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

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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 goal of the study was to set up the impact of progress management and execution on enhancing program conveyance at UNICEF. The destinations of this investigation were to decide the impact of authority change, changes in innovation and changes in authoritative structure on improving project conveyance at UNICEF. The examination was tied down 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. 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.

Key Words: *organizational change, programme delivery, United Nations Children's Fund, Kenya*

INTRODUCTION

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).

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 an approach 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 instigate diminishments, 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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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.

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.

positions among the ten poorest nations on the planet. 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.

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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.

GENERAL OBJECTIVE

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

SPECIFIC OBJECTIVES

1. To establish the effects of leadership change on programme delivery at UNICEF.
2. To examine the relationship between change in technology on programme delivery at UNICEF.
3. To analyse the influence of change in organizational structure on programme delivery at UNICEF.

THEORETICAL REVIEW

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.

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 cannot might want to make an enduring high ground around normal resources.

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).

EMPIRICAL REVIEW

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.

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.

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's 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.

RESEARCH METHODOLOGY

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.

Target Population

A population is an overall portrayed or set of people, organizations, segments, and events, social affair of things or families that are being considered. The study targeted all 106 employees at all levels of management at UNICEF office in Nairobi.

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.

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.

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.

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 inferential insights 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 were 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 general formula of multiple Regression:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: Y = Delivery of programme delivery; X1 = Leadership change; X2=Change in technology; X3 = Change in organizational structure; $\beta 0$= Constant Term; $\beta 1$, $\beta 2$, $\beta 3$, = Beta coefficients; ε = Error Term.

RESEARCH RESULTS

The main objective of the study was to establish the effects of organizational change and program 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 change 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 program delivery at UNICEF is explained by organizational change.

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.

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.

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.

REGRESSION RESULTS

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

Table 1: Model Summary

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

From the Model Summary in Table 1, 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

program delivery at UNICEF is explained the organizational change. This thus indicates that there are other underlying factors apart from organizational change that influence program delivery which future studies should focus on.

Table 2: 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			

From ANOVA findings in Table 2, 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 3: 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

The established equation from Table 3 above becomes;

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

Where: Y=Programme Delivery; X_1=Leadership Change; X_2=Technology Change; X3=Change in Organization Structure

Thus, when all the study variables are held constant, program 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 increase 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.

CONCLUSIONS

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.

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.

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.

RECOMMENDATIONS

The study recommends that the management team of UNICEF needs to improve on the current leadership for positive improvement in program delivery. There is need for UNICEF to improve 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.

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