

**ORGANIZATIONAL CHANGE AND PROGRAMME DELIVERY AT
UNITED NATIONS CHILDREN'S FUND, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
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DECLARATION

I declare that this research project is my original work and has not been submitted to any other university or institution of higher learning for examination purposes. No part of this Project should be reproduced without the authority of the author and/or Kenyatta University.

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This research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to my parents Mr. and Mrs. Wanuma who believed in education and kept on encouraging me to work hard and pursue higher education.

ACKNOWLEDGMENT

First and foremost, I would like to acknowledge the Almighty God for gift of life, chance and strength to pursue my education. It is through His abundance Grace that has brought this exploration work this far. Secondly, I would like to thank my supervisor Dr Rosemarie Wanyoike who guided me through the Project. I recognize her understanding and say thanks to her most truly for her energetic endeavours.

Lastly but not least, I like to thank my parents and children, for their assistance and great encouragement all through this procedure. I also wish to thank my dear friend for their noteworthy urging on the most capable strategy to deal with the life challenges; they have reliably been a wellspring of inspiration from whom I get my understanding.

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ABBREVIATIONS AND ACRONYMS

AMISOM	African Union Mission in Somalia
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IDPs	Internally Displaced Persons
INGOs	International Non-Governmental Organizations
IO	International Organizations
NGOs	Non-governmental Organizations
PWC	Price Waterhouse Coopers
RBT	Resource based theory
SPSS	Statistical package for Social sciences
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
VRIN	Value, rare, inimitable and non-substitutable

OPERATIONAL DEFINITION OF TERMS

Change Agent	One that acts or exerts power or a moving force for alteration of the state of something
Change Management	Approaches used to incorporate changes in organizational management, structure, systems or human resource
Programme Delivery	mode through which a given programme is implemented based on set goals and objectives
Leader	A person who influences behaviour of people in an organisation
Reform	To improve a system or organisation by making changes on it or altering its status
Organizational Structure	State of being well organized or planned with all the parts linked together
Organisation Change	A field of management theory that focuses on the stages that organisations go through as they evolve
Technology	The application of scientific knowledge to the practical change and manipulation of the environment
Training	The process of learning the skills needed to perform a job
Stakeholder	A man with an intrigue or concern in something, particularly a business

ABSTRACT

Delivery of most projects and programs by the UN, INGOs, NGOs and other charity organizations have not to expectations due to poor structures, weak systems and above all poor management of the ever-dynamic environment, resources, technology and stakeholders. Change management is an efficient method to manage engaging people in a relationship to advance from their present state to a desired future state. Without agreeable change administration, there is a high peril of dissatisfaction for the use of another business system or working model, or a program to decrease expenses and improve operational efficiencies. While passing on change organization support to our clients, we alter formal and easygoing interventions to ensure that pioneers drive and great illustration the change, people all through the affiliation grasp better methodologies for working, and the business preferences of the change are kept up. The general objective of the study was to establish the effect of organizational change on programme delivery at UNICEF. The specific objectives were to determine the effect of leadership change, change in technology and organizational structure on programme delivery at UNICEF. The study was anchored on stakeholder's theory, resource-based view theory and teleological theory. The investigation utilized descriptive research design. The objective population of this investigation included all staff of UNICEF workplaces in Nairobi, Kenya drawn from the head office in Nairobi who aggregate to 106. Stratified random sampling was utilized to choose the sample size of 33 which is 30 percent of the aggregate investigation populace. The investigation utilized both primary and secondary data. Primary data was gathered through a semi organized poll regulated to staff utilizing pick and drop strategy and through email conveyance while secondary data was gathered from the program execution reports, venture designs and money related explanations. The validity of the questionnaires was enhanced using a pre-test and reliability through the Cronbach's Alpha. Quantitative information gathered was examined by the utilization of measurable Package for Social sciences and exceed expectations. Findings are displayed by utilization of tables, frequencies, rates, means and standard deviation. The study established that change in leadership, change in technology and organizational structure had a positive and significant effect on programme delivery at UNICEF. It was concluded that a relevant and positive organizational change improved programme delivery at UNICEF. The study also recommends that UNICEF should critically examine and improve its organizational structure for positive program delivery. The top management of UNICEF should ensure effective top-down communication and employees should be competitively rewarded. The management of UNICEF should ensure that feedback from employees is appreciated and acted on.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Program or project delivery among most organizations has failed to meet the donor, funding agency or beneficiary expectations due to rigidity of the implementing agency. Organizations are formed to pursue a given purpose for which they align themselves to achieve during their life. Continuous evaluation of internal processes and the external environment is crucial to survival in the ever-turbulent environment. To succeed, in achieving their goals, organizations need to formulate and implement strategies through management of strategic change (McCarthy & Eastman, 2010).

The present worldwide economy has plainly bigly affected the way associations work. Notwithstanding successful affiliations are habitually separate by a subtle, predictable level of advance, the past couple of years have been separate by essential business and capacity survival methodologies in view of monetary conditions (Hewitt, 2013). A couple of affiliations have endeavoured to change their systems before, or due to, changing financial conditions by remaking or going up against a merger and furthermore obtainment (M&A). Notwithstanding how the change happens, the related loss of status, sureness, control and shared trait that go with this change may be met with insurance from agents. M&A conditions particularly can influence various delegates to feel bewildered or dubious about how they will fit in the solidified affiliation (Hewitt, 2013).

Defencelessness and part battle may instigate broadened turnover, new or extra work needs, and postponements in achieving objectives while new choice procedures and spending outlines are conveyed. Generally, amid times of propel it can be troublesome for representatives to just keep their heads above water and remain profitable (Kotter, 2006). Change is, at its inside, a people method. The most marvellously made business change tries can, and every now and again do, miss the mark since they don't get the hearts and minds of the all-inclusive community who need to work differently to pass on the change. Truth be told, contemplates have shown that about 66% of change programs miss the mark regarding their goals. These endeavours infrequently come up short in view of

the system or specialized arrangement; senior administrators see mentally what necessities to change to enhance execution, and smart experts plan a future working model that looks idiot proof on paper.

Where change comes up short is in the execution, in the dispositions and ordinary activities of the hundreds or thousands of people entrusted with conveying the future state and making it a persevering reality. Individuals are animals of propensity; they oppose receiving new mentalities, practices, and practices. Indeed, even in situations where a change program is pushed through and at first hailed as a win, numerous workers return to the old method for getting things done inside a matter of months. To accomplish and maintain transformational change, organizations must install the change at each level, and that is difficult to do - yet it has never been significant.

Change administration is a compelling strategy to oversee connecting with individuals in a relationship to progress from their present state to a pined for future state (PWC, 2017). Without worthy change association, there is a high risk of disappointment for the utilization of another business strategy or working model, or a program to decrease costs and update operational efficiencies. While passing on change administration support to our customers, we modify formal and nice intercessions to guarantee that pioneers drive and awesome delineation the change, individuals all through the alliance get a handle on better approaches for working, and the business central purposes of the switch are kept up.

UNICEF has neither the order nor assets required to oversee and help actualizing offices to convey a full scope of essential wellbeing administrations to the whole populace in each Zone of. UNICEF is as of now endeavouring to achieve excessively with excessively couple of assets and requirements, making it impossible to refocus and needs its mediations (Mohamedali and Schwarz, 2001). While the wellbeing strategy and key arrangement for are very much defined, the procedures to accomplish program targets should be precisely and unequivocally adjusted to the authoritative and institutional settings between and inside each Zone. Wellbeing area change techniques and operational plans should be more absolutely defined as far as real limit and assets accessible. Needs and targets should be detailed independently for each Zone.

The assessment of projects in an organization must be led with the understanding that there are serious requirements on viability and responsibility to establishment. The significant requirements are security, staffing, and absence of essential statistic information. The scale and profundity of these limitations makes issues of supervision and responsibility significantly unique in NGO when contrasted with most different nations. The absence of security makes it troublesome for UN and other worldwide associations to enroll and hold qualified staff. Huge quantities of Somali wellbeing experts have emigrated amid the previous 15 years. The few who are left finished their expert preparing in the 1980s. By far most of staff in the wellbeing offices does not have any official accreditation and their specialized and expert capabilities depend on self-announced ability.

In perspective of the immense shortfall in the quantity of Somali wellbeing experts, exile experts are selected. Be that as it may, the security circumstance and the limitations it puts on "personal satisfaction" in, make it troublesome for UNICEF and different offices to draw in experienced and qualified therapeutic and general wellbeing experts (Mohamedali and Schwarz, 2001). Financing for most undertakings is for a brief span – one year or less for most organizations, two years for most European Commission (EC) subsidized ventures. Staff turnover is high in UNICEF and adds to the shortcoming of the "institutional memory" imperative being developed work (Mohamedali and Schwarz, 2001).

1.1.1 Organizational Change

Quinn, (2004) define change as a move in some condition or situation from its present state to another and various state. A change can keep running from minor moves in frameworks or advancement to a dynamic move in parts inside an overall population. According to him, the word change is routinely used to insinuate both to a move that occurs in the relationship's outside condition, and furthermore the movements that occur inside the relationship considering developments in its external condition.

Associations that decay to get a handle on change may vanish. In any case, change is troublesome considering the way that it incorporates modifying people direct. Affirmation may begin from specialists who are all around incredulous of suspicious of move works out, especially in case they have survived botched up

use some time starting late. According to Burke (1995), convincing management change requires top affiliation activity and an unmistakable light of how the mulled over changes can enable agents to do their occupations more beneficially.

Kotter, (1996) see that change in affiliation is the time when an association or an affiliation is encountering a change. Change in affiliation happens when business techniques or noteworthy regions of an affiliation are adjusted. Progress in affiliations is tied in with reviewing and altering association structures and business shapes. Exclusive organizations must adjust to make due against more prominent contenders and make. In any case, achievement ought not to incite negligence. To remain a stage before the obstruction, affiliations need to filter for approaches to manage do things more competently and cost attractively. There is no persuading inspiration to fear change. Or on the other hand possibly, free associations should grip change as approaches to manage develop the frameworks for driving forward achievement.

An affiliation's change drivers join the powerful condition, new degrees of advance, client demands, money related conditions and government approach works out. Information kinds of progress have changed how affiliations utmost and interface with each other. New plans of advancement, for example, outsourcing and virtual made effort, would not be conceivable without snappy trades and the Internet. Government headings in like way oblige relationship to adjust, as do changing client inclines. Subsidence by and large instigates diminishment, which may require revamping, and mergers and acquisitions incite changes in genuine culture. Different levelled change conventionally contains three phases (Chang, 1994).

Isern and Pung (2007) assert that in perspective of a five-year review composed by the for the most part acclaimed McKinsey prompting firm, out of the 1536 affiliations that achieved different leveled change, just 38% of the affiliation heads guaranteed that the framework winning regarding broadening work execution. Concerning term success goals, (for example, developing utmost, better client relations, provider relations, positive work culture), just 30% of the executives related these with association change. Along these lines, the goals of dynamic change are nicely multi-faceted. The most by and large saw objective imparted by most of the interviewees is

"limiting expenses". Unmistakable goals join bettering the firm, mergence, emergency intervention, or conquering conflict. Clearly, beneficial different leveled change isn't just a method of modification, yet what's more requires adequate managing limits.

From an idle perspective, complete change occurs as a reaction to a routinely changing condition or as a response to a present crisis. Of course, a more proactive point of view is that it is induced by a dynamic supervisor. Likewise, dynamic change is especially clear when the union has beginning late encountered a trade of master control (Haveman, Russo and Meyer, 2001).

The objective behind association switch can be cleared up by one of the running with hypotheses: teleological hypothesis, life-cycle hypothesis, and alluring theory (Van de Ven and Poole, 1995). The teleological viewpoint assumes that different leveled change is an endeavor to accomplish a perfect state through an anticipated approach of target setting, execution, evaluation, and reproducing. Life-cycle hypothesis guarantees that the association is a substance that relying on the outside condition, encounters times of birth, change, headway, and declination. Rationalistic hypothesis construes that the association looks like a multi-social society with repudiating regards. When one power organizes over others, another certifiable regard and goal is set up, achieving diverse leveled change

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repudiating regards. When one power masterminds over others, another bona fide regard and target is set up, achieving distinctive leveled change.

Non-governmental organizations in are facing serious challenges in the management of organizational change occasioned by among others sudden changes that influence organizations` singular circumstance, quick spread of innovation, moves in authority, abroad activities, new items and administrations all are causing eccentrics among the NGOs working in the area. Notwithstanding these the need to address a more extensive scope of partner interests than previously, expanding worldwide nearness, data over-burden, absence of learning about the connections amongst activities and results is a regular reality for directors working in precarious condition is the normal issue among NGOs (Ali,2012). This study therefore aims to establish the influence of organizational change on the delivery of programs being implemented by UNICEF.

1.1.2 Programme Delivery

According to Project Management Institution (2011) pprogramme management or programme management is the process of managing several related projects, often with the intention of improving an organization's performance. In practice and in its aims, program management is often closely related to systems engineering, industrial engineering, change management, and business transformation.

The program manager has oversight of the purpose and status of the projects in a program and can use this oversight to support project-level activity to ensure the program goals are met by providing a decision-making capacity that cannot be achieved at project level or by providing the project manager with a program perspective when required, or as a sounding board for ideas and approaches to solving project issues that have program impacts. The program manager may be well placed to provide this insight by actively seeking out such information from the project managers although in large and/or complex projects, a specific role may be required. However, this insight arises, the program manager needs this in order to be comfortable that the overall program goals are achievable (Sebastian, 2009)..

Many programs focus on delivering a capability to change, and are normally designed to deliver the organization's strategy or business transformation. Program management also emphasizes the coordinating and prioritizing of resources across

projects, managing links between the projects and the overall costs and risks of the program (Sowden, 2007).

Program management may provide a layer above the management of projects and focuses on selecting the best group of projects, defining them in terms of their objectives and providing an environment where projects can be run successfully. Program managers should not micromanage, but should leave project management to the project managers. However, program management might need to deal with interdependencies, conflicts and resource or knowledge sharing among the projects it manages (Preto, 2009).

The UNICEF Kenya, country programme 2014-2018 aims to advance the rights of all children and adolescents in Kenya, especially the most vulnerable. The programme reflects three strategic shifts, based on learning from the previous programme cycle (2009-2013) and responding to national priorities.

First, it will strive to embed all children's rights within the reformed governance systems. Second, it will aim to model service delivery approaches reaching the most deprived and vulnerable children, with a focus on high-burden counties and low-income urban settlements, and will build capacity to scale up successful approaches. And thirdly, it will work to build the resilience of systems, communities and households in the face of recurrent crises.

This country programme will reflect opportunities offered by the devolution process. UNICEF Kenya will support counties in child-focused planning, budgeting and monitoring strategies and analyzing outcomes. In the same vein, capacity development of partners engaged in implementing the country programme will be critical at all levels, with a special emphasis on the newly devolved service delivery institutions (UNICEF, 2018).

Within the Delivering as One modality, the programme will forge close partnerships and support coordination among United Nations programmes to achieve the UNDAF outcome results. This collaboration will include shared advocacy, coordinated implementation and leveraging of resources. There are four components of this

country programme include Inclusive Environment, Protective Environment, Healthy Environment and a Learning Environment (UNICEF, 2017).

1.1.3 UNICEF

UNICEF has been working in East Africa since 1972, and has built up an across the country system of associations with more than 100 worldwide and national NGOs and group based associations to convey projects and administrations in the regions of water, training, wellbeing, sustenance. The program envelops crisis reaction operations and additionally and early recuperation and advancement approaches. UNICEF program is actualized and observed through nearness of more than 190 staff based in Kenya working on programs in Kenya and Somalia.

UNICEF's projects in Kenya and Somalia cover wellbeing and nourishment, education, water supply, sanitation and cleanliness and essential training. Furthermore, the correspondence, insurance and support program has exercises that cut over all program zones including: youngster security; HIV/AIDS and youth improvement.

Over twenty years of contention, for the most part in Somalia, demolished a great part of the foundation, economy and authentic establishments. After Siad Barre's legislature fell, in January 1991, the nation divided. In 2012, another national government was set up in Mogadishu and an African Union Mission in (AMISOM) drive joined the Somali powers to battle the activist Al Shabaab gathering. Strife proceeds in the South where get to be risky while in the north Somaliland and Puntland have remained moderately tranquil.

With a populace of around 12.3 million it is evaluated that 43 for every penny of the populace live in extraordinary neediness (under 1 US dollar daily) and over portion of the work drive are jobless. The principle wellspring of work is domesticated animals' administration. The fundamental business bunches are urban (42 for each penny), provincial (23 for each penny), traveling (26 for every penny) and IDPs (9 for each penny). 's total national output (GDP) per capita of US \$284 is the fifth most reduced on the planet. Settlements are evaluated to represent 35 for every penny of GDP.

Out of a populace of 12.3 million, around 4.7 million individuals are subject to philanthropic guide and business help. (4.7). More than 300,000 kids younger than

five are intensely malnourished, and 1.7 million kids are out of school. The nation is inclined to dry season and flooding and endured a starvation in the South in 2011 in which 258,000 individuals kicked the bucket – half of them under 5. There are 1.1 million individuals inside uprooted with weakness the significant reason for removal (86.2 for every penny), trailed by dry spell (7.8) and absence of business openings and 1 million displaced people in neighbouring nations.

UNICEF has been in since 1972, and has built up an across the nation system of associations presently with about 100 global and national NGOs and group based associations to convey projects and administrations in the zones of water, training, wellbeing, nourishment and tyke insurance. The program envelops crisis reaction operations and early recuperation and advancement approaches. UNICEF program is actualized and observed through nearness of more than 190 staff based in Kenya and Somalia. UNICEF works with the experts the two governments, UN organizations, national and global NGOs.

1.2 Statement of the Problem

Owing to the scarcity of resources and the inherent desire for accomplishment among every organization, there is a growing need to ensure that organizations thrive while benefiting the stakeholders which include the shareholders, customers, employees, management, and government, among others. NGOs in Kenya and Somalia in general and those operating for welfare of children have been faced with numerous challenges that accrue to the ever-changing environmental conditions which require infrequent changes to strategies. Since the requirement for change frequently is unusual, it tends to be receptive, irregular, impromptu and regularly activated by a circumstance of hierarchical emergency which they have neglected to ace in their keep running of duties (De Wit and Meyer, 2005).

There has been a reasonable exchange by different researchers whether change should constantly be vehemently related to firm execution, although most of the examinations discuss change takes a shot at inciting execution, such a confined line of causation is unsatisfied (Edwards and Wright, 2001). The regular key study of Change administration and hierarchical execution is that sound hypothetical improvement that clarifies how such change administration hones work is truant (Becker and Gerhart,

1996). With an end goal to address such hypothetical improvements around there, specialists have proposed additionally concentrates to think about middle of the road linkages between Change administration and hierarchical execution (Paul and Donnelly, 2011).

As needs, be, a superior understanding of the part of change management in making and upholding Programme delivery and competitive ought to be accomplished through further hypothetical improvement and observational proof. Today government and private establishments are confronting numerous difficulties in numerous zones of operation, this is for the most part because of solid rivalry and absence of progress or notwithstanding neglecting to execute change if at the sum of what change has been presented (Simon-Moya and Revuelto-Taboada, 2016). The international non-governmental organizations such as the UNICEF work for the benefit of the communities. Change in the organization's office locations from Nairobi to Somalia may have an impact on the employee's delivery. The study therefore sought to fill the gap by establishing the effects of organizational change and delivery on program at UNICEF.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective is to establish the effects of organizational change and programme delivery at UNICEF.

1.3.2 Specific Objectives

- i. To establish the effects of leadership change on programme delivery at UNICEF.
- ii. To examine the relationship between change in technology on programme delivery at UNICEF.
- iii. To analyse the influence of change in organizational structure on programme delivery at UNICEF.

1.4 Research Questions

- i. What is the effect of change in leadership on programme delivery at UNICEF?
- ii. What is relationship between change in technology and programme delivery at UNICEF?
- iii. To what extent does change in organizational structure affect programme delivery at UNICEF?

1.5 Significance of the study

The investigation would be significant to key administration researchers as a wellspring of secondary information while invigorating further research on organizational change on programme/project delivery among NGOs in East Africa and the world in general. The study would also benefit the management of UNICEF and other NGOs in understanding the importance and relationship of change management to the organizations' delivery/service delivery and overall delivery.

The study would also be significant to the policy makers in the Non-governmental sector on the best way to improve policy on organisation change and programme delivery. The study would be a source of knowledge for academicians in the line of change management as an indicator on how project/ programme delivery influences organizational competitiveness.

1.6 Scope of Study

The study focused on the top management of UNICEF, drawn from its head office in Nairobi, Kenya since they are the ones responsible for organizational change management for the programs. The study focused on the humanitarian sector in East Africa where UNICEF, was the focus. A descriptive research design will be used to conduct the study. The study targeted all 106 employees at all levels of management at UNICEF offices in Nairobi and a sample of 33 employees will be targeted. The study focused on the last 5 years (2011-2016) to establish the influence that organizational changes implemented by UNICEF had on the organization's effectiveness in programme delivery.

1.7 Limitations of the Study

Some of the participants were reluctant in providing data expecting that the data searched for would be used to undermine them or print a negative picture about them or their undertakings. Some even were hesitant to fill questionnaires. The researcher explained to them the objective of the study and sought for approval of the management a part from having an introduction letter from the University and certification to them that, the information they gave was managed subtly and it was used just for insightful purposes.

1.8 Organization of the Study

The project comprised of five chapters. The chapter one involved background of the study, statement of the problem, purpose of the study, objectives of the study,

research questions, and significance of the study, delimitation of the study, limitation of the study, assumptions of the study and organization of the study. Chapter two, literature reviews examined the introduction, theoretical review and empirical review of previous studies on strategy implementation and performance of Public institutions in Kenya. The research gap and conceptual framework was also discussed.

The chapter three dealt with research methodology under; Introduction, research design, target population, sampling design, rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four dealt with data analysis and presentation under; demographic information, descriptive statistics and inferential statistics. Chapter five dealt with summary of the findings, conclusion recommendation and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part reviews the data from different researchers who have completed their examination in a similar field of study. The areas discussed here are theoretical literature, empirical review, and conceptual framework and research gaps.

2.2 Theoretical review

The theoretical framework presents and portrays the speculations that clarify why the exploration issue under this investigation exists. Theories that underpin this study are stakeholder theory, resource-based view theory and teleological theory.

2.2.1 Stakeholder Theory

Stakeholder theory was founded by Freeman in 1984. In one of his most recent definitions Freeman (2004) defines partners as "those gatherings who are indispensable to the survival and accomplishment of the company" Stakeholder hypothesis is an instrument to recognize basic partners in the earth of the change administration rehearses keeping in mind the end goal to characterize advancements for procedure. Additionally, with regards to business ethic and corporate social duty, partner investigation has been utilized to recognize imperative zones of concern. Utilizing a scope of affecting instruments, associations out in the open part might have the capacity to exploit their position as high-saliency partners to impact corporate directors and venture stores. They can create power, earnestness, and authenticity.

Stakeholder hypothesis considers financial aspects and morals issues that impact organizations to take social duties and present decency to everybody engaged with business, with the outcome that executives will run companies for profiting all partners. Consequently, the hypothesis can be considered as a decent mix amongst economy and morals that empowers the partnerships to develop and advance administration.

Stakeholder hypothesis has been condemned on both hypothetical and experimental grounds. Williamson (1993), the father of exchange cost financial aspects, has contended that the immediate central operator connection amongst proprietors and

directors is mutilated with the expansion of different partners to the condition. Lewis (1958) proposes that stakeholder hypothesis is inherently contradictory with all genuine business destinations and undermines essential property rights and corporate responsiveness. In any case, stakeholder hypothesis gives essential bits of knowledge into the manners by which firms and their directors cooperate with, governments, and different on-screen characters.

2.2.2 Resource Based Theory

This theory was proposed by Penrose in 1959. In financial matters, an asset is characterized as an administration or other resource used to deliver merchandise and ventures that address human issues and needs. There are three classes of assets, likewise alluded to as variables of generation: land, work, and capital. Land incorporates every single characteristic asset and is seen as both the site of creation and the wellspring of crude materials. Work or HR comprise of human exertion gave in the making of items, paid in wage. Capital comprises of human-made merchandise or methods for creation (apparatus, structures, and other framework) utilized as a part of the generation of different products and enterprises, paid in intrigue.

Resource Based View (RBV) speculation fights that the responsibility for resources gives an affiliation a splendid opportunity to make high grounds over its foes (These high grounds) in this way can empower the relationship to acknowledge strong profits. (Barney, J. B. 1991). An assignment resource is leeway that is critical, exceptional, difficult to duplicate, and non-substitutable (Barney, J. B. 1991). A benefit is gainful to the extent that it empowers a firm to make strategies that adventure openings and stay away from risks. Barney (1991) formalized this speculation, regardless of the way that it was Wernerfelt (1984) who exhibited the likelihood of advantage position limits being for the most part for all intents and purposes identical to segment deterrents in the arranging school (Porter, 1980). RBV recommended that associations are heterogeneous since they have heterogeneous resources.

Resource construct theory in like manner centers with respect to the estimation of an outstanding saying; the whole is more vital than the entire of its parts. Specifically, it is moreover key to see that undertaking resources can be made by taking a couple of methodology and resources that each could be imitated and bundling them together in

a way that can't be copied. Resource construct speculation can be overwhelming considering the grounds that the term resources are used as a piece of an extensive variety of courses inside common customary lingo. It is basic to perceive wander resources from various resources. To a great many people, cash is a basic resource. Generous items, for instance, one's auto and home are furthermore basic resources. While separating relationship, regardless, consistent resources, for instance, cash and vehicles are not thought to be wander resources. Resources, for instance, cash and vehicles are huge, clearly, yet an affiliation's adversaries can instantly secure them. In this way, an affiliation might not want to make an enduring high ground around normal resources.

2.2.3 Teleological Theory

Van de Ven and Poole (1995) depict a teleological hypothesis as considering the presumption that change is guided by an objective or wanted end state. It expects that the association is populated by intentional and versatile people. Independent from anyone else or in communication with others they build an imagined end-state, make a move to achieve it, and screen their advance. This approach underlies numerous hierarchical hypotheses of progress, including functionalism, basic leadership, versatile learning, and most models of vital decision and objective setting. Teleological hypothesis sees improvement as a cycle of objective definition, execution, assessment, and adjustment of objectives considering what was found out or planned. The hypothesis can work in a solitary individual or among a gathering of collaborating people or associations who are adequately like go about as a solitary aggregate element. Since the individual or participating gathering has the flexibility to set whatever objectives they like, teleological hypothesis naturally obliges imagination; there are no fundamental imperatives or structures that command proliferation of the present substance or state (Koigi, 2007).

Teleology does not assume a vital succession of occasions or determine which direction improvement will take after. In any case, it implies a standard by which advancement can be judged – improvement is what pushes the substance toward its last state. There is no prefigured govern, intelligently vital bearing or set arrangement of stages in a teleological procedure. Hypotheses considering teleology concentrate on the essentials for accomplishing the objective or end-express: the capacities that must

be satisfied, the achievements that must be accomplished, or the parts that must be assembled or acquired for the end-state to be figured it out.

These essentials can be utilized to evaluate when an element is creating; it is developing more mind boggling, it is developing more incorporated, or it is rounding out an important arrangement of capacities. This evaluation can be made because teleological hypotheses set an imagined end state or outline for an element and it is conceivable to watch development toward the end state vis-a-vis this standard (Poole et al., 2000).

While teleology focuses on the purposiveness of the person as the creating power for transform, it likewise perceives restricts on activity. The association's condition and its assets of information, time, cash, and so on oblige what it can achieve. Some of these requirements are epitomized in the essentials, which are to some degree characterized by establishments and different performing artists in the substance's condition. People don't abrogate common laws or ecological imperatives however make utilization of them in achieving their motivations (Walumbwa, 2008).

2.3 Empirical review

This section discusses related studies and literature on the effect of organizational change on project or programme delivery among various organizations. The study mainly focuses on the effect of leadership change, change in technology and change in organizational structure on project delivery.

2.3.1 Leadership change on project delivery

As indicated by a meta-investigation did by Rouse (2010) on the effect of leadership change on organization execution, he contended that there is certain connection between pioneer correspondence and hierarchical execution. The investigation demonstrated that when there is insufficient correspondence and relationship among representatives and bosses, it will create an atmosphere that decreases individual duty obstructing worker execution and consequently authoritative change and development (Schuttler, 2010). Exactly when there is poor correspondence during the movements, the specialists will wind up detectably hosed and less profitable which this will allow the organizations to increase restorative outcomes for non-execution (Kirkpatrick, 1985). The causal connection between authority change and worker conveyance and

found that the representatives, conveyance have been influenced by the initiative change, this was inspected by Walumbwa et al. (2008). The specialists discovered that pioneers who oversee well dangers would have coordinate impact of change of the representative's conveyance since the pioneer can oversee well and lead his workers to beat the issue viably and productively.

The long run connection between administration change and hierarchical execution, Co incorporation comes about demonstrate that pioneers who the best outcome ought to not just depend on a solitary authority style Politis, (2006). At the end of the day, no administration styles are favoured in any circumstance in an association. Subsequently, a mix or blend initiative style can enhance and keep up an association's procedure and builds representatives' dedication and increments in the activity execution. Diverse administration style and conduct may influence the worker execution towards the undertakings achievement and employment execution (Vigoda, 2007). Consequently, administration style received by a pioneer is firmly identified with workers' activity execution.

2.3.2 Change in Technology on Organizational Delivery

An examination by Dauda and Akingbade, (2011) utilizing board information from 13 nations found that innovation change can simply provoke extended gainfulness or improve execution when joined with various resources enough by HR or when done effectively, and use development advantageously and ethically. Movement makes specialists more suitable and firm more compelling. Creative movement can upgrade agent and firm execution likewise (Li and Deng, 1999). Agent would more have the capacity to rapidly secure new learning and further progress abilities through getting ready. Others engaged with this exchange would underline that the intercession procedure should be driven by vision and technique (Beckhard and Harris 2008), and that the bolts connecting the segments ought to be twofold headed, mirroring the intuitive idea of the segments in the change procedure.

As per an examination did by Robertson, (2007) innovative advancement has huge effect on representative execution. Mechanical headway is essential factor for affecting the change of execution. By far most of studies have on and on shown a positive association between an organization's mechanical progress and execution, and assumed that creative movement is fundamental for worker execution. Numerous

enterprises, countries in the created and creating nations have set up innovative work units, offices and associations to empower them to adapt to mechanical change. Machuki and Aosa (2011) analysed the issue of the presence of limit impacts in the connection between innovation change and worker execution utilizing another econometric system that takes into consideration suitable estimation strategies and induction. They additionally clarified that adjustments in innovation and physical setting to the ways change can be refined essentially influence the level of worker execution.

In their paper, titled development change and labourer execution the Cameron and Green, (2005) fought that the degrees of combination of mechanical headway by affiliation and nation choose its execution and change. This is related to organization and control of inside and structures and its response to external system. Basic change in yield, productivity and advancement are proficient when they use development. Extended productivity and general money related improvement in most made nations have been credited to growing development and innovation progression.

2.3.3 Change in Organization Structure on organizational Delivery

As per Styhre (2009) later type of the advanced media or electronic frameworks, for example, modernized framework and new machine framework that realize change require new types of correspondence and good control in association, keeping in mind the end goal to have a decent reception would good be able to appropriation of hierarchical change and connection to expand representatives' execution. To overthrow these issues, well correspondence about specialists' assessment system should execute to give delegates better cognizance about their execution. Moreover, it is in like manner a mind-boggling opportunity to caution the gap between the certifiable and needed execution in the definitive targets.

Accordingly, when the execution assessments are done precisely, association may quantify the costs versus points of interest of the specialists' execution. Pepper, (2006) in his subjective examination to decide the impact of association structure change on worker execution found that hierarchical changes, for example, securing of the organization will make assortment of correspondence issues that undermine representatives' execution, as well as the achievement of the correspondence from the start to finish of the associations (Pearce and robinson, 2002).

In a purposive report by Gibbert, (2006) utilizing arbitrary examining procedure, he contended that the more extensive the change, the more workers presented to change and the more their conveyance is influenced. More broad and more extensive changes could create more important feedback impacts and what are more assessments of dishonour and inappropriate behaviour, which are harder to defeat for the two delegates and affiliations. The more extensive the change, the more noteworthy the impression of progress is probably going to be and consequently the more noteworthy the effect on representative conveyance.

2.4 Summary of Empirical Review and Knowledge Gaps

Table 2.1 indicates summary of empirical review and knowledge gaps.

Table 2.1 Research Gaps

Author	Title	Findings	Research Gap
Mugo, S. (2014)	Change management practices and competent employee delivery of Kenya Revenue Authority	Management should be competent in change so that it can help employees to embrace the changes quickly and improve efficiency therefore improving organizational delivery	The study does not mention the various change management practices that the management should be competent in
Dauda & Akingbade (2010)	Change in Technology on organizational delivery	Technology can only lead to increased productivity or improve delivery when combined with other resources effectively by human resources or when done effectively	The study did not further define what other resources are
Styhre (2009)	Impact of change in organizational structure on employee	New and improved systems bring about change in communication, control and monitoring of organizational affairs	The study focuses on technological change solely as what brings

				about organizational change
Machuki & Aosa (2011)	Factors influencing change management practices at CFC Stanbic Bank	Change management practices have benefited the bank, as change management practices have helped the bank develop a competitor focus through widespread use of competitive intelligence		The study does not highlight the best practices to adopt to manage change
Robertson (2007)	Organizational change and its impact on employee delivery	Technological advancement has enormous influence on employee delivery in individual's job delivery		The study concentrated on technology alone as the only component that influences employee delivery
Gibbert (2006)	Effect of change in organizational structure on delivery	The broader the change, the more the employees are exposed to change and the more they delivery and hence general firm delivery		The study does not mention what brings about change that consequently lead to organizational delivery
Mugenda and Mugenda (2003)	ICT-Integration in Higher Education and student behavioural change	The higher the competence the likelihood of educators incorporating ICT in teaching learning transaction		The study concentrated on ICT knowledge alone as component that

			influences change
Walumbwa (2008)	Effects of Resilience on Productivity under authentic Leadership	Authentic leadership is a suitable leadership model for resilient organizations with high levels of organizational efficiency	The study failed to address the unique stressors facing organisations and the focus on
Politis (2006)	Self- leadership behavioral- focused strategies and team performance	The relationship between the dimensions of self- leadership behavioural- focused strategies, job satisfaction and team performance.	what constitutes of authentic leadership The study does not highlight the
Dauda and Akingbade, (2011)	Technological Change and Employee performance	The effective method of using technological innovation for improved performance	cross-sectoral nature of behavioural focused strategies
Beckhard and Harris (2008)	States of change an inquiry into the nature of organizational change	Executive leaders and project managers effectively plan, lead, and sustain change by communication, assessment and integration.	The study fails to interlink low profitability and performance to employee attitudes towards innovation The study concentrated on three factors only for effective change

i.e.
communication,
assessment and
planning

Source: Researcher 2018

2.5 Conceptual framework

A conceptual framework is a sensibly created, depicted and expounded system of interrelationships among factors regarded to be vital piece of the progression of the circumstance being explored (Kothari, 2004). The dependent variable in this study will be programme delivery while the independent variable is organizational change which includes leadership change, change in technology and changes in organization structure.

Independent Variables

Dependent Variable

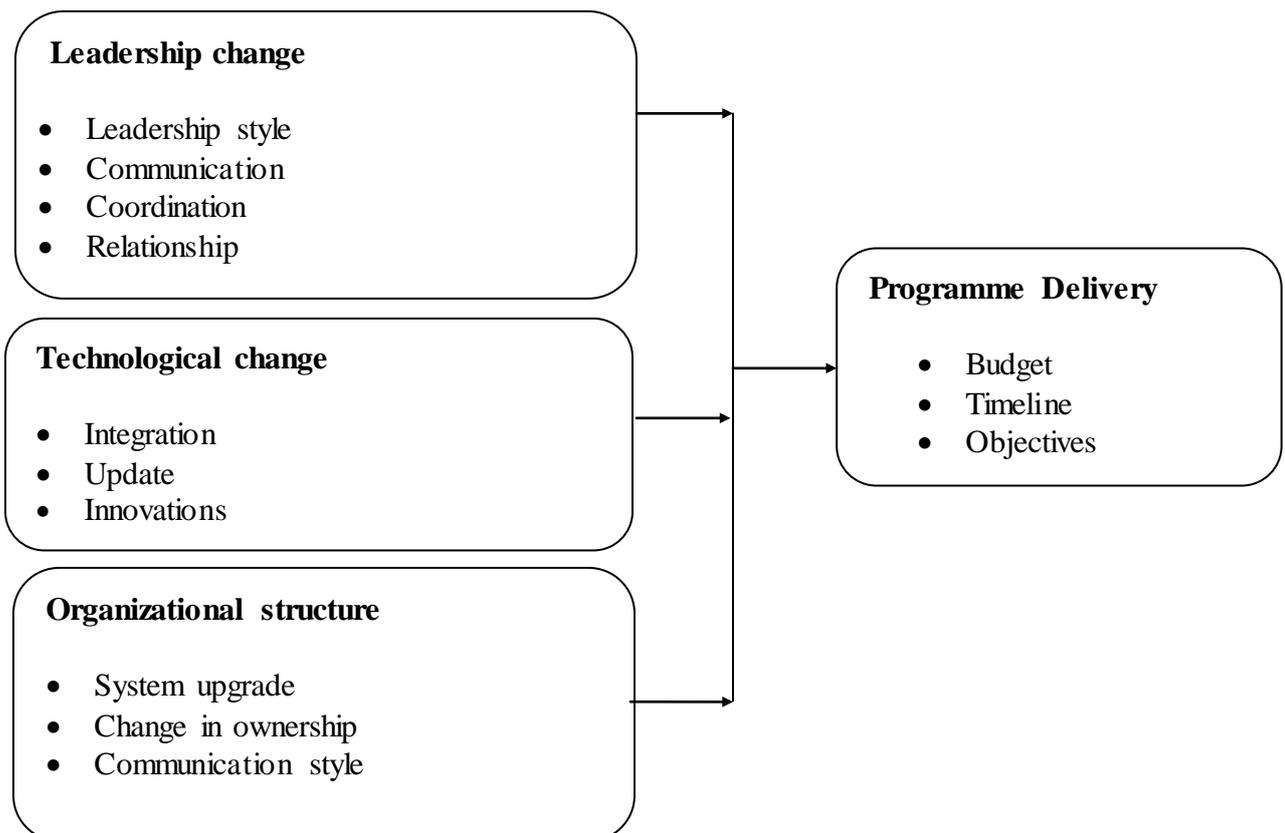


Figure 2.1: Conceptual Framework

Source: Researcher, 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents information on the research design, target population, sampling techniques and sample size, data collection instruments, validity and reliability of research instruments, data analysis as well as ethical considerations.

3.2 Research Design

The research adopted a descriptive research design. The design depicts an examination outline which is an efficient, observational curious into which the analyst does not have a prompt control of self-governing variable as their sign has simply happened or considering the way that the normally can't be controlled (Mugenda and Mugenda, 2003). Descriptive research design ensures the examination is applicable to the issue and its philosophy is sharp to acquire information. Descriptive research design is stressed over finding a few solutions concerning the how, who, when and where of a ponder keeping in mind the end goal to fabricate a profile.

3.3 Target Population

The target population for the study was all the 106 employees at all levels of management at UNICEF office in Nairobi.

Table 3.1 Distribution of Target Population

Level of Management	Frequency	Percentage
Top Management	12	11.32
Middle Level	38	35.84
Lower level	56	52.84
Total	106	100

Source: UNICEF, 2017

3.4 Sampling design

Stratified random sampling technique was used to obtain a representative sample since population of interest is homogeneous. Owing from the enormous number of target populace and given the time and asset imperatives, the inspecting no less than 30% is suggested by Mugenda and Mugenda (2003). This study therefore used a

sample of 33 respondents drawn from all levels of management concerned with management of change as tabulated below;

Table 3.2 Sample Size

Level	of	Population	Rate	Sample
Management				
Top Management		12	0.3	4
Middle Level		38	0.3	12
Lower level		56	0.3	17
Total		106		33

Source: Researcher, 2018

3.5 Data Collection Instrument

Primary data was collected using a semi structured questionnaire. The closed ended inquiries gave more organized reactions to energize significant recommendations while the open-ended request gave additional information that won't be gotten in the close-ended inquiries. The investigation utilized both essential and auxiliary information. Secondary data was gathered from the records of the UNICEF change administration strategy. The venture conveyance records demonstrated the undertakings attempted and furthermore the execution data was shown from the money related explanations, venture designs, yearly reports and announcements of the United Nations association.

3.6 Validity and Reliability of the study

3.6.1 Validity

As indicated by Gay (2012) legitimacy alludes to how much an instrument measures what it should quantify for a specific reason or specific gathering. Instruments in this examination are relied upon to investigate issues to do with effective usage of aggregate quality administration hones. Instruments for this investigation were approved through use of substance legitimacy which is dictated by master judgment. Gay (2012) recognized that substance legitimacy involves judgment by the analyst and experts and has no equation for assurance. To develop the reliability and validity of the investigation instrument the examination searched for finishes of masters in the field of think especially the examination's manager and directors in the foundation of

business association and key organization. This empowered the fundamental refresh and change of the examination instrument thusly enhancing validity

3.6.2 Reliability

To test the reliability of the instruments, inside consistency techniques were associated using Cronbach's Alpha coefficient. The alpha regard reaches out in the region of 0 and 1 with steadfastness growing with the development in regard. Coefficient of 0.7 is a normally recognized trustworthy rule that exhibits sufficient unfaltering quality (Mugenda and Mugenda, 2003). The scientist used this information to adjust the instrument as found basic. The following table indicates the reliability findings;

Table 3.3: Reliability Results

Variable	Number of Items	Cronbach Alpha Coefficient
Leadership Change	11	0.732
Technology Change	8	0.877
Change in Organizational Structure	9	0.763
Programme Delivery	8	0.739
Overall Cronbach Alpha		0.778

Source: Researcher, 2018

As indicated in Table 3.3 leadership change had Cronbach Alpha coefficient of 0.732, technology change had 0.877, change in organizational structure had 0.763 and programme delivery had 0.739. The average Cronbach Alpha was 0.778 which was above the recommended 0.7 hence indicating that the study variables were statistically significant.

3.7 Data collection Procedure

The questionnaires were administered through drop and pick and through email method-for respondents in far branches- and respondents targeted were members of management in the branches. Fully completed Questionnaires were collected/emailed back to the researcher. Confidentiality of the respondents was guaranteed through an assurance letter which was issued with each questionnaire. Secondary data was obtained from previous studies on change management, the firm's strategic plans, google scholar, programme delivery reports and UNICEF annual report.

3.8 Data Analysis and Presentation

The essential information gathered can't avoid being accumulated and arranged for simplicity of control and examination. The information was then altered, coded and ordered with the guide of the Statistical Package of Social Sciences (SPSS) variant 21. Expressive insights strategy was utilized to portray or abridge the information in a way that empowered a specialist to seriously depict a dissemination of estimations or qualities utilizing a couple of files or measurements. Recurrence dispersions and rates were created from the information gathered.

The scientist likewise utilized an inferential insight which is a strategy which allowed the utilization of deductions about the populace in view of results acquired from tests. The information was investigated utilizing a various direct relapse show which was gone for building up impact of the free factors on the needy variable. A relapse model was utilized to test adequacy of the autonomous factors and ward variable. This helped assess and comprehend the connections between the needy and autonomous factors of the investigation. Multiple linear regressions were employed as it uses two or more independent variables to predict the outcome. The multiple Regression model will be: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

Where; Y = Delivery of programme delivery

X1 = Leadership change

X2=Change in technology

X3 = Change in organizational structure

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3,$ = Beta coefficients; ϵ = Error Term.

3.9 Ethical considerations

Informed consent was procured from every single one of those partaking in the examination. Those not willing to participate in the examination were not under no sense of duty or pressurised to do so. Respondents' names were not signposted wherever in the data; accumulated instruments for characterization and information

gathered were used for the inspirations driving this insightful examination. The fundamental research experts were consulted and assent permitted. The referred materials and sources were alluded to in the same way.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings of the analysis on the collected data by the researcher. Questionnaires were used to collect data that tallied and SPSS used as to analyze the data using descriptive and inferential statistics. The findings were presented using, frequencies, percentages, graphs, tables and Figures.

4.1.1 Response Rate

The researcher distributed 33 questionnaires to employees at all levels of management at UNICEF office in Nairobi. Out of these questionnaires, 25 of them were dully filed and returned. This gave a response rate of 75.8%. The response rate was in line with Mugenda and Mugenda (2003) who indicated for good presentation of the findings, the response rate should be over 70%.

4.2 Personal Details

The personal details of respondents of the study are shown in subsequent sections.

4.2.1 Gender of Respondents

The gender distribution of respondents is shown in Table 4.2.

Table 4.1: Gender of Respondents

	Frequency	Percentage
Male	14	56
Female	11	44
Total	25	100

Source: Field data, 2018

As shown from the findings, most of the respondents 56% were male while 44% were female. This shows that there was equality on gender distribution in the study.

4.2.2 Age of Respondents

Respondents were asked to indicate their age brackets as shown in Table 4.2.

Table 4.2: Age of Respondents

	Frequency	Percentage
20 – 30 Years	5	20
30-40 Years	8	32
40 -50 Years	10	40
Over 50 Years	2	8
Total	25	100

From the findings, majority of the respondents 40% were 40-50 years, 32% were 31-40 years, 20% were 20-30 years and 8% were over 50 years. This shows that study covered respondents from different age categories and thus there was diversity in opinions and views expressed.

4.2.3 Level of Education

The highest levels of education of respondents of the study are shown in Table 4.3.

Table 4.3: Level of Education

	Frequency	Percentage
Diploma	5	20
Undergraduate	12	48
Post Graduate	8	32
Total	25	100

Source: Field data, 2018

The findings in Table 4.3 indicate that most of the respondents 48% were undergraduates, 32% were post graduate while 20% had diplomas. This shows that respondents were generally learnt and therefore knew how to respond to research questions.

4.2.4 Years of Experience at UNICEF

The number of years that respondents had worked at UNICEF is shown in Table 4.5.

Table 4.4: Years of Experience at UNICEF

	Frequency	Percentage
Less than 5 years	1	4
5-10 years	9	36
11-15 years	13	52
Over 15 years	2	8
Total	25	100

Source: Field data, 2018

The findings in Table 4.5 indicate that most of the respondents 52% had worked in the organization for 11-15 years, 36% for 5-10 years, 8% for over 15 years and 4% for less than 5 years. This shows that respondents of the study had generally worked in the organization for a long period of time and thus were informed on the study.

4.2.5 Managerial Level

Respondents were asked to indicate the level of their management as shown in Table 4.6.

Table 4.5: Managerial Level

	Frequency	Percentage
Top Level	6	24
Middle Level	8	32
Lower Level	11	40
Total	25	100

Source: Field data, 2018

From the findings, most of the respondents 40% were lower managerial positions, 32% were middle managers and 24% were top level managers. The study therefore generally drew respondents in managerial positions hence they were well versed on the study.

4.3 Descriptive Analysis

The researcher sought to determine the effect of organizational change and programme delivery at UNICEF. The descriptive analysis of the findings using means and standard deviation are shown in subsequent sections.

4.3.1 Leadership Change and Programme Delivery

Several statements on leadership change and how it influenced programme delivery at UNICEF were carefully identified by the researcher. Respondents were asked to indicate the extent of 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The findings are shown in Table 4.7.

Table 4.6: Leadership Change and Programme Delivery

	Mean	Std. Dev
UNICEF employs transformation leadership style	3.79	0.915
The organisation employs transactional leadership style	3.82	1.053
Bureaucratic leadership style is applied in the organization	3.64	0.854
Autocratic leadership style is in force within UNICEF	3.88	0.949
The organization employs a hybrid of all leadership styles to improve delivery	3.97	0.968
There is frequent and constant communication among and between all levels of management	3.83	0.797
All communication channels are reliable	3.42	1.097
Organizational mission, changes and strategies are always communicated to every stakeholder	3.58	0.983
The management and employees coordinate well	3.84	0.640
All employees are appreciated and involved regardless of their level in the organization	3.63	0.958
Operating systems on working relationships exist between	3.27	0.867

management and staff		
Mean Score	3.69	0.916

Source: Field data, 2018

From the findings in Table 4.7, most of the respondents agreed that the organization employed a hybrid of all leadership styles to improve delivery with a mean of 3.97 and standard deviation of 0.968. Autocratic leadership style was in force within UNICEF with a mean of 3.88 and standard deviation of 0.949. The management and employees coordinated well with a mean of 3.84 and standard deviation of 0.640. There was frequent and constant communication among and between all levels of management with a mean of 3.83 and standard deviation of 0.797. The organisation employed transactional leadership style with a mean of 3.82 and standard deviation of 1.053. UNICEF employed transformation leadership style with a mean of 3.79 and standard deviation of 0.915. Bureaucratic leadership style was applied in the organization with a mean of 3.64 and standard deviation of 0.854.

All employees were appreciated and involved regardless of their level in the organization as seen by a mean of 3.63 and standard deviation of 0.958. Organizational mission, changes and strategies were always communicated to every stakeholder with a mean of 3.58 and standard deviation of 0.983. Respondents however were neutral on whether all communication channels were reliable with a mean of 3.42 and standard deviation of 1.097 or operating systems on working relationships existed between management and staff with a mean of 3.27 and standard deviation of 0.867.

The average mean was 3.69 with standard deviation of 0.916. This shows that respondents generally agreed that leadership change influenced program delivery. According to Vigoda, (2007), diverse administration style and conduct may influence the worker execution towards the undertakings achievement and employment execution.

4.3.2 Technology Change and Programme Delivery

The study sought to determine how technological changes influenced programme delivery at UNICEF. Table 4.8 presents the findings of the analysis from the responses collected in the field.

Table 4.7: Technology Change and Programme Delivery

	Mean	Std. Dev
The organization embraces use of modern technology and integrates it in its programmes	4.27	1.052
Modern technology and equipment are available for staff use	3.84	0.995
Technological changes/updates are always communicated and cultivated amongst the staff	3.96	0.886
The organization has invested greatly in technology	3.83	0.768
The staff are always willing to learn new technological innovations	3.97	0.883
New innovations within the organization are encouraged	3.73	0.996
The organization has a user-friendly website	3.64	1.006
Communication systems in the organization have contributed to effective programme delivery	3.85	0.765
Mean Score	3.88	0.918

Source: Field data, 2018

From the findings, most of the respondents agreed that the organization embraced use of modern technology and integrated it in its programmes with a mean of 4.27 and standard deviation of 1.052. The staffs were always willing to learn new technological innovations with a mean of 3.97 and standard deviation of 0.883. Technological changes/updates were always communicated and cultivated amongst the staff with a mean of 3.96 and standard deviation of 0.886. Communication systems in the organization had contributed to effective programme delivery with a mean of 3.85 and standard deviation of 0.765. Modern technology and equipment were available for staff use with a mean of 3.84 and standard deviation of 0.995. The organization had invested greatly in technology with a mean of 3.83 and standard deviation of 0.768. New innovations within the organization were encouraged as indicated by a mean of 3.73 and standard deviation of 0.996. The organization had a user-friendly website with a mean of 3.64 and standard deviation of 1.006.

The average mean and standard deviation were 3.88 and 0.918 respectively. This implies that respondents of the study generally agreed that technology change influenced program delivery. As per an examination did by Robertson (2007), innovative advancement has huge effect on representative execution.

4.3.3 Change in Organization Structure and Programme Delivery

The findings on change in organizational structure and how it influences programme delivery are indicated in Table 4.9.

Table 4.8: Change in Organization Structure and Programme Delivery

	Mean	Std. Dev
The organization has a clear management structure	4.16	0.758
The always updates its systems to suit new programme demands	3.94	0.867
The organization always adjusts its systems or structures per donor, stakeholder or beneficiary requirements	3.87	0.976
The management structure of the organization is flexible to changes in programme requirements	3.69	0.675
Top-down communication is effective	3.43	0.853
Horizontal communication is efficient and effective	3.68	0.942
Feedback is always appreciated and acted	3.36	1.097
Employees are well rewarded and promoted	3.42	0.996
Most of the organization communications are done on email	3.67	0.849
Average Score	3.69	0.890

Source: Field data, 2018

From the findings, majority of the respondents agreed that an organization had a clear management structure with a mean of 4.16 and standard deviation of 0.758. The organization always updated its systems to suit new programme demands with a mean of 3.94 and standard deviation of 0.867. The organization always adjusted its systems or structures per donor, stakeholder or beneficiary requirements with a mean of 3.87 and standard deviation of 0.976. The study revealed that the management structure of the organization was flexible to changes in programme requirements with a mean of 3.69 and standard deviation of 0.675. Horizontal communication was efficient and effective with a mean of 3.68 and standard deviation of 0.942. Most of the organization communications were done on email as shown by a mean of 3.67 and standard deviation of 0.849. Respondents were however not sure whether top-down communication was effective with a mean of 3.43 and standard deviation of 0.853, employees were well rewarded and promoted with a mean of 3.42 and standard deviation of 0.996 or the feedback was always appreciated and acted with a mean of 3.36 and standard deviation of 0.675.

The average mean was 3.69 with standard deviation of 0.890. This can be interpreted to mean that respondents were generally in agreement that change in organizational

structure had an influence on program delivery. Pepper (2006) in a subjective examination to decide the impact of association structure change on worker execution found that hierarchical changes, for example, securing of the organization will make assortment of correspondence issues that undermine representatives' execution, as well as the achievement of the correspondence from the start to finish of the associations.

4.3.4 Programme Delivery

The findings on programme delivery as the dependent variable of the study are shown in Table 4.10.

Table 4.1: Programme Delivery

	Mean	Std. Dev
Programs are always implemented within the stipulated timeline	3.80	0.760
Projects are delivered within budget	3.67	0.873
The programme is delivered per the set objectives	3.92	0.953
The stakeholders are all involved during programme implementation	3.79	0.847
Programme implementation is pegged on the donor requirements	3.98	1.001
Organizational requirements are always communicated to stakeholders to ensure effective and efficient programme delivery	3.84	0.903
Staff are always motivated to work and delivery on their mandate	3.75	0.861
Due to effectiveness programme delivery donors, have recommended UNICEF as the primary recipient and implementing agency for their programs	3.97	0.890
Average Mean	3.84	0.886

Source: Field data, 2018

The study revealed that programme implementation was pegged on the donor requirements with a mean of 3.98 and standard deviation of 1.001. Due to effectiveness, programme delivery donors had recommended UNICEF as the primary recipient and implementing agency for their programs with a mean of 3.97 and standard deviation of 0.890. The programme was delivered per the set objectives with a mean of 3.92 and standard deviation of 0.953. Organizational requirements were always communicated to stakeholders to ensure effective and efficient programme delivery with a mean of 3.84 and standard deviation of 0.903. Programs were always implemented within the stipulated timeline with mean of 3.80 and standard deviation

of 0.760. The stakeholders were all involved during programme implementation as indicated by a mean of 3.79 and standard deviation of 0.847. Staffs were always motivated to work and delivery on their mandate with a mean of 3.75 and standard deviation of 0.861.

From the findings, the average mean was 3.84, showing that on average; respondents agreed that programme delivery had been influenced by organizational change. According to PWC (2017), change administration is a compelling strategy to oversee connecting with individuals in a relationship to progress from their present state to a pined for future state.

4.4 Regression Results

The researcher conducted regression analysis to determine how organizational change influence programme delivery at UNICEF. The findings of the Model Summary, the Analysis of Variance and the beta coefficients are shown in this section.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.744	1.83125

Source: Field data, 2018

From the Model Summary in Table 4.11, the coefficients of correlation, determination and adjusted R square are 0.873, 0.762 and 0.744 respectively. This shows that 74.4% change in programme delivery at UNICEF is explained the organizational change. This thus indicates that there are other underlying factors apart from organizational change that influence programme delivery which future studies should focus on.

Table 4.3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	71.873	3	23.958	22.412	.000 ^b
Residual	22.449	21	1.069		
Total	94.322	24			

Source: Field data, 2018

From ANOVA findings in Table 4.12, the value of F calculated is 22.412 while F critical is 3.072. This shows that the overall regression model was significant in predicting the relationship between organizational change and program delivery.

Table 4.4: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.055	.540		3.806	.015
Leadership Change	.380	.136	.049	2.794	.000
Technology Change	.404	.109	.625	3.706	.001
Change in Organization Structure	.241	.101	.362	2.386	.039

Source: Field data, 2018

The established equation from Table 4.13 above becomes;

$$Y=2.055+0.380X_1+0.404X_2+0.241X_3$$

Y=Programme Delivery

X₁=Leadership Change

X₂=Technology Change

X₃=Change in Organization Structure

Thus, when all the study variables are held constant, programme delivery at UNICEF would be at 2.055. A unit increase in leadership change other factors held constant would lead to 0.38 increase in program delivery. A unit changes in technology change other factors kept constant would lead to 0.404 improvements in program delivery. A unit increase in change in organizational structure holding other factors constant would lead to 0.241 increases in program delivery.

At 5% level of significance, the study documents that leadership change (p=0.000) had positive and significance influence on program delivery. Technology change (p=0.001) had significant influence on program delivery. Change in organization structure (p=0.039) had significant influence on program delivery. In general therefore, organizational change had significant influence on program delivery.

4.5 Key Findings and Discussions

From descriptive statistics, respondents agreed that leadership change (M=3.69, SD=0.916), technology change (M=3.88, SD=0.918) and change in organizational structure (M=3.69, SD=0.890) all affected program delivery. This is because their average means are over 3.4. In a study by Rouse (2010) on the effect of leadership change on organization execution, it was established that there is certain connection between pioneer correspondence and hierarchical execution. From regression analysis, the study established that leadership change (p=0.000) had positive and significance influence on program delivery. Walumbwa et al. (2008) analyzed the causal connection between authority change and worker conveyance and found that the representatives, conveyance have been influenced by the initiative change.

Technology change (p=0.001) had significant influence on program delivery. An examination by Dauda and Akingbade, (2011) utilizing board information from 13 nations found that innovation change can simply provoke extended gainfulness or improve execution when joined with various resources enough by HR or when done effectively, and use development advantageously and ethically. Change in organization structure (p=0.039) had significant influence on program delivery. In general therefore, organizational change had significant influence on program delivery. As per Styhre (2009) later type of the advanced media or electronic frameworks, for example, modernized framework and new machine framework that realize change require new types of correspondence and good control in association, keeping in mind the end goal to have a decent reception would good be able to appropriation of hierarchical change and connection to expand representatives' execution.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the analysed findings on the basis of the objectives that guided the study. The chapter makes conclusion informed by the established findings of the analysis. The recommendations of the study are also indicated for policy and practice. The areas for further studies are shown that future scholars and academicians can capitalize on to carry out similar studies in future.

5.2 Summary of the Findings

The main objective of the study was to establish the effects of organizational change and programme delivery at UNICEF. The study was guided by the following specific objectives; to establish the effects of leadership change on programme delivery at UNICEF; to examine the relationship between changes in technology on programme delivery at UNICEF; and to analyse the influence of change in organizational structure on programme delivery at UNICEF. From regression results, the adjusted R square was 0.744 showing that 74.4% change in programme delivery at UNICEF is explained by organizational change.

5.2.1 Leadership Change and Programme Delivery

From the findings, leadership change had a p (p=0.000). This shows that leadership change significantly influenced program delivery. Most of the respondents agreed that the organization employed a hybrid of all leadership styles to improve delivery. Autocratic leadership style was in force within UNICEF. The management and employees coordinated well. There was frequent and constant communication among and between all levels of management. The organisation employed transactional leadership style.

UNICEF employed transformation leadership style. Bureaucratic leadership style was applied in the organization. All employees were appreciated and involved regardless of their level in the organization. Organizational mission, changes and strategies were always communicated to every stakeholder. It was however not clear whether all communication channels were reliable or operating systems on working relationships existed between management and staff.

5.2.2 Technology Change and Programme Delivery

Technology change had p value ($p=0.001$). This infers that technology change had significant influence on program delivery. Majority of the respondents agreed that the organization embraced use of modern technology and integrated it in its programmes. The staffs were always willing to learn new technological innovations. Technological changes/updates were always communicated and cultivated amongst the staff. Communication systems in the organization had contributed to effective programme delivery. Modern technology and equipment were available for staff use. The organization had invested greatly in technology. New innovations within the organization were encouraged. The organization had a user-friendly website.

5.2.3 Change in Organization Structure and Programme Delivery

The study revealed that change in organization structure had p value ($p=0.039$), showing that it had significant influence on program delivery. Majority of the respondents agreed that the organization had a clear management structure. The organization always updated its systems to suit new programme demands. The organization always adjusted its systems or structures per donor, stakeholder or beneficiary requirements. The study revealed that the management structure of the organization was flexible to changes in programme requirements. Horizontal communication was efficient and effective. Most of the organization communications were done on email. Respondents were however not sure whether top-down communication was effective, employees were well rewarded and promoted or the feedback was always appreciated and acted.

5.3 Conclusion

5.3.1 Leadership Change and Programme Delivery

The study concludes leadership change has positive and significant influence on program delivery. The organization employed a hybrid of all leadership styles to improve delivery. Autocratic leadership style was in force within UNICEF. The management and employees coordinated well. There was frequent and constant communication among and between all levels of management. The organisation employed transactional leadership style. UNICEF employed transformation leadership style.

5.3.2 Technology Change and Programme Delivery

The study further concludes that technology change has a positive and significant influence on program delivery. The organization embraced use of modern technology and integrated it in its programmes. The staffs were always willing to learn new technological innovations. Technological changes or updates were always communicated and cultivated amongst the staff. Communication systems in the organization had contributed to effective programme delivery.

5.3.3 Change in Organization Structure and Programme Delivery

The study also concludes that change in organizational structure has a positive and significant influence on program delivery. The organization had a clear management structure. The organization always updated its systems to suit new programme demands. The organization always adjusted its systems or structures per donor, stakeholder or beneficiary requirements. The study revealed that the management structure of the organization was flexible to changes in programme requirements.

5.4 Recommendations of the Study

The study recommends that the management team of UNICEF needs to on communication channels and operating systems on working relationships existed between management and staff.

The study further recommends that the senior management team of all other United Nation agencies operating in Kenya should invest in technology to enhance their program delivery. All UN agencies need to embrace modern technology and integrate it in their programmes. It is important that all technological changes or updates are always communicated and cultivated amongst the staff of UN agencies.

The study also recommends that UNICEF should critically examine and improve its organizational structure for positive program delivery. The top management of UNICEF should ensure effective top-down communication and employees should be competitively rewarded. The management of UNICEF should ensure that feedback from employees is appreciated and acted on.

5.5 Areas for Further Research

The current study focussed on UNICEF which is one of the agencies of United Nations. Future studies should use more UN agencies with offices in Kenya including the United Nation Environmental Program (UNEP) to get a large sample size. This would inform detailed comparison of the findings for informed decisions.

In the current study, emphasis was placed on organizational change and how it influences program delivery. From regression analysis, the adjusted R square was 0.744, showing that 74.4% change in programme delivery is explained by organizational change. This therefore shows that there exist other underlying factors with an influence on programme delivery that future studies should focus on.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Wanuma Joseph
Kenyatta University,
P.O. Box 702 – 60100,
NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a graduate student at Kenyatta University, carrying out research on the effect of organizational change and on programme delivery in UNICEF. This is in partial fulfilment of the requirement of the Master of Business Administration degree program at the Kenya University.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you.

Yours
faithfully,

Wanuma, Joseph

APENDIX II: QUESTIONNAIRE

I am a student at Kenyatta University taking an MBA course. As part of my academic requirements I am carrying out a study on “Effect of organizational change and delivery on programme delivery in UNICEF,”. Please assist in filling this questionnaire to enable me complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or alternatively please write in the space provided.

SECTION A: PERSONAL DETAILS

1. Gender

Male () Female ()

2. Your age in years;

a) 20 – 30 () b) 30-40 () c) 40 -50 () d) 50 and above ()

3. Level of Education

Primary
Secondary
Diploma
Undergraduate
Post graduate
Other (Specify)

4. Please indicate the number of years you have worked at UNICEF.

Less than 5 years () b) between 5-10 years ()
c) Between (11-15 years () d) Over 15 years ()

5. Indicate your level of management

a) Top () b) Middle () c) Lower Level () d) Other ()

Please explain.....

6. Which department do you work in?

SECTION B: LEADERSHIP CHANGE AND PROGRAMME DELIVERY

7. Please indicate the extent to which you agree with the following statement relating to the leadership style and Programme delivery in your organization; where;

Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
UNICEF employs transformation leadership style					
The organisation employs transactional leadership style					
Bureaucratic leadership style is applied in the organization					
Autocratic leadership style is in force within UNICEF					
The organization employs a hybrid of all leadership styles to improve delivery					
There is frequent and constant communication among and between all levels of management					
All communication channels are reliable					
Organizational mission, changes and strategies are always communicated to every stakeholder					
The management and employees coordinate well					
All employees are appreciated and involved regardless of their level in the organization					
Operating systems on working relationships exist between management and staff					

SECTION C: TECHNOLOGY CHANGE AND PROGRAMME DELIVERY

8. Please indicate the extent to which you agree with the following statements regarding the effect change in technology has on Programme delivery at UNICEF; where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization embraces use of modern technology and integrates it in its programmes					
Modern technology and equipment are available for staff use					
Technological changes/updates are always communicated and cultivated amongst the staff					
The organization has invested greatly in technology					
The staff are always willing to learn new technological innovations					
New innovations within the organization are encouraged					
The organization has a user-friendly website					
Communication systems in the organization have contributed to effective programme delivery					

SECTION D: CHANGE IN ORGANIZATION STRUCTURE AND PROGRAMME DELIVERY

9. Please indicate the extent to which you agree with the statements about the effect of organization structure on programme delivery at UNICEF. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization has a clear management structure					
The always updates its systems to suit new programme demands					
The organization always adjusts its systems or structures per donor, stakeholder or beneficiary requirements					
The management structure of the organization is flexible to changes in programme requirements					
Top-down communication is effective					
Horizontal communication is efficient and effective					
Feedback is always appreciated and acted					
Employees are well rewarded and promoted					
Most of the organization communications are done on email					

SECTION F: PROGRAMME DELIVERY

10. Please indicate the extent to which you agree to the following statements regarding Programme delivery at UNICEF; where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Programs are always implemented within the stipulated timeline					
Projects are delivered within budget					
The programme is delivered per the set objectives					
The stakeholders are all involved during programme implementation					
Programme implementation is pegged on the donor requirements					
Organizational requirements are always communicated to stakeholders to ensure effective and efficient programme delivery					
Staff are always motivated to work and delivery on their mandate					
Due to diligent programme delivery donors, have recommended UNICEF as the primary recipient and implementing agency for their programs					