.676

Source: Research Data (2026)

The results show that the coefficient for change management strategies was 0.960 with a p value of 0.009. Since the p value is less than 0.05, the coefficient was statistically significant at 5% significance level. This means that change management strategies had a significant effect to the organization's performance at 5% significance level. The positive sign of the coefficient means that the relationship between change management strategies and organization's performance was direct. Therefore, higher management strategies lead to a significant higher performance in NPOs in Kenya. The model was estimated as below.

$$OP = 0.960CM, (Cut\ off\ Points: -1.164, -0.2023, 2.415, 4.926) \dots \dots \dots 3.5$$

The joint effect model indicated that leadership capacity building, capability reconfiguration, stakeholder engagement, and communication strategies collectively had an insignificant effect on NPO performance at the 5% level. The literature, including Barney (1991) on the Resource-Based View and Teece (2007) on dynamic capabilities, emphasizes synergy between resources and capabilities. The current findings suggest that while individual strategies are important, their collective impact requires stronger institutionalization and alignment with external governance frameworks.

The Effect of Digital Transformation on Change Management Strategies

Analysis on the effect of digital transformation on change management strategies of NPOs was conducted. Digital transformation was moderating variable enabling change management strategies were and NPO performance. This involved determining digital strategies of adopting and implanting digital tools and platforms, automation of key organizational processes, integration of ICT, data- driven decision-making practices, continuous training and capacity building, monitoring and evaluating the impact of digital transformation, whether they affect the change management strategies and hence organizations performance.

The first step involved estimating the relationship between digital transformation and performance of NPOs using the ordinal regression model. The results from model estimation were presented in table 8.

Table 8: Parameter Estimates for Model 3.6

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[OP = 1]	-3.150	.996	10.007	1	.002	-5.102	-1.198
	[OP = 2]	-2.213	.833	7.056	1	.008	-3.846	-.580
	[OP = 3]	.389	.731	.284	1	.594	-1.043	1.821
	[OP = 4]	2.910	.757	14.785	1	.000	1.427	4.394
Location	DT	.495	.207	5.738	1	.017	.090	.901

Source: Research Data (2026)

Results show that the coefficient of digital transformation was 0.495 with a p value of 0.017. Since the p value was less than 0.05, the coefficient was statistically significant at 5% significance level. The positive sign of the coefficient implies that there is a direct relationship between digital transformation and performance of NPOs. This means that higher digital strategies lead to a significant higher level of NPOs performance in Kenya.

The estimated model was summarized as below.

$$OP = 0.495DT, (Cut\ off\ Points: -3.150, -2.213, 0.389, 2.910) \dots\dots\dots 3.6$$

The second step involved estimating how digital transformation enables the joint effect of the change management strategies moderating the organization's performance. Ordinal regression model was used to estimate the relationship. The results were presented in table 9.

Table 9: Parameter Estimates for Model 3.7

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[PNPO2 = 1.00]	16.708	6.646	6.320	1	.012	3.682	29.733
	[PNPO2 = 2.00]	20.026	7.806	6.582	1	.010	4.727	35.325
	[PNPO2 = 3.00]	23.060	7.848	8.635	1	.003	7.679	38.441
	[PNPO2 = 4.00]	25.610	7.865	10.604	1	.001	10.196	41.025
Location	CM	5.914	1.977	8.949	1	.003	2.039	9.788
	Digital_Transformation	6.625	2.223	8.884	1	.003	2.269	10.982
	CM_DT	1.598	.559	8.172	1	.004	-2.694	-.502

Source: Research Data (2026)

Results shows that the coefficient of the digital transformation was 1.598 with a p value of 0.004. Since the p value was less than 0.005, the coefficient was statistically significant. This means that digital transformation had a significant moderating effect to the relationship between change management strategies and performance of NPOs in Kenya. The positive sign means that digital transformation strengthens the positive effect of change management on NPOs performance. The model was estimated below:

$$OP = 5.914CM + 6.625DT + 1.598CM_DT, (Cut\ off\ Points: 16.708, 20.026, 23.060, 25.610).... 3.4$$

To support the statistical evidence that digital transformation significantly affect the relationship between change management strategies and the performance of NPOs in Kenya, the literature reviewed provides theoretical and empirical grounding. IT capabilities represent strategic resources that improve the organization's competitive edge. Dynamic Capabilities Theory (Teece et al., 2016) points to the importance of competence reconfiguration through digitalization for the purpose of increasing resilience in the dynamically changing environment. Empirical research, including studies by Kane et al. (2015) and Westerman et al. (2014), has shown that digital transformation serves as a strategic driver that increases the efficiency of change management practices of leadership and stakeholder engagement as well as capability reconfiguration. In relation to the Kenyan setting, Tsokota et al., (2025) showed that digitalization of systems increases the organization's flexibility and accountability in NPOs.

4.10 Content Analysis for Digital Transformation

The respondents considered technology, automation, and integration of ICTs as factors contributing to efficiency and accountability. Yet the challenges associated with technology adoption such as high cost, lack of training, and cultural barriers came up frequently. Several of the participants stated that digital transformation should be part of the organization's culture rather than just an add-on.

Table 10: Digital Transformation – Content Analysis

Theme	Frequency (mentions)	Illustrative Quote
Technology adoption challenges	25	"High costs and inadequate training hinder adoption."
Digital initiatives (ICT, automation)	18	"Automation has improved efficiency and accountability."
Resistance to digital change	14	"Cultural resistance slows digital integration."
Staff training gaps	20	"Staff lack skills to fully utilize digital tools."

Source: Research Data (2026)

The most common barrier was that related to technology adoption difficulties, with 25 occurrences, while staff training difficulties ranked second with 20 occurrences. The triangulation of quantitative data (mean = 3.5) confirms that digital transformation is a moderating factor.

Across all constructs, respondents identified systemic barriers that cut across leadership, capability, stakeholder engagement, communication, and digital transformation. These include donor dependency, governance gaps, staff capacity gaps, resistance to change, and digital adoption challenges.

Table 11: Cross-Cutting Barriers – Content Analysis

Barrier	Frequency (mentions)	Illustrative Quote
Donor dependency	28	"Dependence on donor funding limits autonomy."
Governance gaps	22	"Weak accountability structures undermine sustainability."
Staff capacity gaps	30	"Insufficient skills reduce effectiveness of change initiatives."
Resistance to change	27	"Cultural inertia slows transformation."
Digital adoption challenges	25	"Costs and training deficits hinder digital transformation."

The table highlights these barriers, revealing that deficiencies in staff capacity (30 references) and dependency on donors (28 references) were the most common. This accounts for the difference between quantitative importance and qualitative perceptions. For instance, although the regression analysis indicated that leadership and capabilities reconfiguration improved performance, the qualitative results indicated that dependency on donors and staff gaps undermined this achievement.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study indicates that the joint effects of the change management strategies have a significant impact on the performance of NPOs in Kenya. Approaches to change management that include leadership, capability reconfiguration, stakeholder engagement, and communication create better results for the organization than using one approach alone. Coordinated efforts of change management are therefore recognized as important drivers of organizational efficiency, adaptability, accountability and success. The qualitative data provided additional support for the conclusions about barriers and factors that help organizations to deal with them in the process of change management. Among the main barriers mentioned by the respondents were resistance to change, lack of capacity, lack of stakeholder coordination and funding issues. On the other hand, coaching and mentoring, knowledge sharing and strategic planning are important factors that allow overcoming these barriers together with others.

Collectively, the evidence affirms that holistic and integrated change management strategies are indispensable for strengthening resilience, stakeholder satisfaction, and long-term sustainability and performance in NPOs. This explanation is in accordance with the resource-based view (Barney, 1991).

It is found that digital transformation not only directly affects performance but also moderates change management strategies. The adoption of digital technology, process automation, the integration of ICTs, and data-driven processes help to improve efficiency, accountability, and delivery of services. Capacity building and training further help in building resilience and adaptability. In addition, digital transformation has an amplifying effect on the success of change management strategies. This view is in accordance with the findings by Kane et al. (2015) and Westerman et al. (2014) where digital transformation was seen as a key enabler of competitiveness in dynamic environments. Qualitative findings have helped to reinforce this result by identifying the opportunities as well as challenges faced by NPOs in Kenya. It was found that although ICT adoption and automation led to efficiency and accountability, some barriers such as lack of funds, change management challenges, and technology adoption challenges hindered integration process which could be overcome by capacity building and training.

It can be concluded that digital transformation is one of the enablers of organizational performance in NPOs although the adoption level is moderate. Digital technologies, ICT integration, and data driven approach are becoming well understood but there are still some gaps in automation and monitoring. Overall, all the evidence suggests that digital transformation acts as not only a key driver of performance but as an enabler of resilience, adaptability and competitiveness as well. This makes digital transformation vital for the sustainable future of NPOs performance.

5.2 Recommendations

On policy implications, it was concluded that leadership capacity building, Capability reconfiguration, and Communication are important for improving efficiency, accountability and stakeholder satisfaction. Governments and umbrella organizations could require continuous learning and knowledge-sharing to be built into regulatory frameworks. Regulatory agencies could increase accountability of NPOs by embedding participatory governance into compliance standards. The sectoral guidelines must ensure that performance audits incorporate effective communication as one of the criteria. The findings of this study indicated that digital transformation positively affects the performance of organizations and moderates the effect of change management strategies and hence an essential enabler. It is therefore recommended to formulate policies that would ensure the adoption of ICTs, automation and data-driven decision-making by providing subsidies, tax exemptions and training programs.

On implications on Practice, the study has validated the fact that a well-coordinated approach for change management will result in better outcomes compared to an uncoordinated approach. The NPOs should incorporate coaching, mentoring, and knowledge sharing processes in their regular functioning, thus integrating leadership, capability restructuring, stakeholders, and communication strategies. Lastly, digital transformation was found to be a direct performance driver as well as a moderator of performance. Organizations should incorporate ICT and automation of activities into their regular functioning, continually training their employees for changes in technology, and evaluating the impact of digital strategies. Organizational strategic alliances and resource mobilization should be considered to deal with barriers such as lack of funds and difficulty of adapting to technology.

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