

**EFFECT OF INSTITUTIONAL REFORMS ON THE
PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS:
A CASE STUDY OF UN-HABITAT**

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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Fulfillment of the Requirement for the Degree of Master of Business Administration
(MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SPRING 2018

STUDENTS DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic credit.

Signed: _____

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This research project report has been presented for examination with my approval as the appointed supervisor.

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Dean, Chandaria School of Business

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ABSTRACT

The study investigated whether the recent reforms undertaken by UN-Habitat made the organization achieve its goals efficiently and effectively. The study was guided by the following research objectives: to investigate the influence of policy reforms on the achievement of institutional goals, to investigate the influence of process reforms on the achievement of institutional goals, and to investigate the influence of system reforms on the achievement of institutional goals.

The study used the descriptive research design to examine the effect of institutional reforms (independent variable) on the performance of non-governmental organizations (dependent variable). The population of the study was 283 employees of UN-Habitat at Nairobi office. The sample frame of the study was obtained from the relevant human resources office located at Gigiri. Stratified sampling technique was used in accordance to the cadre from junior staff, middle level managers to top-level managers. A sample size of 85 respondents was used. Questionnaires were used to collect primary data from respondents and they were designed to address the various research objectives. Statistical Package for the Social Sciences (SPSS) version 21 program was used to generate the frequencies, means and percentages of the responses. Measures of central tendency were used for analysis specifically correlations and regressions. These were carried out to examine the significance of the study variables and indicate the nature of the existing relationships between the study variables. The findings were presented in figures and tables.

The study showed that UN-Habitat are achieving more of their organizational goals since their operational performance has improved. Organizational goals impact UN-Habitat's dependability, their capacity utilization had improved. The organization effectively translated grassroots interests to meaningful regulatory changes, and it was heavily dominated by western ideals. The study showed that the organization arose directly from the grassroots when responding to local needs, and it had refocused its activities to improve performance, and the organization faced intensified competition that had increased their efficiency.

The study showed that processes have not been substantially reformed within the organization, although it supports the development of partnership relations. New

processes and structures in the organization were dictated by international organizations and donors, and it carries out new programmes in co-operation with government bodies and relevant ministerial authorities. The study showed that the organization was involved in the process of creating conditions for new policy planning, and social welfare organizations were not involved in strategic planning.

The study showed that systems had been recently reformed within the organization, and they had increased challenges in performance improvement. Recent system reforms in the organization had proposed decentralization in order to empower local communities, and provided local communities with legitimacy to participate in local governance. The study showed that the organization used decentralization as an administrative tool for reform, and system reforms had transferred the decision-making power to the local organizations.

The study concludes that performance assessment feedback in the organization dictated policymaking activities, and partnerships with local authorities developed and improved local services. The organization channeled community inputs to other stakeholders and it gave meaningful representation of community needs through engagement at the grass root level. The study concludes that the organization arose directly from the grassroots when responding to local needs, and the organization was involved in the process of creating conditions for new policy planning.

The study recommends the management and policy makers of UN-Habitat to ensure that their accountability systems have the ability to identify poorly designed programs and poorly designed implementation systems so that they can utilize an effective mechanisms of assessing what their organization is producing for its citizens.

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LIST OF ACRONYMS

CEO:	Chief Executive Officer
DAP:	Decentralization Action Plan
DHSF:	District Health Stakeholders Forum
EU:	European Union
ILO:	International Labor Organization
IMF:	International Monetary Fund
IMF:	International Monetary Fund
LBO:	Leveraged Buyouts
MBO:	Management Buyouts
OD:	Organization Development
OED:	Office of the Executive Director
R&D:	Research and Design
ROAf:	Regional Office for Africa
SME:	Small and Medium-Sized Enterprises
SPSS:	Statistical Package for the Social Sciences
UN:	United Nations
UNDP:	United Nations Development Programme
UNEP:	United Nations Environment Programme
UNESCO:	United Nations Educational, Scientific and Cultural Organization
UNHCR:	United Nations High Commissioner for Refugees
VBM:	Value Based Management
WFP:	World Food Programme
WHO:	World Health Organization

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

An institutional reform is a strategy that helps organizations deal with poor performance, adopt new strategic opportunities, and achieve credibility (Bowman and Singh, 2013). Rising competition, swift advances in technology, more demanding shareholders and increasing difficulty of the business conditions have increased the burden on managers to deliver superior performance and value for their shareholders (Lebans and Euske, 2006). Institutional reforms has proven to be beneficial in a number of ways that are not limited to lowering operational costs and assisting in better formulation and implementation of strategies (Eby and Buch, 2008).

Institutional reforms are carried out through changes in corporate structure and optimization of resources (Bowman and Singh, 2013). In this modern economy where the “winners take all”, organizations have to take a timely responsive action to save their organizations. At this point of time, organization executives may ask whether it is time to restructure the organization. Burnes (2004) indicates that rationalization of the present pay structure should be accomplished in order to maintain the internal and external equity among the employees, as well as motivate them to become more productive.

There are symptoms that may indicate the need for organizational institutional reforms (Hane, 2012). Such symptoms include: parts of the organization are significantly over or under staffed; organizational communications are inconsistent, fragmented, and inefficient; technology and innovation are creating changes in workflow and production processes; significant staffing increases or decreases are contemplated; new skills and capabilities are needed to meet current or expected operational requirements; accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals; personnel retention and turnover becomes a significant problem; and stagnant workforce productivity or deteriorating morale (*ibid*).

An Organization Development (OD) program involves a systematic diagnosis of the organization, the development of a strategic plan for improvement, and the mobilization of resources to carry out the effort (Burke, 2012). An organization-development effort is related to a total organization change such as a change in the culture or the reward

systems or the total managerial strategy. There may be tactical efforts, which work with subparts of the organization, but the “system” to be changed is a total, relatively autonomous organization (Bennis, 2011). This is not necessarily a total corporation, or an entire government, but refers to a system, which is relatively free to determine its own plans and future within very general constraints from the environment (Beckhard, 2010).

In an organization-development effort, the top management of the system has a personal investment in the program and its outcomes. They actively participate in the management of the effort. This does not mean they must participate in the same activities as others, but it does mean that they must have both knowledge and commitment to the goals of the program and must actively support the methods used to achieve the goals (Burke, 2012). OD is both a professional field of social action and an area of scientific inquiry. The practice of OD covers a wide spectrum of activities, with seemingly endless variations upon them. Team building with top corporate management, structural change in a municipality, and job enrichment in a manufacturing firm are all examples of OD. Similarly, the study of OD addresses a broad range of topics, including the effects of change, the methods of organizational change, and the factors influencing OD success (Bennis, 2011).

OD refers to a long-range effort to improve an organization’s problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants, or change agents, as they are sometimes called (Beckhard, 2010). OD is a system wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at enhancing congruence among organizational structure, process, strategy, people, and culture; developing new and creative organizational solutions; and developing the organization’s self-renewing capacity (Burke, 2012). It occurs through the collaboration of organizational members working with a change agent using behavioral science theory, research, and technology (*ibid*).

Norley, Swanson and Marshall (2012) defines institutional reforms as the act of reorganizing the legal, ownership, operational or other structures of an organization for the purpose of making it more profitable and better organized for its present needs. Alternate reasons for institutional reforms include a change of ownership or ownership

structure, demerger, a response to a crisis or major change in the business such as bankruptcy, repositioning or buyout. Lebars and Euske (2006) note that an organization that has been restructured effectively will theoretically be leaner, more efficient, better organized and focused on its core business with a revised strategic and financial plan. Institutional reforms involve driving inter-linked initiatives with an objective of improving an institution's performance and its impact on stakeholders (Bowman and Singh, 2013). An institution is not limited to an organization, a body corporate or a single entity, but encompasses its stakeholders ranging from last mile consumers of their product/service to parent body or ministry and its partners, and thus, it is important to view institutional reforms in an integrated manner (Lebars and Euske, 2006; Bowman and Singh, 2013).

Institutional reforms fail to achieve desired objectives when designed and implemented as standalone initiatives focusing on symptoms and not the root cause of the problem. For example, institutional reforms in government owned agencies (tasked with serving consumers), focus at the outset on achieving commercial viability (Norley, Swanson and Marshall, 2012). Hard targets are set and multiple short-term initiatives are taken, which may show immediate results but fail to create sustainable impact. Momentum is lost with change in leadership (often true with government owned entities) and reforms have to be rekindled (Boeri, 2010).

Financial institutional reforms are a process geared at avoiding the liquidation of the organization. Usually it involves agreement by third parties to satisfy creditors' claims under certain terms and conditions (Lal, Pitt and Beloucif, 2013). Financial institutional reforms may also be carried out by concluding an agreement with all creditors of the organization under which creditors will be paid on somewhat different terms than those initially accepted by the organization when credit and loans were extended (Norley, Swanson and Marshall, 2012). This form of financial institutional reforms enables the organization to continue its operations and minimize losses (Lal, Pitt and Beloucif, 2013b).

UN-Habitat is the United Nations (UN) programme working towards a better urban future. Its mission is to promote socially and environmentally sustainable human settlements development and the achievement of adequate shelter for all. UN-Habitat

envisions well-planned, well-governed, and efficient cities and other human settlements, with adequate housing, infrastructure, and universal access to employment and basic services such as water, energy and sanitation (UN-Habitat, 2017).

According to UN-Habitat, cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with 6 out of every 10 people in the world expected to reside in urban areas by 2030. Over 90 per cent of this growth will take place in Africa, Asia, Latin America, and the Caribbean. In the absence of effective urban planning, the consequences of this rapid urbanization will be dramatic.

In many places around the world, the effects can already be felt, lack of proper housing and growth of slums, inadequate and outdated infrastructure – be it roads, public transport, water, sanitation, or electricity – escalating poverty and unemployment, safety and crime problems, pollution and health issues, as well as poorly managed natural or man-made disasters and other catastrophes due to the effects of climate change.

Mindsets, policies, and approaches towards urbanization need to change in order for the growth of cities and urban areas to be turned into opportunities that will leave nobody behind. UN-Habitat is at the helm of that change, assuming a natural leadership and catalytic role in urban matters. In view of this, this study will investigate if and how institutional reforms have brought about more efficiency and effectiveness in UN-Habitat systems with regards to achieving their goals (UN-Habitat, 2017). On the staffing part, which helps in achieving of these goals, UN-Habitat has many employees 306 staff including 183 in professional categories, 21 in national category and 102 in general services respectively (UN-Habitat Report, 2016).

1.2 Statement of the Problem

Direct and systematic assessments of the NGO-to-reform linkage are rare in the extant literature, no doubt in part because the catalyzing effects of domestic NGOs on policy changes are sacred cows; however, the impact of policy reforms on organizational performance was the objective of many studies in the last few years (Frank, Longhofer and Schofer, 2014). Bestill and Corell (2011) studied the influence of policy reforms on performance measurement process, and their study demonstrated that there was a positive

impact on the business success. Wong (2011) study showed that policy reforms impact the growth of NGOs and its service provision and development. Therkildsen (2011) observed that policy reforms impact the NGOs' level of accountability, and local politics and collective action, governance. This study took another approach that focused on NGOs and how policy influences institutional goals. As observed, no study had been conducted on UN-Habitat which is the study's focus.

According to Schofer (2013), a strong process reform improves the capacity of organizational leaders to resist the pressures of concentrated economic costs. Hope (2012) argues that for process reforms to succeed, policy-makers need effective methods to analyse relevant conditions and shape key organizational factors in favor of the process reform. Nancy (2014) states that process reforms normally covers various clusters of operations and they are not mutually exclusive. The existing literature does not provide enough observation on the impact of process reform on institutional goals, and thus the study aimed to fill this gap while focusing on UN-Habitat.

Yeh and Hoshino (2002) evaluated the effects of institutional reforms on firms' operating performance on the basis of its effect on efficiency, profitability, and growth. The study used proxy total productivity as an indicator of the firm's efficiency, return on assets and return on equity as measures of profitability, and sales and growth in employment to index for firm's growth rate. It was realized that there was insignificant negative change in productivity, significant decline in profitability, significant adverse effect on sales growth rate, and Institutional reforms caused downsizing in the workforce. Ullaha *et al.* (2010) examined whether corporate restructuring delivered value taking the case of Glaxo Smithkline Merger. The study found that mega pharmaceutical Institutional reforms had not delivered value. The stock prices underperformed both in absolute and relative terms against the index. However, the Institutional reforms resulted into substantial reduction in research and development cost and downsizing instead of a potential employment haven. Their empirical findings suggest that institutional reforms do not have any significant impact on profitability of the firms in the long run possibly due to the resultant X-inefficiency and entry of new firms into the market. These inconclusive results led to the need to examine the effect of institutional reforms in development of organizations.

There are various studies that have been conducted with regards to institutional reforms and organizational goals. These studies however were inconclusive at best and they focused on particular areas of reforms like budgets and environmental policies. None of these studies had focused on the influence of policy, process or system reforms on organizational goals and in particular UN-Habitat. This study, therefore aimed to fill the existing gap, and provides conclusive results.

1.3 Purpose of the Study

The study investigated if the recent reforms undertaken by UN-Habitat made the organization achieve its goals efficiently and effectively.

1.4 Research Objectives

The study sought to answer the following research objectives:

1.4.1 To investigate the influence of policy reforms on the achievement of institutional goals.

1.4.2 To investigate the influence of process reforms on the achievement of institutional goals.

1.4.3 To investigate the influence of system reforms on the achievement of institutional goals.

1.5 Significance of the Study

1.5.1 UN habitat Management

The study may be useful to UN-Habitat administration and strategic decision makers in the organizations. The study sheds light on the appropriate impact that institutional reforms have on organization's development in terms of efficiency. The study reveals how various factors like the stakeholders' value, income flow, employee motivation, and efficiency have been impacted. This study offers the UN Habitat management a foundation to make better and more informed decisions for future.

1.5.2 Employees

Employee motivation is one of the factors that lead to productivity and delivery. The study also examined how institutional reforms affected employee motivation positively and how this improved their performance and commitment to their job. Tis results provide both employees and managers with an insight on how institutional reforms

influence employee motivation, thus can use the results to ensure their reforms lead to better performance.

1.5.3 Other UN Agencies

The study may be useful to other UN agencies such as UNEP, UNHCR, UNESCO, WHO, WFP, IMF and WHO, since findings have shown deficiencies and what UN-Habitat has done to overcome them to effectively deliver on its mission. Other UN agencies may refer to this study as they endeavor to undertake their own reforms. This could be used as a benchmark by these organizations.

1.5.4 Donors

UN-Habitat's is mainly supported financially by voluntary contributions from governments and inter-governmental donors. Other partners, such as local authorities, the private sector, and other UN bodies and multilateral organizations, provide funding for specific programmes. With very limited core resources from the UN system, UN-Habitat depends largely on donor contributions (UN-Habitat, 2017). The study has revealed how reforms enabled the organization use money more effectively, which may make donors see value for their money.

1.5.5 Policy Makers

The study informs policy makers on the need for institutional reforms in enhancing organization development. The policy makers may have a clear understanding of how institutional reforms impacts organizations development. This study may help them understand the implications of institutional reforms and thus make decisions based on sound foundation.

1.5.6 Scholars and Researchers

Finally, the study has contributed to the existing literature in the field of corporate governance and institutional reforms. It has subsequently served as a source of reference material for future researchers interested in related topics. Scholars may use this study as a foundation of their research or explore the gaps that have been left by this study.

1.6 Scope of the Study

The aim of this study was to determine the importance of institutional reforms on organization development. This study focused on UN Habitat. The study was conducted at the organization's headquarters in Nairobi-Kenya. Key employees and departments within the office were selected as the study population. The research was carried out from June 2017 to December 2017.

1.7 Definition of Terms

1.7.1 Organizational Development

OD is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge (Beckhard, 2010).

1.7.2 Institutional Reforms

Institutional reforms is the act of reorganizing the legal, ownership, operational or other structures of an Organization/Agency for the purpose of making it more developed and better organized for its present needs (Norley, Swanson and Marshall, 2012).

1.7.3 Stakeholder's/Shareholders Value

This is defined as the value delivered to shareholders because of management's ability to grow earnings, dividends and share price (Burnes, 2004).

1.7.4 Employee Motivation

This is defined as the internal and external factors that stimulate desire and energy in employees to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Eby and Buch, 2008).

1.8 Chapter Summary

This chapter has given the broad background of institutional reforms and defined UN-Habitat, its goals, mission objective and structures of the organization as a case study. The chapter has shown the study problem and it has outlined the research questions that the study will examine. The chapter has indicated the purpose and the scope of the study and it has discussed in details the beneficiaries of the study. Chapter two discusses the literature review, while chapter three explains the research methods that was adopted for

the study. Chapter four presents the study findings, and chapter five offers the study summary, discussions, conclusions and the study recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Chapter one has examined the background on how institutional reforms made UN-Habitat more efficient in terms of performance. The chapter discusses various categories of institutional reforms and offered a background on the organization being studied. Chapter two offers the literature review and it has been directed by the study research objectives that were: to investigate the influence of policy reforms on the achievement of institutional goals, to investigate the influence of process reforms on the achievement of institutional goals, and to investigate the influence of system reforms on the achievement of institutional goals.

2.2 Policy Reforms and Achievement of Institutional Goals

2.2.1 Organizational Goals

Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts (Slack, Chambers and Johnson, 2014). McGee and Molloy (2013) states that organizational goals guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives. Organizational goals can be measured using operational performance which refers to the measurable aspects of the outcomes of an organization's process, such as reliability, production cycle time which affect a firms performance (Johnson and Clark, 2011). In order to effectively measure organizational performance; organizations need to be performed and delivered under certain constraints. This means that how well organizations align their structures, processes, management systems and cultures with a well-articulated strategy, greatly impacts their ability to execute and achieve bottom-line results (McGee and Molloy, 2013).

Operational performance is a strategic and integrated approach to delivering sustained success to the organization by improving the contribution of people who work in it and developing the capabilities of tools, equipment, teams and individuals to deliver the firms strategic objectives (Choudharya *et al.*, 2015). A firm that attains its operation strategy would be said to have attained the desired level of firm performance and would be characterized with increased sales or revenues, adequate cash flows from operations,

desired return on equity, new product development, market development, improved product and services, personnel development and employee commitment to the firm (Hill, 2010).

There are five basic operational performance objectives that are considered to apply to all types of service operations; quality, speed, dependability, flexibility and cost (Slack, Chambers and Johnson, 2014). Operational performance of any organization is a measure against standard or prescribed indicators of productivity, perceived value of offering, capacity utilization, effectiveness, efficiency and environmental responsibility such as cycle time, waste reduction and regulatory compliance which directly affects organizational performance (Nordberg, 2008).

2.2.2 Policy Reforms

Policy reform is a process in which changes are made to the formal “rules of the game” – including laws, regulations and institutions – to address a problem or achieve a goal such as economic growth, environmental protection or poverty alleviation (Schofer, 2013). Direct and systematic assessments of the NGO-to-reform linkage are rare in the extant literature, no doubt in part because the catalyzing effects of domestic NGOs on policy changes are sacred cows (Frank, Longhofer and Schofer, 2014). From most analytical purchases, it is unquestioningly assumed that NGOs convey grassroots social movement demands to state officials and thus impel policy reforms. Belief in this process is sufficiently deep that even absent empirical support on the matter (Wu, 2013).

The NGO-to-reform orthodoxy, however, ignores an important dimension of change in the environmental arena, allowing it to exaggerate the impacts of secondary forces. To begin, there are obvious questions regarding NGO effectiveness (Bestill and Corell, 2011). Conventional analyses of regulatory reform problematically assume that domestic environmental NGOs can reasonably be said to effectively translate grassroots collective interests into meaningful demands for regulatory change. While the effectiveness assumption draws heavily on dominant western ideals (carried, for instance, by much social movement’s scholarship), even the most rudimentary field observations question its validity (Wu, 2013).

Given resource constraints, operational hamstrings, and the fragility of NGO coalitions, it is difficult to see how domestic NGOs could operate as effective pressure groups in countries, leveraging policy reforms (Frank, Longhofer and Schofer, 2014). Of course, organizational efficacy is difficult to assess (Bestill and Corell, 2011). Still the literature shows that even those most inclined to finding NGO influence on state environmental policies often come up empty-handed (Potter, 1996). Beyond doubts about NGO effectiveness are questions about NGO autonomy. To represent local interests authentically, domestic environmental NGOs must arise directly from the grassroots, in response to local environmental ills. Otherwise NGOs (unelected and unaccountable, after all) may simply represent handmaidens of the elite or particular societal interests, especially when NGO resources run short (Schofer, 2013). The plausibility of the autonomy assumption, like the effectiveness assumption, relies on deep western biases. In sum, the causal tie imputed by standard accounts between domestic NGOs and policy reforms falters both on effectiveness and autonomy grounds.

Academic interest in NGOs and policies has exploded in recent years, for instance (Bryant, 2015; Sonnenfeld, 2012; Sonnenfeld and Mol, 2016; Wong, 2011), yet few scholars have questioned the core assumption that domestic NGOs exert decisive sway over policy changes. This has remained true even as some analysts have admitted that hard evidence of NGO influence has been difficult to isolate (Potter, 1996).

In many studies, NGO activities, access, and/or resources have been treated as proxies for causal relevance – not because their influence is observable but because they are present on the scene. Despite such empirical shortcomings, one review of the literature still insists that a ‘growing body of evidence indicates that NGOs influence government decisions to develop domestic policies to protect natural resources’ (Bestill and Corell, 2011). All in all, one finds a common belief among scholars, national policymakers, and domestic NGO leaders that grassroots environmental NGOs play decisive roles in promoting national policy reforms, channeling the voices of local peoples into organized political demands (Wong, 2011).

2.2.3 Influence of Policy Reforms on Institutional Goals

Improved efficiency is now the overriding aim of NGO reforms in most African countries. It is thought that the NGO’s capability – its ability to promote and undertake

collective action efficiently – is overextended. Therefore. Reductions and a refocusing of the NGO’s activities are needed to improve the implementation of stronger incentives for performance. Furthermore, increased competition in service provision, both with the private sector and in the public sector itself, is required in order to raise efficiency (Therkildsen (2011). Consequently, NGOs should concentrate their efforts less on direct intervention and more on enabling others to be productive (World Bank, 2015).

Despite the move to reduce the role of the NGO sector, there is broad agreement about the need to increase the capacity of the State. “Re-engineering” (Hope, 2012) or “invigorating” (Klitgaard, 2017) public institutions is required. To do this, a variety of NGO-inspired measures are used, including the refocusing of public-sector functions through staff reductions and changes in budgetary allocations; restructuring of public organizations through the reorganization of ministries; decentralizing, delinking or ‘hiving off’ central government functions to local governments or the private sector; emphasis on private sector styles of management practice; marketization and introduction of competition in service provision; explicit standards and measures of performance; greater transparency; pay reform; and emphasis on outputs (Therkildsen, 2011).

Accountability has all too often been conceptualized solely, or at least primarily, as a means of identifying malfeasance in office and punishing the individuals or organizations that did not perform adequately (Huther and Shah, 2014). Lester (2009) notes that accountability mechanisms should also be conceptualized as a means of assessing just what NGOs have produced for citizens. Are the programs adopted by NGOs actually delivering goods and services, or are there major failures in delivery? If there are failures, what is the cause and how can it be corrected? These questions may identify malfeasance. These questions may also identify poorly designed programs or poorly designed implementation systems that may not be able to deliver the services desired even with the most efficient and effective administrators (Therkildsen, 2011; Lester, 2009).

Financial issues also play a role in accountability and have a central position in determining the efficiency of service provision. The question for this dimension of accountability therefore is, what services at what cost (Nancy, 2014). If it is possible to provide high-quality service only at a prohibitively high cost, an NGO, especially in a developing country, may choose not to pursue a program. A number of techniques,

notably cost-benefit analysis, can be used to assess the cost-effectiveness of a program, but good judgment remains central to assessment and enforcement of fiscal accountability (Bouckaert, 2013).

Accountability, especially accountability that focuses on improved performance rather than punishment, is a means of institutionalizing a learning and steering approach to governance (Nancy, 2014). Performance assessment fulfills the same need as policy evaluation, providing a measure of the success or failure of programs and at the same time preparing for the next round of policy making (Vedung 2012). There is some tendency for academic analysts to conceptualize policy as being made in discrete segments, beginning with problem identification and ending with evaluation. In fact, policy making is a continuous process, with one round leading to the next (Bouckaert, 2013).

Performance management as a mechanism for feedback from policymaking activities may be far from perfect, given the often very short-term measurements and the fact that the most significant effects of policy may occur far in the future (Hall and Jones, 2009). Still, performance measures may provide useful information for subsequent rounds of policy choices. Short-term information may underestimate the long-term consequences of programs and overvalue the short-term benefits (Vedung, 2012). For this reason, performance measurement must be tempered with more subtle information about programs and their environmental setting.

2.3 Process Reforms and Achievement of Institutional Goals

2.3.1 Process Reforms within NGOs

A process is defined as a series of actions or steps taken in order to achieve a particular goal (Smith, 2014), and a reform is defined as a process in which changes are made to the existing formal “rules of the game” (Schofer, 2013), thus a process reform is simply a process of changing the steps taken within an organization to achieve a particular goal/objective. Over the past several years significant reform projects covering a wide spectrum of social policy have involved different stakeholders and created systematic changes in visions and ideas among which the legitimization of the role of civil society and NGOs has been the pattern most emphasized by relevant strategies and documents (Schofer, 2013). NGOs play an important role in comprehensive transitional reform

projects as well as the integration process that start to develop partnership relations and joint actions with NGOs (Kloos and Mariam, 2010). As a result, during the last eight years of social and economic transition the civil sector has played an important role in the process of long-term national policies, reform strategies and national development documents (Ostrom *et al.*, 2012).

International organizations and donors are a key innovator and driving force in building new processes and structures in different fields of social policy – health, education, social welfare, employment and environment (Schofer, 2013; Wu, 2013). The new programmes are carried out in close co-operation with government bodies, relevant ministerial authorities, academics, experts and civil society groups. This involves the activation of all potential and resources, and third sector organizations that are expected to be an actor in mobilizing citizens and their networks and provide additional or develop new, innovative and flexible forms of the production and distribution of NGO services (Nancy, 2014).

The new approach to policy planning is fostered by the United Nations Development Programme (UNDP), the World Bank, the International Monetary Fund (IMF) and other international players active in the NGO sector and they promote a new concept for the alleviation of poverty and unemployment, but also underlined directions for systematic changes covering the spectrum of social policy reforms in which government, market and third sector have to act in an effective partnership (Hope, 2012; Smith, 2014). This assumes that a number of NGOs take part in the consultative process, drafting, reporting and in creating adequate institutional conditions for the new approach to policy planning and building the reform strategy (Hope, 2012).

2.3.2 Process Reforms and Institutional Goals

Due to the rise in poverty and unemployment, civil society organizations have started to provide social services, occupational therapy, and job creation and ran different programmes in order to improve the overall social situation of vulnerable groups. The widespread poverty and pauperization of the population have led to the substantial growth of welfare organizations which represent the largest network of NGOs (Therkildsen, 2011). Some of these have renewed their activities after several decades, while many have been established by various international organizations.

Most social welfare NGOs have been created due to the mass influx of refugees, but target groups of these NGOs can also be identified among local populations; children, the elderly, isolated, marginalized social groups. A key task of these organizations has been the redistribution of the humanitarian aid provided by numerous international organizations. These organizations have been major founders of a network of soup kitchens, psycho-therapeutic units, and small clearing houses (Kolin, 2015).

Much of the public debate and professional efforts has been devoted to actions at the local/regional level and strategies which involve partnership, demand-driven training programmes, coupled with other human resource development measures and services (in particular vocational guidance and career information and counselling) for the unemployed and redundant and related programmes drafted according to European Commission procedures (Lester, 2009). In recent years, in a situation where the economy has been unable to resolve the growing unemployment problem, one priority has been the development of small- and medium-sized enterprises (SME) and other alternative opportunities for creating new jobs whereby NGOs have to respond and contribute to counselling and training opportunities as well as develop other programmes of education according to EU standards and International Labor Organization (ILO) and other relevant international recommendations regulating these issues (Kolin, 2007).

Besides, third sector organizations are involved in strategic planning and the implementation of various local programmes. NGOs are often partners in the development of local sustainable development strategies and programmes for socio-economic development in cities and municipalities, as well as in drafting strategies for the participation of citizens at the local level (Vedung, 2012). Consequently, a good practice of carrying out consultations in the course of the developing strategic documents has been established. In a course of these changes, the majority of ministries within these countries have programmes and funds providing for the conclusion of agreements with NGOs, in particular to provide various services (Kolin, 2007).

2.3.3 Influence of Process Reforms on Institutional Goals

Most of the efforts that facilitate partnership projects have been supported by the European Union (EU), UNDP and other donor programmes and it is estimated that the international community has been the driving force in building the welfare mix strategy

(Robalino, Picazo and Voetberg, 2011). From the beginning of the social welfare reform, the pilot programme Building and Strengthening State-Civil Society Relationships. The international community has focused on giving support to governmental-non-governmental partnership projects in defining and performing the reform of social policy and reducing social risks at the municipal level, particularly poverty, social isolation and unemployment (Kolin, 2015). Like the first and many other examples of international support programmes in installing the new European social policy, the Norwegian government is engaged in strategically developing the social welfare system in the following areas: foster care, de-institutionalization, integrated social care, victims of domestic violence and standards/procedures in social work (*ibid*).

These partnerships seek to develop local services in the social protection sphere, incorporating lessons learnt from local projects in strategic decisions by continually providing support to local actors and by making important contacts with national and international actors (Mcgee and Molloy, 2013). To date these partnerships have supported the reorganization of home care institutions according to the deinstitutionalization concept and local projects dealing with different social problems such as those supporting children and youth welfare, organizing day care centers, home care for the elderly, clubs for pensioners, providing programmes for the disabled and other programmes fostering social cohesion at the local level (Therkildsen, 2011; Lester, 2009).

Religious groups have started to provide social services particularly to vulnerable and marginalized groups. The elderly population comprises the main beneficiary group of these religious organizations; they receive assistance ranging from nursing and medical treatment to nutrition, food provision and home assistance. Chronically sick individuals with weak family support are also supported by religious groups because many were extremely marginalized during the transition. Their activities are tailored to support these vulnerable groups with different services and protection measures organized at the local level and they thus fill the welfare gap that has emerged from shrinking public welfare programmes (Ostrom *et al.*, 2012). The majority of religious group activities are heavily dependent on resources provided by international organizations and foreign money, while government support funds, fees, commercial activities and local donor contributions will be an important issue for the future of religious groups (Kolin, 2015).

The new employment policy has also started to explore and promote partnership projects between NGOs, public agencies and local government that seek to combat the unemployment of the most excluded social groups and conceptualize alternative employment and other work integration programmes in local communities (Saltman and Figueras, 2014). The promotion of the new approach in job creation and social economy principles as a model for the future social policy has primarily been oriented to refugees, women, and the disabled and other vulnerable groups. On the basis of these pilot projects, the main protagonists have been able to learn about their specific role in the mixed economy, to enhance solidarity and cohesion while creating employment opportunities and jobs in areas where traditional ‘investor driven’ enterprise structures have been unable to resolve unemployment (Kolin, 2007).

2.4 System Reforms and Achievement of Institutional Goals

2.4.1 System Reforms within NGOs

System reforms refer to the improvement or amendment of what is wrong, corrupt, unsatisfactory within a set of principles or procedures according to which something is done; an organized scheme or method (Ostrom *et al.*, 2012). Developing countries in Africa and elsewhere face severe challenges in improving NGO performance. The challenges are connected to access, efficiency and quality calling for system reforms in the macro-organization, distribution and financing (World Bank, 2015). Most NGOs have proposed decentralization as a way to empower communities to take ownership and control of their own AID, and the strategy has been variously pursued in both developed and developing countries as a key management approach on the belief that it enhances efficiency in NGO performance (Saltman and Figueras, 2014).

Decentralization is regarded as the transfer of decision-making power and administrative responsibility from the central government to the periphery (Conyers, 2013). According to Bossert (1998), the transfer of powers involves a range of responsibilities covering fiscal allocation, public planning, service delivery and systems management. Rooted in administrative science, decentralization has been promoted for its perceived technical, political and fiscal benefits in development planning (Litvack, Ahmad and Bird, 2008).

By its very nature decentralization provides an excellent framework for NGOs and local communities to legitimately participate in local governance, planning and service delivery

(Grant, 2010; Kloos and Mariam, 2010). Hence, decentralizing NGO systems is of central interest to NGOs in many countries where they are major players in services delivery as is the case in many African countries (Gilson *et al.*, 2014).

2.4.2 System Reforms and Institutional Goals

A neoliberalist concept, decentralization has been promoted in administrative science over the last three decades for its perceived technical, political and fiscal benefits in development planning (Conyers, 2013; Ostrom *et al.*, 2012; Hadington and Wilson, 2013). In developing countries, decentralization is not only seen as an administrative/managerial exercise but part of the democratization process, hence the characterization of decentralization as an administrative and political tool for reform (Sarker, 2012). The most commonly used definition of decentralization regards it as the transfer of decision-making power and administrative responsibility from the central government to the periphery (Dauda, 2012). The range of decision-making powers involved covers fiscal allocation, public planning, service delivery and systems management.

These typologies are: deconcentration; devolution; delegation; and privatization. Deconcentration is the transfer of decision-making authority to a lower administrative level while, in contradistinction, devolution refers to transferring decision-making to a lower political level. Delegation is when duties are allocated to a lower level (semi)-autonomous organization. While these relate to the allocation of power between different levels of government privatization occurs with transfer of ownership into private hands (Hadington and Wilson, 2013). As discussed in major literature (Smith, 2014; Bosert and Beauvais, 2012; Dauda, 2012), the key objectives and benefits of decentralization can be summarized under three pillars. Firstly, decentralization can nurture dynamism in the delivery system allowing for a mix of private-public providers and services (Smith, 2014). Secondly, it promotes pluralism by allowing civil society participation in the decision-making process and hence improves governance and accountability (Dauda, 2012). Thirdly, it can enhance localized innovations and adaptations for resource mobilization and cost-consciousness in tackling local health problems (Bosert and Beauvais, 2012). Cutting across these pillars is the assumption that decentralization can promote equity and efficiency.

Based on such assumptions, decentralization has been strongly promoted in developing countries (Conyers, 2013; World Bank, 2015) although largely without systematic empirical evidence as to its efficacy in improving health outcomes (Collins, Green and Hunter, 2014; Roberts *et al.*, 2013). A number of studies have shown little success of decentralization in attaining its defined goals or the overall health objectives in countries such as Zambia and Uganda (Jeppsson, 2012; Okuonzi, 2010), in causing disparities in service delivery in some East Asia countries (Campos and Hellman, 2005) and in worsening macro-economic instability in Latin America (Dillinger and Perry, 2009). One study, however, finds that the strategy can reduce infant mortality rate, to a larger degree, in low income countries because decentralization increases the level of technical and allocative efficiency (Robalino, Picazo and Voetberg, 2011).

2.4.3 Influence of System Reforms on Institutional Goals

The level of NGO-government engagement is heavily influenced by the prevailing political climate. In Ethiopia, though NGOs have developed self-regulation mechanisms relations remain suspicious (Gizaw, 2008) whereas in other countries, they have improved markedly after a crisis in the early 2000s during the drafting of the NGO legislation (Wamai, 2014). The result for Ethiopian NGOs is that they have limited participation in formulating policy at the national level as a study on NGOs participation finds (Kebede, 2014). On the other hand, NGOs have been more heavily involved in the process of planning the strategic plans as well as the HIV/AIDS policy and strategy (Wamai, 2014). Overall, developing countries' policies and strategic plans clearly take into account NGOs contribution in service provision and financing and spell the importance of their participation. Still, NGOs seem to be more strongly involved with the government in the planning process at the lower levels, which is one of the most important benefits of decentralization. At the low level, Ethiopian NGOs engage the local government planners in representing the communities (Hadingham and Wilson, 2013). In Kenya NGOs are involved in district-level planning through the more formal mechanism of District Health Stakeholders Forum (DHSF) (Wamai, 2014), although the impact of this process is limited to the few districts with an active DHSF (*ibid*).

There have been a number of efforts to strengthen the role of NGOs in this role in developing countries, at least on paper. Governments in these countries have taken steps to incorporate NGOs in decentralization (Hadingham and Wilson, 2013). In Ethiopia the

Ministry of Capacity Building has been proactive in developing the civil society capacity building program. In Kenya, the Decentralization Action Plan (DAP) sponsored by the Ministry of Health in 2000 included NGOs in its design. In addition, there are unprecedented frameworks that incorporate NGOs in the national program of reforms and development (Wamai, 2014). While involving NGOs and strengthening their role in a decentralized systems seem to be part of the government policy and overall strategy in developing countries, formalization of relationships with the government remains largely nuanced (Gizaw, 2008).

According to Bossert's (1998) 'decision space' model, decentralization demands that roles and responsibilities of the various levels in the center and the periphery be well defined. Although this was already done in these countries for the government levels, lack of capacity and resources together with possible lack of political will remain key challenges (Wamai, 2014). On the other hand, clarity on the roles and responsibilities for NGOs has not been clearly established: for example, responsibility for NGOs to deliver specified services for a specified geographical area or population group under the decentralized structure. One result in Ethiopia is a case where drugs imported for free delivery went to waste due to disagreements between NGOs and the government (Dejene, 2013). Likewise, no formal or legal structures have been established whereby NGOs have a mandate to secure government financing; in Kenya a discussion is ongoing. Lacking much government support, NGO services rely on user-fees and donations (Wamai, 2014). This is in contrast with other countries in the continent such as Malawi and Ghana where salaries of all staff of health services run by Churches is covered by the government (Gilson *et al.*, 2014).

As already discussed, NGOs are involved in delivering humanitarian services to communities in countries. Official international development cooperation has long legitimized the participation of NGOs in a people-to-people led local development approach (Fowler, 1998). In addition, poverty reduction programs that are conditionality for foreign aid – such as the World Bank's aid facility the Poverty Reduction Strategy Paper and the UN Millennium Development Goals – demand participation of NGOs. Within this context, decentralized governance offers an appropriate framework for the participation of NGOs and local communities and provides formal institutional legitimacy for this engagement (Grant, 2010). Decentralization is a pro-poor policy because it can

stimulate bottom-up participation providing opportunities for local communities to participate in governance (World Bank, 2010). However, for this process to occur it has to be demand-driven and NGOs can play an important role in organizing, capacity-building and channeling this demand. Such civic education and capacity building can, however, is not a task exclusive to health NGOs but can be done by NGOs working in other sectors (Grant, 2010; World Bank, 2010).

NGOs also help communities to participate in the planning processes such as in the Poverty Reduction Strategy Papers cycles. The planning process in Ethiopia for instance follows a series of stages wherein NGOs are involved especially at the lowest levels (Dejene, 2013). The NGOs become a vital link between the households and communities and the government team (Hadingham and Wilson, 2013) whereby community inputs are channeled at least in part through NGOs. In Kenya, the DHSF mechanism is the most direct way in which communities can work with NGOs to ensure their voices are heard in the district planning process.

While the DHSF meetings are open to anyone working in the health field, NGOs are represented in the various committees making up the formal DHSFs (Wamai, 2007). In the Forum NGOs can act as voices of the communities in which they serve. Even so, the extent to which this is the case in practice is arguable since services-oriented NGOs may often be looking only after their own turf (Grant, 2010). Importantly, a comparative advantage of NGOs is that they often provide services in rural and marginalized areas. However, such services if dependent on user fees may be unsustainable (Dejene, 2013). As such, it is imperative that NGOs engage with the local communities at the grassroots in order to give them voice through meaningful representation and in seeking ways to solve their health challenges (Hadingham and Wilson, 2013).

2.5 Chapter Summary

This chapter has used materials and journals done by previous researchers to examine the influence of policy reforms on the achievement of institutional goals, the influence of process reforms on the achievement of institutional goals, and the influence of system reforms on the achievement of institutional goals. Chapter three entails the methodology used for the study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the research methodology, which is the blueprint that guided the collection and analysis of data. It describes the research design, sampling design including the sampling frame, technique, and size. The chapter also identifies the types and sources of data that were utilized in the research, data collection methods analysis process. The chapter concludes with a chapter summary.

3.2 Research Design

The study used the descriptive research design. The main reason for the choice of this research design is because the design is beneficial and advantageous since factual information is obtained with minimum reliability of evidence collected (Kothari, 2013). Cooper and Schindler (2014) outlines that, descriptive research is most suitable when a researcher wants to gain a better understanding of the subject under research. This study sought to examine the effect of institutional reforms (independent variable) on the performance of NGOs (dependent variable) with a focus on UN-Habitat. Hence as per the definition above, this study sought to answer the “What” question rather than the “Why” question hence the choice of the research design.

3.3 Population and Sampling Design

3.3.1 Population

Population is defined as the whole group of people or things of interest that the researcher is investigating (Sekaran, 2001). It can also be defined as a group of individual persons, objects, or items from which samples are taken for statistical measurement (Kothari, 2013), and it is usually determined by a process of collecting, analyzing, compiling and the publishing data. In this study, the population was the 283 employees of the UN habitat at Nairobi office. This were sub-categorized according to cadre from junior staff, middle level managers to top-level managers. The population distribution per cadre was shown in table 3.1.

Table 3.1 Population Distribution

Cadre	Population	Percent
Top Level Managers	33	11.7
Middle Level Managers	83	29
Junior Staff	167	59
Total	283	100%

Source (UN-Habitat, 2018)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame is the complete and accurate list of people or things that make up the population (Cooper and Schindler, 2014). Simply, a sample frame is a list of all the units of the population of interest. The sample frame of the study (list of the employees) was obtained from the relevant human resources office located at Gigiri.

3.3.2.2 Sampling Technique

Stratified sampling technique was used in the study. In stratified sampling, the sample size is selected in proportion to its size in the population (Denscombe, 2010). Stratified sampling is appropriate where the population can be divided into several strata. This method is appropriate because it reduce biasness in research, since all the respondents are given an equal chance to participate in the study (Mugenda and Mugenda 2008). The study strata consisted of the various management level of the staff which were in accordance to the cadre from junior staff, middle level managers to top-level managers and were distributed as shown in Table 3.1.

3.3.2.3 Sample Size

Sample size is a term used in market research for defining the number of subjects included in a study sample (Denscombe, 2010). A sample is a group of subjects that is selected from the general population and is considered a representative of the true population for that specific study (Cooper and Schindler, 2012). Mugenda and Mugenda (2008) suggest that a sample size of between 10 and 30% is an adequate representation of the study population. The researcher selected 85 respondents that represented 30% of the population size. The sample size per category was shown in Table 3.2.

Table 3.2 Sample Size Distribution

Cadre	Target Population	Percentage	Sample Size
Top Level Managers	33	30	10
Middle Level Managers	83	30	25
Junior Staff	167	30	50
Total	283	30	85

3.4 Data Collection Methods

Questionnaires were used to collect primary data from respondents and they were designed to address the various research objectives. According to Summer (2006) a questionnaire is a series of questions on a topic which respondents' opinions are sought. Questionnaires are easy to analyze, mail to respondents, cost effective and reduced bias because they have uniform question presentation (more objective) and most statistical analysis software can easily process them.

The questionnaire had four sections. Part one dealt with the general information of the respondent; part two dealt with the influence of policy reforms on institutional goals; part three dealt with the influence of process reforms on institutional goals; and part four dealt with the influence of system reforms on institutional goals. The questionnaire contained self-structured questions. The questionnaire employed a five-point Likert scale to determine the extent to which institutional reforms relates to development of organizations. This allowed respondents to extensively respond to topic under study.

3.5 Research Procedures

According to Somekh, and Cathy (2005) validity is the degree by which the sample of test items represents the content the test is designed to measure. To achieve this, the study conducted a pilot test on the questionnaire to determine its validity. The test was conducted by administering sample questionnaires to 10 respondents from the targeted organization. The questionnaire was then fine-tuned and redesigned based on the feedback from the respondents in terms of structure, relevance, clear wording, and appropriate length. The final fine-tuned questionnaire was administered to the respondents selected in the sample excluding the respondents who took part in the pilot

test. Two research assistants were used. The assistants were trained on what was expected and on the relevance of the study. The data collection process lasted for two weeks.

Content validity, which is employed by this study, is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Expert opinion was requested to comment on the representativeness and suitability of questions and gave suggestions of corrections to be made to the structure of the research tools. Validity was ensured through expert opinion from lecturers in the business department. This helped to improve the content validity of the data that was collected. The instrument was revised according to recommendations of the experts.

Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. Reliability was tested using the Cronbach's Alpha test. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficients of 0.6 - 0.7 are the commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability (Mugenda and Mugenda, 2008).

3.6 Data Analysis Methods

Data received from the questionnaires was first checked for completeness, numbered then coded and input in excels before being exported to Statistical Package for the Social Sciences (SPSS). The study applied descriptive statistical techniques to analyze data. According to Trochim (2006) descriptive statistics are used to describe the basic features of the data in a study or survey. This provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data.

SPSS version 21 program was used to generate the frequencies, means and percentages of the responses. Such frequencies and percentages were important in drawing graphs and charts. Inferential statistics was used for analysis specifically correlations and regressions. These were carried out to examine the significance of the study variables and indicate the nature of the existing relationships between the study variables. The regression model that was employed was: $y = \beta_0 + \beta_1 x \chi_1 + \beta_2 x \chi_2 + \beta_3 x \chi_3 + \epsilon$. The findings were presented in figures and tables.

3.7 Chapter Summary

This chapter has described the methodology that was used to guide the research work. It entails an explanation of the research design and a discussion of the population of the population and sampling design. Similarly, the data collection methods, research procedures and data analysis methods have been discussed. The results and findings of the study are presented in the next chapter.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the various results and findings of the respondents' demography, the influence of policy reforms on the achievement of institutional goals, the influence of process reforms on the achievement of institutional goals, and the influence of system reforms on the achievement of institutional goals, presented using figures and tables.

4.2 Response Rate and Reliability Test

4.2.1 Response Rate

The researcher and his assistants distributed 85 questionnaires to the target population. All questionnaires were collected and only 68 questionnaires were completely and appropriately filled. This gave the study a response rate of 80% as presented on Figure 4.1.

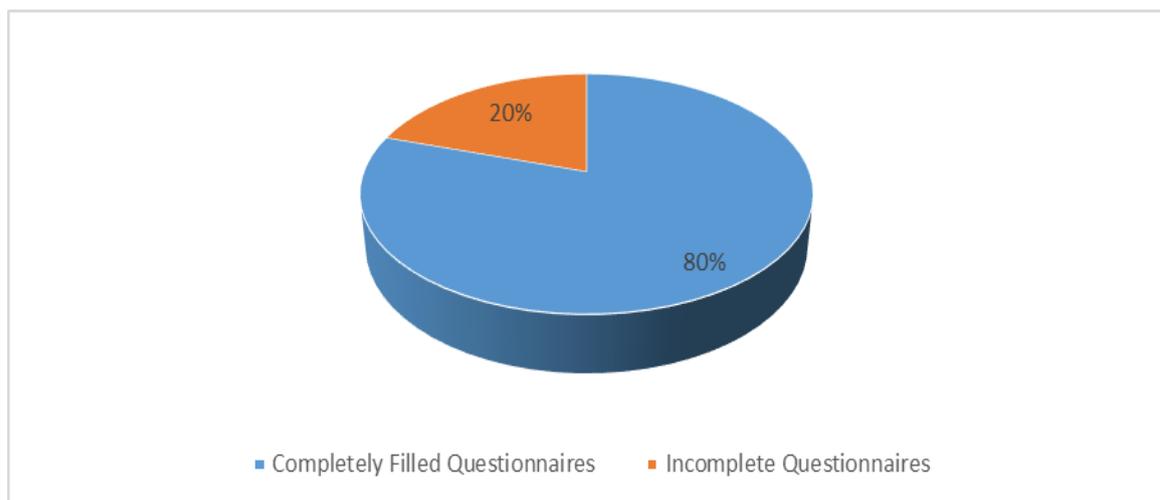


Figure 4.1 Response Rate

4.2.2 Reliability Test

For this study, 5 respondents were selected to carry out the pilot test, and as a result, the Cronbach Alpha threshold was set at >0.5 since the number of respondents were 5. All questionnaire items that would have an Alpha Coefficient of <0.5 would be deemed unreliable. Table 4.1 shows that organizational goals had a coefficient of 0.533, policy reforms and the achievement of institutional goals had a coefficient of 0.556, process

reforms and the achievement of institutional goals had a coefficient of 0.576, and system reforms and the achievement of institutional goals had a coefficient of 0.615. These results show that all the questionnaire items were reliable since their coefficients were >0.5 (the required threshold).

Table 4.1 Reliability Test

Items	No. of Items	Coefficient
Organizational goals	11	.533
Policy reforms and the achievement of institutional goals items	13	.556
Process reforms and the achievement of institutional goals items	13	.576
System reforms and the achievement of institutional goals items	13	.615

4.3 Demographic Information

4.3.1 Gender

Figure 4.2 shows that 52.9% of the respondents were female and 47.1% were male. This shows that majority of the participants in the study were female.

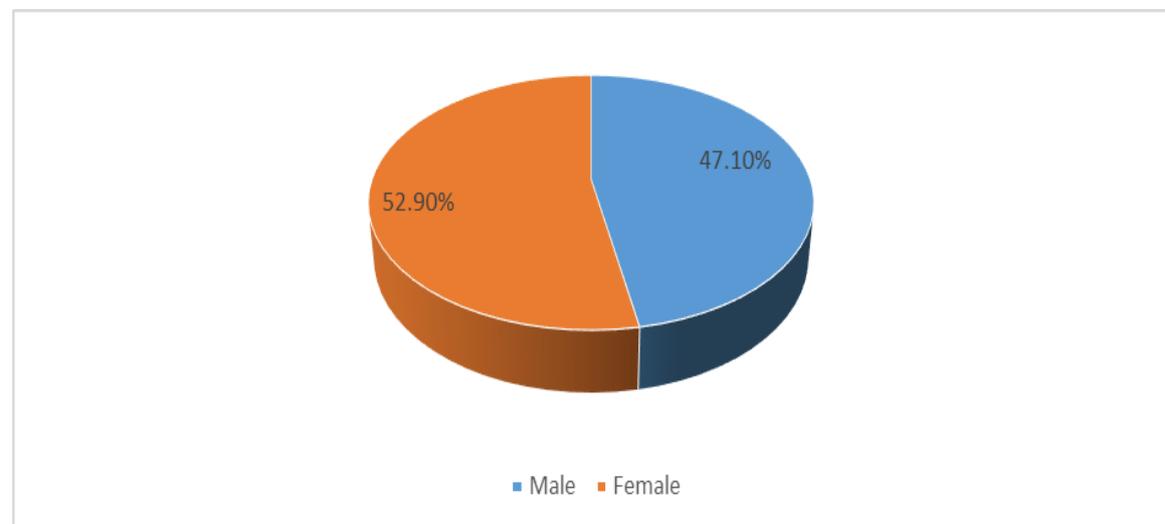


Figure 4.2 Gender

4.3.2 Age Category

Figure 4.3 shows that 45.6% of the respondents were aged between 35-44 years, 26.5% were between 55 years and above, 11.8% were between 25-34 years, 10.3% were between 45-54 years, and 5.9% were between 20-24 years.

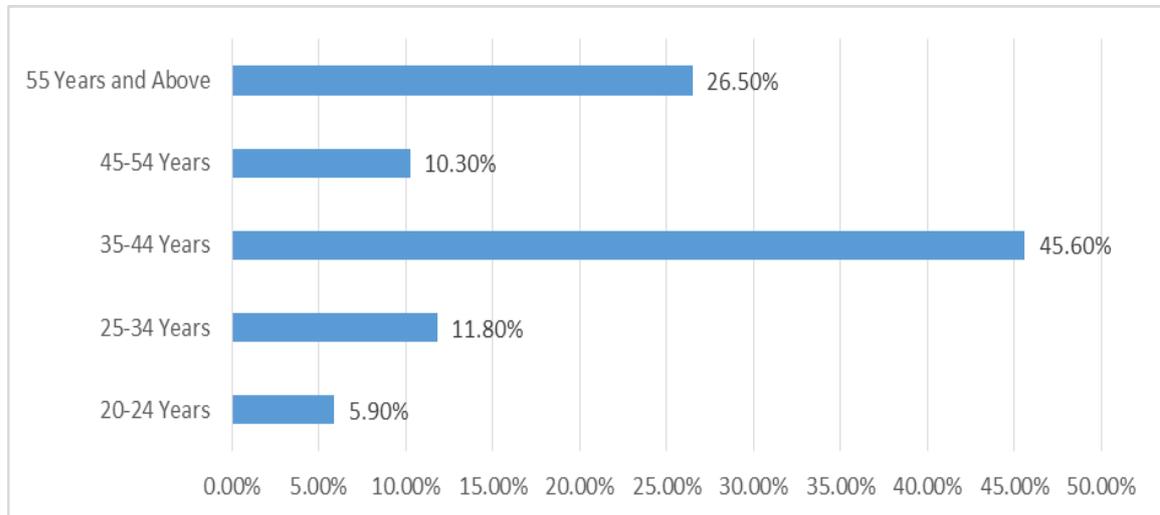


Figure 4.3 Age Category

4.3.3 Leve of Education

Figure 4.4 shows that 33.8% equally had master's degrees and university degrees, 16.2% equally had diplomas and PhDs. This shows that the respondents had a good education background to understand the questions presented.

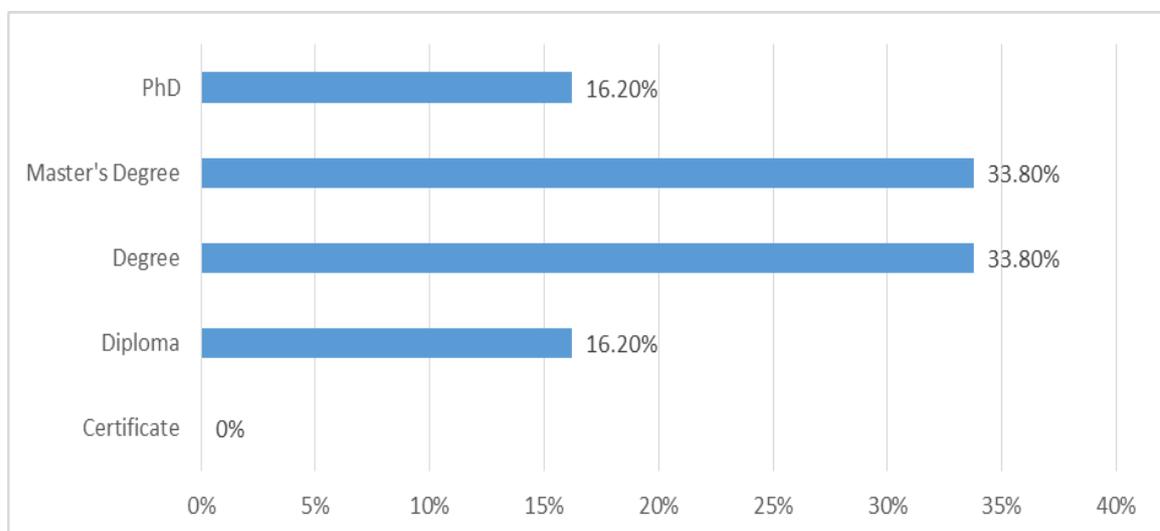


Figure 4.4 Level of Education

4.3.4 Years in Organization

Figure 4.5 indicates that 32.4% of the respondents had been with the organization for 16 years and above, 19.1% had equally worked for 11-15 years and 6-10 years respectively, 16.2% had been with the organization for less than a year, and 13.2% had worked for the organization for 1-5 years. This shows that the respondents were best fit for the study considering the number of years with the organization for majority of the respondents was above 5 years.

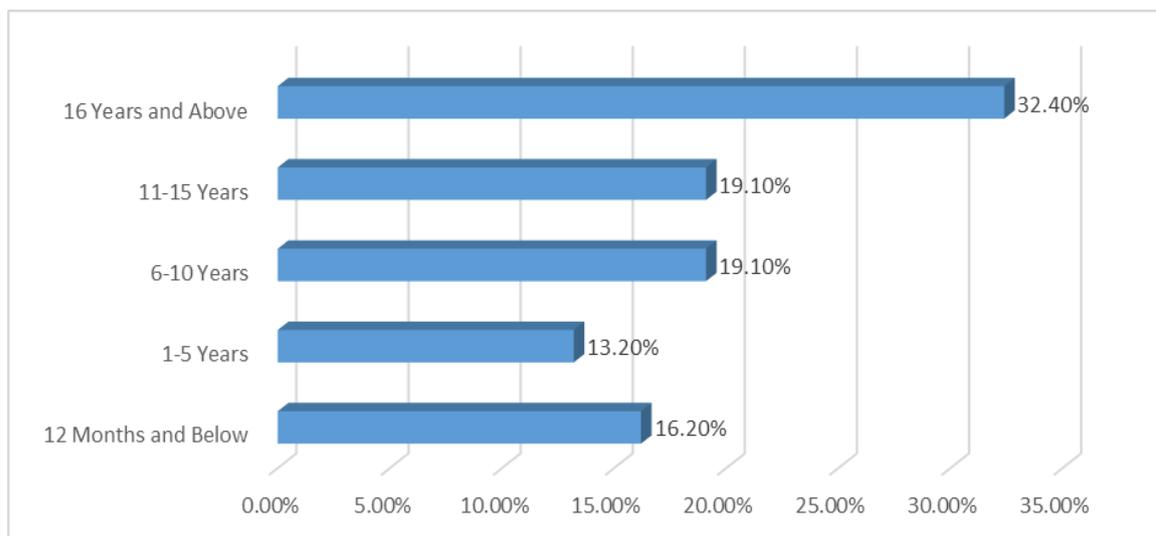


Figure 4.5 Years in Organization

4.3.5 Department

Figure 4.6 denotes that 26.5% were in leadership department, 19.1% were in risk reduction and rehabilitation, 17.6% were in urban services, 14.7% were in housing and slum upgrading, 11.8% were in research and capacity building, 4.4% were in programme division, another 4.4% were in Regional Office for Africa (ROAf), and 1.5% were in Office of the Executive Director (OED). This indicates that all departments were represented in the study. The results were therefore conclusive of the whole organization.

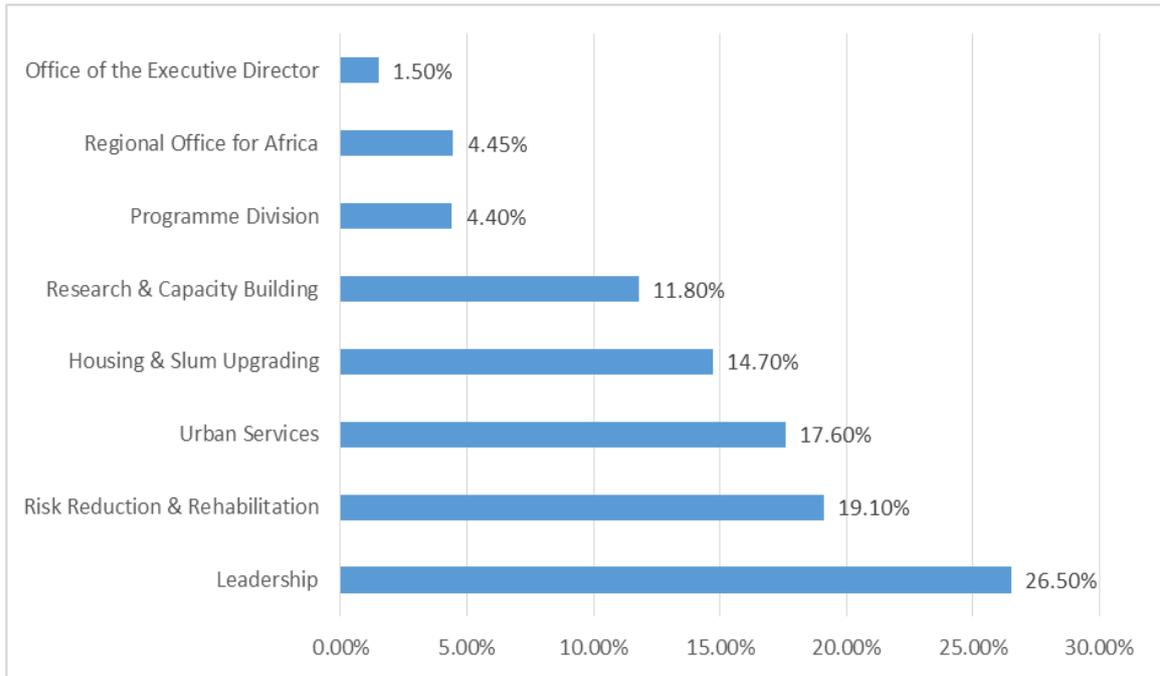


Figure 4.6 Department

4.3.6 Management Level

Figure 4.7 shows that 60.3% of the respondents were junior staff, 29.4% were middle level managers, and 10.3% were top level managers. This shows that all employees' cadre within the organization were captured making the study results conclusive.

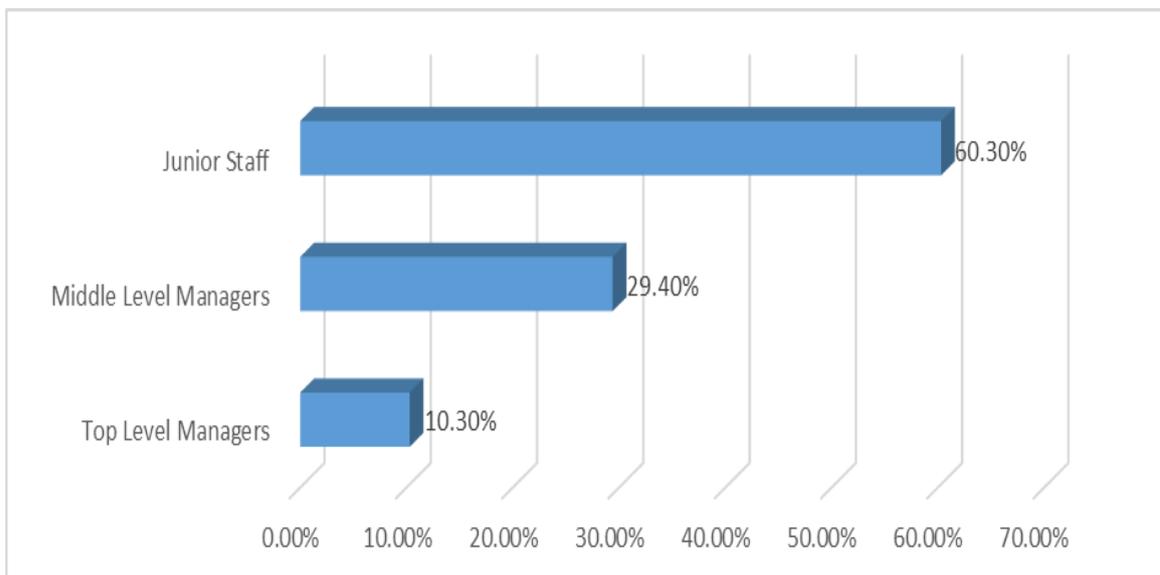


Figure 4.7 Level of Management

4.4 Policy Reforms and Achievement of Institutional Goals

4.4.1 Rating of Organizational Goals

Table 4.2 shows that UN-Habitat are achieving more of their organizational goals as shown by 42.6% that agreed, 39.7% were neutral, and 17.7% disagreed with a mean of 3.21 and a standard deviation of 0.939. Operational performance has improved as shown by 50% that agreed, 17.6% were neutral, and 32.3% disagreed with a mean of 3.15 and a standard deviation of 0.950. Organizational goals are measured using our production cycle time for projects as shown by 58.8% that agreed, 23.5% disagreed, and 17.6% were neutral, with a mean of 3.35 and a standard deviation of 0.842.

Alignment of organizational structures and processes greatly impacts our performance as shown by 61.8% that agreed, 20.6% disagreed, and 17.6% were neutral, with a mean of 3.38 and a standard deviation of 1.107. Operational performance relies on improving employees' contribution goals as shown by 60.3% that agreed, 22.1% were neutral, and 17.6% disagreed with a mean of 3.62 and a standard deviation of 1.120. Operational performance relies on improving employees' teams as shown by 70.6% that agreed, 25% disagreed, and 4.4% were neutral, with a mean of 3.49 and a standard deviation of 1.165. The quality of programmes have improved as shown by 50% that agreed, 26.5% were neutral, and 23.5% disagreed, with a mean of 3.38 and a standard deviation of 1.107.

Organizational goals impact our dependability as shown by 64.8% that agreed, 30.9% were neutral, and 4.4% disagreed, with a mean of 3.68 and a standard deviation of 0.679. Capacity utilization has improved as shown by 41.2% that agreed, 35.3% disagreed, and 23.5% were neutral, with a mean of 3.03 and a standard deviation of 0.930. Waste reduction has improved as shown by 58.8% that were neutral, 36.8% that agreed, and 4.4% disagreed, with a mean of 3.35 and a standard deviation of 0.748. Regulatory compliance has improved as shown by 52.9% that were neutral, 38.2% that agreed, and 8.8% disagreed, with a mean of 3.26 and a standard deviation of 0.704.

Table 4.2 Rating of Organizational Goals

Organizational Goals	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
We are achieving more of Our organizational goals	7.4	10.3	39.7	39.7	2.9	3.21	.939
Our operational performance has improved	2.9	29.4	17.6	50	0	3.15	.950
Our organizational goals are measured using our production cycle time for projects	0	23.5	17.6	58.8	0	3.35	.842
Our alignment of organizational structures and processes greatly impacts our performance	10.3	10.3	17.6	54.4	7.4	3.38	1.107
Our operational performance relies on improving employees' contribution	4.4	13.2	22.1	36.8	23.5	3.62	1.120
Our operational performance relies on improving employees' teams	8.8	16.2	4.4	58.8	11.8	3.49	1.165
The quality of our programmes have improved	4.4	19.1	26.5	44.1	5.9	3.28	.990
Our organizational goals impact our dependability	0	4.4	30.9	57.4	7.4	3.68	.679
Our capacity utilization has improved	2.9	32.4	23.5	41.2	0	3.03	.930
Our waste reduction has improved	2.9	1.5	58.8	30.9	5.9	3.35	.748
Our regulatory compliance has improved	2.9	5.9	52.9	38.2	0	3.26	.704

4.4.2 Rating of Policy Reforms and Achievement of Institutional Goals

Table 4.3 shows that policies have not been reformed as shown by 58.8% that were neutral, 23.5% disagreed, and 17.6% that agreed, with a mean of 2.85 and a standard deviation of 0.815. The needs of the people at the grass root level dictate our policy reforms as shown by 50% that agreed, 27.9% were neutral, and 22% disagreed, with a mean of 3.15 and a standard deviation of 1.055.

Organization effectively translate grassroots interests to meaningful regulatory change as shown by 41.2% that agreed, 36.8% were neutral, and 22% disagreed, with a mean of 3.10 and a standard deviation of 0.949. Organization is heavily dominated by western ideals as shown by 44.1% that were neutral, 41.2% that agreed, and 14.7% disagreed, with a mean of 3.38 and a standard deviation of 0.978. Organization arises directly from the grassroots when responding to local needs as shown by 55.9% that agreed, 25% disagreed, and 19.1% were neutral, with a mean of 3.37 and a standard deviation of 1.183.

Our organization has refocused its activities to improve performance as shown by 55.9% that agreed, 25% were neutral, and 19.1% disagreed, with a mean of 3.37 and a standard deviation of 0.790. We face intensified competition that has increased our efficiency as shown by 33.8% that agreed, another 33.8% were neutral, and 32.4% disagreed, with a mean of 2.96 and a standard deviation of 0.921. Accountability systems did not identify poorly designed programs as shown by 41.2% that were neutral, 32.3% disagreed, and 26.5% agreed, with a mean of 2.91 and a standard deviation of 1.033. Accountability systems did not identify poorly designed implementation systems as shown by 39.7% that disagreed, 33.8% were neutral, and 26.4% agreed, with a mean of 2.91 and a standard deviation of 1.033.

Financial issues impact our service provision efficiency as shown by 67.7% that agreed, 19.1% disagreed, and 13.2% were neutral, with a mean of 3.91 and a standard deviation of 1.267. Organization usually ignores high-quality services that are costly performance as shown by 42.6% that were neutral, 32.4% agreed, and 25% disagreed, with a mean of 3.00 and a standard deviation of 0.898. Program success or failure is determined by our performance assessment tool as shown by 45.6% that agreed, 27.9% disagreed, and 26.5% were neutral, with a mean of 3.25 and a standard deviation of 1.084. Performance assessment feedback dictates our policymaking activities as shown by 42.6% that agreed, 36.8% were neutral, and 20.6% disagreed, with a mean of 3.35 and a standard deviation of 0.958.

Table 4.3 Rating of Policy Reforms and Achievement of Institutional Goals

Policy Reforms	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
Our policies have been reformed	8.8	14.7	58.8	17.6	0	2.85	.815
The needs of the people at the grass root level dictate our policy reforms	13.2	8.8	27.9	50.0	0	3.15	1.055
Our organization effectively translate grassroots interests to meaningful regulatory change	8.8	13.2	36.8	41.2	0	3.10	.949
Our organization is heavily dominated by western ideals	2.9	11.8	44.1	26.5	14.7	3.38	.978
Our organization arises directly from the grassroots when responding to local needs	8.8	16.2	19.1	41.2	14.7	3.37	1.183
Our organization has refocused its activities to improve performance	0	19.1	25	55.9	0	3.37	.790
We face intensified competition that has increased our efficiency	5.9	26.5	33.8	33.8	0	2.96	.921
Our accountability systems identify poorly designed programs	4.4	27.9	41.2	20.6	5.9	2.96	.953
Our accountability systems identify poorly designed implementation systems	4.4	35.3	33.8	17.6	8.8	2.91	1.033
Our financial issues impact our service provision efficiency	4.4	14.7	13.2	20.6	47.1	3.91	1.267
Our organization usually ignores high-quality services that are costly	7.4	17.6	42.6	32.4	0	3.00	.898
Program success or failure is determined by our performance assessment tool	4.4	23.5	26.5	33.8	11.8	3.25	1.084
Our performance assessment feedback dictates our policymaking activities	0	20.6	36.8	29.4	13.2	3.35	.958

4.4.3 Correlations for Policy Reforms and Achievement of Institutional Goals

Table 4.4 indicates that policy reforms were significant to institutional goals (organizational performance) since its r value = 0.576 and a p value of <0.1. Influence of policy reforms were significant to institutional goals (organizational performance) since its r value = 0.443 and a p value of <0.1.

Table 4.4 Correlations for Policy Reforms and Achievement of Institutional Goals

	Institutional Goals	Policy Reforms	Influence of Policy Reforms
Institutional Goals	1		
Policy Reforms	.576** .000	1	
Influence of Policy Reforms	.443** .000	.485** .000	1

** Correlation is Significant at the 0.01 Level (2-tailed).

4.4.4 Regressions for Policy Reforms and Achievement of Institutional Goals

Table 4.5 provides the regression model for policy reforms and institutional goals. The table indicates that policy reforms and influence of policy reforms on institutional goals account for 34.7% of the variance in institutional goals (organizational performance).

Table 4.5 Model Summary for Policy Reforms and Achievement of Institutional Goals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605	.366	.347	.44326

a. Predictors: (Constant), Policy Reforms, and Influence of Policy Reforms

Table 4.6 provides the regression coefficients for policy reforms and institutional goals. It shows the linear equation of the existing relationship between the independent variable (policy reforms and influence of policy reforms) and the dependent variable (institutional goals) as:

$$\text{Institutional Goals} = 1.187 + 0.438 \text{ Policy Reforms} + 0.238 \text{ Influence of Policy Reforms}$$

The equation indicates that for every increase in policy reforms, institutional goals (organizational performance) will increase by 43.8% and the sig value of 0.000 shows that policy reforms are very significant to institutional goals (organizational performance). For every increase in influence of policy reforms, institutional goals (organizational performance) will increase by 23.8% and the sig value of 0.063 shows that influence of policy reforms were insignificant to institutional goals (organizational performance).

Table 4.6 Regression Coefficient for Policy Reforms and Achievement of Institutional Goals

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.187	.384		3.088	.003
Policy Reforms	.438	.105	.472	4.183	.000
Influence of Policy Reforms	.238	.126	.214	1.892	.063

Dependent Variable: Institutional Goals

4.5 Process Reforms and the Achievement of Institutional Goals

4.5.1 Rating of Process Reforms and the Achievement of Institutional Goals

Table 4.7 indicates that processes have not been substantially reformed as shown by 45.6% that disagreed, 35.3% that agreed, and 19.1% were neutral, with a mean of 2.84 and a standard deviation of 1.229. Organization supports the development of partnership relations as shown by 83.8% that agreed, 11.8% were neutral, and 4.4% disagreed, with a mean of 3.97 and a standard deviation of 0.690. New processes and structures in our organization are dictated by international organizations and donors as shown by 73.5% that agreed, 20.6% were neutral, and 5.9% disagreed, with a mean of 3.71 and a standard deviation of 0.692. We carry out new programmes in co-operation with government bodies and relevant ministerial authorities as shown by 91.1% that agreed, 5.9% disagreed, and 2.9% were neutral, with a mean of 4.03 and a standard deviation of 0.668.

Table 4.7 Rating of Process Reforms and Achievement of Institutional Goals

Process Reforms	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
Our processes have been substantially reformed	14.7	30.9	19.1	26.5	8.8	2.84	1.229
Our organization supports the development of partnership relations	0	4.4	11.8	66.2	17.6	3.97	.690
New processes and structures in our organization are dictated by international organizations and donors	1.5	4.4	20.6	69.1	4.4	3.71	.692
We carry out our new programmes in co-operation with government bodies and relevant ministerial authorities	0	5.9	2.9	73.5	17.6	4.03	.668
Our organization is involved in the process of creating conditions for new policy planning	1.5	5.9	16.2	70.6	5.9	3.74	.725
Civil society organizations provide social services due to an increase in the rise of poverty and unemployment cases	0	5.9	30.9	50	13.2	3.71	.774
Widespread poverty and pauperization facilitates the substantial growth of welfare organizations	1.5	5.9	30.9	57.4	4.4	3.57	.739
Process reforms have improved welfare organizations' redistribution of humanitarian aid processes	1.5	22.1	47.1	23.5	5.9	3.10	.866
Social welfare organizations are involved in our strategic planning and implementation of local programmes	13.2	32.4	26.5	19.1	8.8	2.78	1.170
We are focused on supporting governmental partnership projects	0	4.4	16.2	60.3	19.1	3.59	.918
Our partnerships with local authorities develops and improves local services	0	4.4	16.2	60.3	19.1	3.94	.731
Social welfare group activities gives support to vulnerable groups	5.9	1.5	33.8	48.5	10.3	3.56	.920
Our employment policy promotes partnership projects between us and public agencies and the local government	10.3	5.9	20.6	52.9	10.3	3.47	1.099

Organization is involved in the process of creating conditions for new policy planning as shown by 76.5% that agreed, 16.2% were neutral, and 7.4% disagreed, with a mean of 3.74 and a standard deviation of 0.725. Civil society organizations provide social services due to an increase in the rise of poverty and unemployment cases as shown by 63.2% that agreed, 30.9% were neutral, and 5.9% disagreed, with a mean of 3.71 and a standard deviation of 0.774. Widespread poverty and pauperization facilitates the substantial growth of welfare organizations as shown by 61.8% that agreed, 30.9% were neutral, and 7.4% disagreed, with a mean of 3.57 and a standard deviation of 0.739.

Process reforms have improved welfare organizations' redistribution of humanitarian aid processes as shown by 47.1% that were neutral, 29.4% agreed, and 23.6% disagreed, with a mean of 3.10 and a standard deviation of 0.866. Social welfare organizations are not involved in strategic planning and implementation of local programmes as shown by 45.6% that disagreed, 27.9% agreed, and 26.5% were neutral, with a mean of 2.78 and a standard deviation of 1.170. We are focused on supporting governmental partnership projects as shown by 79.4% that agreed, 16.2% were neutral, and 4.4% disagreed, with a mean of 3.59 and a standard deviation of 0.918.

Partnerships with local authorities develops and improves local services as shown by 79.4% that agreed, 16.2% were neutral, and 4.4% disagreed, with a mean of 3.94 and a standard deviation of 0.731. Social welfare group activities gives support to vulnerable groups as shown by 58.8% that agreed, 33.8% were neutral, and 7.4% disagreed, with a mean of 3.56 and a standard deviation of 0.920. Employment policy promotes partnership projects between us and public agencies and the local government as shown by 63.2% that agreed, 20.6% were neutral, and 16.2% disagreed, with a mean of 3.47 and a standard deviation of 1.099.

4.5.2 Correlations for Process Reforms and Achievement of Institutional Goals

Table 4.8 indicates that process reforms were significant to institutional goals (organizational performance) since its r value = 0.399 and a p value of <0.1 . Process reforms for institutional goals were significant to institutional goals (organizational performance) since its r value = 0.470 and a p value of <0.1 . Influence of process reforms were significant to institutional goals (organizational performance) since its r value = 0.344 and a p value of <0.1 .

Table 4.8 Correlations for Process Reforms and Achievement of Institutional Goals

	Institutional Goals	Process Reforms	Process Reforms for Institutional Goals	Influence of Process Reforms
Institutional Goals	1			
Process Reforms	.399** .001	1		
Process Reforms for Institutional Goals	.470** .000	.323** .007	1	
Influence of Process Reforms	.344** .000	.439** .000	.193 .115	1

** Correlation is Significant at the 0.01 Level (2-tailed).

4.5.3 Regressions for Process Reforms and Achievement of Institutional Goals

Table 4.9 provides the regression model for process reforms, process reforms for institutional goals, and influence of process reforms. The table indicates that process reforms, process reforms for institutional goals, and influence of process reforms on institutional goals account for 28.5% of the variance in institutional goals (organizational performance).

Table 4.9 Model Summary for Process Reforms and Achievement of Institutional Goals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563	.317	.285	.46391

a. Predictors: (Constant), Process Reforms, Process Reforms for Institutional Goals, and Influence of Process Reforms

Table 4.10 provides the regression coefficients for process reforms, process reforms for institutional goals, and influence of process reforms and institutional goals. It shows the linear equation of the existing relationship between the independent variable (process reforms, process reforms for institutional goals, and influence of process reforms) and the dependent variable (institutional goals) as:

$$\text{Institutional Goals} = 0.838 + 0.248 \text{ Process Reforms} + 0.305 \text{ Process Reforms for Institutional Goals} + 0.164 \text{ Influence of Process Reforms}$$

The equation indicates that for every increase in process reforms, institutional goals (organizational performance) will increase by 24.8% and the sig value of 0.104 shows that process reforms are insignificant to institutional goals (organizational performance). For every increase in process reforms for institutional goals, institutional goals (organizational performance) will increase by 30.5% and the sig value of 0.001 shows that process reforms are very significant to institutional goals (organizational performance). For every increase in influence of process reforms, institutional goals (organizational performance) will increase by 16.4% and the sig value of 0.112 shows that influence of process reforms were insignificant to institutional goals (organizational performance).

Table 4.10 Regression Coefficient for Policy Reforms and Achievement of Institutional Goals

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.838	.514		1.632	.108
Process Reforms	.248	.150	.197	1.651	.104
Process Reforms for Institutional Goals	.305	.090	.371	3.387	.001
Influence of Process Reforms	.164	.102	.186	1.612	.112

Dependent Variable: Institutional Goals

4.6 System Reforms and the Achievement of Institutional Goals

4.6.1 Rating of System Reforms and the Achievement of Institutional Goals

Table 4.11 shows that systems have been recently reformed as shown by 39.7% that agreed, 33.9% disagreed, and 26.5% were neutral, with a mean of 2.94 and a standard deviation of 1.049. Recent system reforms have increased challenges in performance improvement as shown by 50% that agreed, 26.5% were neutral, and 23.5% disagreed, with a mean of 3.31 and a standard deviation of 1.026. Recent system reforms propose decentralization in order to empower local communities as shown by 42.6% that were neutral, 33.9% agreed, and 23.5% disagreed, with a mean of 3.94 and a standard deviation of 0.731. Decentralization has provided local communities with legitimacy to participate

in local governance as shown by 52.9% that agreed, 29.4% were neutral, and 17.7% disagreed, with a mean of 3.34 and a standard deviation of 0.803.

Organization uses decentralization as an administrative tool for reform as shown by 47.1% that agreed, 28% disagreed, 25% were neutral, with a mean of 3.13 and a standard deviation of 0.960. Recent system reforms transferred the decision-making power to the local organizations as shown by 57.4% that agreed, 30.9% disagreed, 11.8% were neutral, with a mean of 3.25 and a standard deviation of 1.111. Decentralization has nurtured dynamism in our delivery system through working with the private-public providers as shown by 52.9% that were neutral, 32.3% agreed, and 14.7% disagreed, with a mean of 3.19 and a standard deviation of 0.758.

Decentralization has allowed civil society participation in the decision-making process as shown by 45.6% that were neutral, 36.8% agreed, and 17.7% disagreed, with a mean of 3.13 and a standard deviation of 0.896. Decentralization has enhanced localized innovations and adaptations for resource mobilization as shown by 51.5% that agreed, 26.5% were neutral, and 22.1% disagreed, with a mean of 3.28 and a standard deviation of 0.844. Political climate influences our level of local engagement as shown by 72% that agreed, 25% disagreed, and 2.9% were neutral, with a mean of 3.57 and a standard deviation of 1.188.

Government policies consider our contribution in humanitarian service provision and financing as shown by 55.8% that agreed, 26.5% were neutral, and 17.7% disagreed, with a mean of 3.46 and a standard deviation of 1.057. Organization channels community inputs to other stakeholders as shown by 57.3% that agreed, 36.8% were neutral, and 5.9% disagreed, with a mean of 3.49 and a standard deviation of 0.819. Organization gives meaningful representation of community needs through engagement at the grass root level as shown by 79.4% that agreed, 14.7% were neutral, and 5.9% disagreed, with a mean of 3.90 and a standard deviation of 0.736.

Table 4.11 Rating of System Reforms and Achievement of Institutional Goals

System Reforms	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
Our systems have been recently reformed	11.8	22.1	26.5	39.7	0	2.94	1.049
Our recent system reforms have increased challenges in performance improvement	4.4	19.1	26.5	41.2	8.8	3.31	1.026
Our recent system reforms propose decentralization in order to empower local communities	10.3	13.2	42.6	32.4	1.5	3.01	.970
Decentralization has provided local communities with legitimacy to participate in local governance	1.5	16.2	29.4	52.9	0	3.34	.803
Our organization uses decentralization as an administrative tool for reform	5.9	22.1	25	47.1	0	3.13	.960
Our recent system reforms transferred the decision-making power to the local organizations	7.4	23.5	11.8	51.5	5.9	3.25	1.111
Decentralization has nurtured dynamism in our delivery system through working with the private-public providers	1.5	13.2	52.9	29.4	2.9	3.19	.758
Decentralization has allowed civil society participation in the decision-making process	7.4	10.3	45.6	35.3	1.5	3.13	.896
Decentralization has enhanced localized innovations and adaptations for resource mobilization	1.5	20.6	26.5	51.5	0	3.28	.844
Political climate influences our level of local engagement	7.4	17.6	2.9	54.4	17.6	3.57	1.188
Government policies consider our contribution in humanitarian service provision and financing	5.9	11.8	26.5	42.6	13.2	3.46	1.057
Our organization channels community inputs to other stakeholders	5.9	0	36.8	54.4	2.9	3.49	.819
Our organization gives meaningful representation of community needs through engagement at the grass root level	0	5.9	14.7	63.2	16.2	3.90	.736

4.6.2 Correlations for System Reforms and Achievement of Institutional Goals

Table 4.12 indicates that system reforms were significant to institutional goals (organizational performance) since its r value = 0.246 and a p value of <0.5. System reforms for institutional goals were significant to institutional goals (organizational performance) since its r value = 0.248 and a p value of <0.5. Influence of system reforms were insignificant to institutional goals (organizational performance) since its r value = 0.091 and a p value of >0.5.

Table 4.12 Correlations for System Reforms and Achievement of Institutional Goals

	Institutional Goals	System Reforms	System Reforms for Institutional Goals	Influence of System Reforms
Institutional Goals	1			
System Reforms	.246* .043	1		
System Reforms for Institutional Goals	.248* .042	.539** .000	1	
Influence of System Reforms	.091 .460	.551** .000	.600** .000	1

** Correlation is Significant at the 0.01 Level (2-tailed).

* Correlation is Significant at the 0.05 Level (2-tailed).

4.6.3 Regressions for System Reforms and Achievement of Institutional Goals

Table 4.13 provides the regression model for system reforms, system reforms for institutional goals, and influence of system reforms. The table indicates that system reforms, and system reforms for institutional goals account for 5.1% of the variance in institutional goals (organizational performance).

Table 4.13 Model Summary for System Reforms and Achievement of Institutional Goals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.281	.079	.051	.53439

a. Predictors: (Constant), System Reforms, and System Reforms for Institutional Goals

Table 4.14 provides the regression coefficients for system reforms and system reforms for institutional goals. It shows the linear equation of the existing relationship between the independent variable (system reforms and system reforms for institutional goals) and the dependent variable (institutional goals) as:

$$\text{Institutional Goals} = 2.551 + 0.127 \text{ System Reforms} + 0.123 \text{ System Reforms for Institutional Goals}$$

The equation indicates that for every increase in system reforms, institutional goals (organizational performance) will increase by 12.7% and the sig value of 0.268 shows that system reforms are insignificant to institutional goals (organizational performance). For every increase in system reforms for institutional goals, institutional goals (organizational performance) will increase by 12.3% and the sig value of 0.254 shows that system reforms are insignificant to institutional goals (organizational performance).

Table 4.14 Regression Coefficient for System Reforms and Achievement of Institutional Goals

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.551	.343		7.446	.000
System Reforms	.127	.114	.158	1.118	.268
System Reforms for Institutional Goals	.123	.106	.163	1.152	.254

Dependent Variable: Institutional Goals

4.6.4 Correlations for Institutional Reforms and Achievement of Institutional Goals

Table 4.15 indicates that policy reforms were significant to institutional goals (organizational performance) since its r value = 0.576 and a p value of <0.1. Process reforms were significant to institutional goals (organizational performance) since its r value = 0.399 and a p value of <0.1. System reforms were significant to institutional goals (organizational performance) since its r value = 0.246 and a p value of <0.5.

Table 4.15 Correlations for Institutional Reforms and Achievement of Institutional Goals

	Institutional Goals	Policy Reforms	Process Reforms	System Reforms
Institutional Goals	1			
Policy Reforms	.576** .000	1		
Process Reforms	.399** .001	.359** .003	1	
System Reforms	.246* .043	.380** .001	.308* .011	1

** Correlation is Significant at the 0.01 Level (2-tailed).

* Correlation is Significant at the 0.05 Level (2-tailed).

4.6.5 Regressions for Institutional Reforms and Achievement of Institutional Goals

Table 4.16 provides the regression model for policy reforms, process reforms, and system reforms, and influence of system reforms. The table indicates that policy reforms, process reforms, and system reforms, and influence of system reforms account for 34.5% of the variance in institutional goals (organizational performance).

Table 4.16 Model Summary for Institutional Reforms and Achievement of Institutional Goals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612	.374	.345	.44403

a. Predictors: (Constant), Policy Reforms, Process Reforms, and System Reforms

Table 4.17 provides the regression coefficients for policy reforms, process reforms, and system reforms. It shows the linear equation of the existing relationship between the independent variables (policy reforms, process reforms, and system reforms) and the dependent variable (institutional goals) as:

$$\text{Institutional Goals} = 0.880 + 0.465 \text{ Policy Reforms} + 0.281 \text{ Process Reforms} - 0.011 \text{ System Reforms}$$

The equation indicates that for every increase in policy reforms, institutional goals (organizational performance) will increase by 46.5% and the sig value of 0.000 shows that policy reforms are very significant to institutional goals (organizational performance). For every increase in process reforms, institutional goals (organizational performance) will increase by 28.1% and the sig value of 0.43 shows that process reforms are significant to institutional goals (organizational performance). For every increase in system reforms, institutional goals (organizational performance) will decrease by 0.011% because of the inverse relationship. The sig value of 0.902 shows that system reforms are insignificant to institutional goals (organizational performance).

Table 4.17 Regression Coefficient for Institutional Reforms and Achievement of Institutional Goals

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.880	.485		1.815	.074
Policy Reforms	.465	.103	.501	4.504	.000
Process Reforms	.281	.136	.223	2.064	.043
System Reforms	-.011	.088	-.013	-.124	.902

Dependent Variable: Institutional Goals

4.7 Chapter Summary

This chapter has discussed the various results and findings of the respondents' demography, the influence of policy reforms on the achievement of institutional goals, the influence of process reforms on the achievement of institutional goals, and the influence of system reforms on the achievement of institutional goals, presented using figures and tables. The next chapter presents the study discussions, conclusions, and recommendations.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introductions

This chapter concludes the study by offering the discussions, conclusions, and recommendations for policy reforms and the achievement of institutional goals, process reforms and the achievement of institutional goals, and system reforms and the achievement of institutional goals.

5.2 Summary of the Study

The study investigated whether the recent reforms undertaken by UN-Habitat made the organization achieve its goals efficiently and effectively. The study was guided by the following research objectives: to investigate the influence of policy reforms on the achievement of institutional goals, to investigate the influence of process reforms on the achievement of institutional goals, and to investigate the influence of system reforms on the achievement of institutional goals.

The study used the descriptive research design to examine the effect of institutional reforms (independent variable) on the performance of non-governmental organizations (dependent variable). The population of the study was 283 employees of UN-Habitat at Nairobi office. The sample frame of the study was obtained from the relevant human resources office located at Gigiri. Stratified sampling technique was used in accordance to the cadre from junior staff, middle level managers to top-level managers. A sample size of 85 respondents was used. Questionnaires were used to collect primary data from respondents and they were designed to address the various research objectives. Statistical Package for the Social Sciences (SPSS) version 21 program was used to generate the frequencies, means and percentages of the responses. Measures of central tendency were used for analysis specifically correlations and regressions. These were carried out to examine the significance of the study variables and indicate the nature of the existing relationships between the study variables. The findings were presented in figures and tables.

The study showed that policies within the organization had not been reformed, and the needs of the people at the grass root level dictated policy reforms. The organization effectively translated grassroots interests to meaningful regulatory changes, and it was heavily dominated by western ideals. The study showed that the organization arose directly from the grassroots when responding to local needs, and it had refocused its activities to improve performance, and the organization faced intensified competition that had increased their efficiency. The study showed that, accountability systems did not identify poorly designed programs nor did they identify poorly designed implementation systems, yet financial issues impacted their service provision efficiency.

The study showed that processes have not been substantially reformed within the organization, although it supports the development of partnership relations. New processes and structures in the organization were dictated by international organizations and donors, and it carries out new programmes in co-operation with government bodies and relevant ministerial authorities. The study showed that the organization was involved in the process of creating conditions for new policy planning, and civil society organizations provided social services due to an increase in the rise of poverty and unemployment cases. The study showed that process reforms had improved welfare organizations' redistribution of humanitarian aid processes, and social welfare organizations were not involved in strategic planning and implementation of local programmes, since the organization was focused on supporting governmental partnership projects.

The study showed that systems had been recently reformed within the organization, and they had increased challenges in performance improvement. Recent system reforms in the organization had proposed decentralization in order to empower local communities, and provided local communities with legitimacy to participate in local governance. The study showed that the organization used decentralization as an administrative tool for reform, and system reforms had transferred the decision-making power to the local organizations. Decentralization had nurtured dynamism in delivery system through working with the private-public providers, and it allowed civil society participation in the decision-making process, as well as enhance localized innovations and adaptations for resource mobilization.

5.3 Discussions

5.3.1 Policy Reforms and the Achievement of Institutional Goals

UN-Habitat are achieving more of their organizational goals, and their performance had improved. These results correspond with McGee and Molloy (2013) who state that, organizational goals guide employee efforts, justify a company's activities and existence, and define performance standards. Organizational goals are measured using our production cycle time for projects. These results are in line with Johnson and Clark (2011) who state that, organizational goals can be measured using operational performance which refers to the measurable aspects of the outcomes of an organization's process, such as reliability, production cycle time which affect a firm's performance.

Alignment of organizational structures and processes greatly impacts our performance. These results correspond with McGee and Molloy (2013) who observe that, measuring organizational performance depends on how well organizations align their structures, processes, and management systems with a well-articulated strategy. Operational performance relies on improving employees' contribution goals, and employees' teams. The results are coherent with Choudharya *et al.* (2015) who states that, operational performance is a strategic and integrated approach to delivering sustained success to the organization by improving the contribution of people who work in it and developing the capabilities of teams to deliver the firm's strategic objectives.

The quality of programmes have improved. The results concur with Hill (2010) who notes that, a firm that attains its operation strategy would be said to have attained the desired level of firm performance and would be characterized with improved product and services, personnel development and employee commitment to the firm. Organizational goals impact our dependability. The results are consistent with observations made by Slack, Chambers and Johnson (2014) that, there are five basic operational performance objectives that are considered to apply to all types of service operations; quality, speed, dependability, flexibility and cost.

Capacity utilization has improved, waste reduction, and regulatory compliance has improved. The results concur with Nordberg (2008) who note that, operational performance of any organization is a measure against standard or prescribed indicators of productivity, capacity utilization, waste reduction and regulatory compliance which

directly affects organizational performance. Policies have not been reformed. The results are consistent with observations made by Frank, Longhofer and Schofer (2014) that, direct and systematic assessments of the NGO-to-reform linkage are rare in the extant literature, no doubt in part because the catalyzing effects of domestic NGOs on policy changes are sacred cows.

The needs of the people at the grass root level dictate policy reforms. The results are in agreement with observations made by Wu (2013) that, it is unquestioningly assumed that NGOs convey grassroots social movement demands to state officials and thus impel policy reforms. Organization effectively translate grassroots interests to meaningful regulatory change, and the organization is heavily dominated by western ideals. This concurs with Wu (2013) who states that, conventional analyses of regulatory reform problematically assume that domestic environmental NGOs can reasonably be said to effectively translate grassroots collective interests into meaningful demands for regulatory change. While the effectiveness assumption draws heavily on dominant western ideals (carried, for instance, by much social movement's scholarship), even the most rudimentary field observations question its validity.

Organization arises directly from the grassroots when responding to local needs. This is consistent with Schofer (2013) who states that, to represent local interests authentically, domestic environmental NGOs must arise directly from the grassroots, in response to local environmental ills. Otherwise NGOs (unelected and unaccountable, after all) may simply represent handmaidens of the elite or particular societal interests. Our organization has refocused its activities to improve performance, and it faced intensified competition that had increased their efficiency. The results are in agreement with observations made by Therkildsen (2011) that, reductions and a refocusing of the NGO's activities are needed to improve the implementation of stronger incentives for performance, furthermore, increased competition in service provision, both with the private sector and in the public sector itself, is required in order to raise efficiency.

Accountability systems did not identify poorly designed programs, and neither did it identify poorly designed implementation systems. These results differ with Huther and Shah (2014) who state that, accountability has all too often been conceptualized solely, or at least primarily, as a means of identifying malfeasance in office and punishing the

individuals or organizations that did not perform adequately. Financial issues impact our service provision efficiency. The results are concur with observations made by Nancy (2014) that, financial issues also play a role in accountability and have a central position in determining the efficiency of service provision. The organization usually ignores high-quality services that are costly performance. This coincides with Nancy's (2014) observation, that, it is possible to provide high-quality service only at a prohibitively high cost, an NGO, especially in a developing country, may choose not to pursue a program.

Program success or failure is determined by a performance assessment tool, and its feedback dictates our policymaking activities. This concurs with Hall and Jones (2009) who state that, performance management as a mechanism for feedback from policymaking activities may be far from perfect, given the often very short-term measurements and the fact that the most significant effects of policy may occur far in the future.

5.3.2 Process Reforms and the Achievement of Institutional Goals

Processes have not been substantially reformed. These results coincide with Schofer (2013) who notes that, over the past several years' significant reform projects covering a wide spectrum of social policy have involved different stakeholders and created systematic changes in visions and ideas in NGOs. Organization supports the development of partnership relations. The results concur with Kloos and Mariam (2010) who observed that, NGOs play an important role in comprehensive transitional reform projects as well as the integration process that start to develop partnership relations and joint actions with NGOs.

New processes and structures in our organization are dictated by international organizations and donors. The results correspond with Schofer (2013) and Wu (2013) who note that, international organizations and donors are a key innovator and driving force in building new processes and structures in different fields of social policy – health, education, social welfare, employment and environment. We carry out new programmes in co-operation with government bodies and relevant ministerial authorities. The results correspond with Schofer (2013) and Wu (2013) who note that, new programmes are carried out in close co-operation with government bodies, relevant ministerial authorities, academics, experts and civil society groups.

Organization is involved in the process of creating conditions for new policy planning. The results are consistent with observations made by Hope (2012) that, a number of NGOs take part in the consultative process, drafting, reporting and in creating adequate institutional conditions for the new approach to policy planning and building the reform strategy. Civil society organizations provide social services due to an increase in the rise of poverty and unemployment cases, and widespread poverty and pauperization facilitates the substantial growth of welfare organizations. The results are in agreement with observations made by Therkildsen (2011) that, the rise in poverty and unemployment, civil society organizations have started to provide social services, and the widespread poverty and pauperization of the population have led to the substantial growth of welfare organizations which represent the largest network of NGOs.

Process reforms have improved welfare organizations' redistribution of humanitarian aid processes. The results correspond to observations made by Kolin (2015) that, a key task of these organizations has been the redistribution of the humanitarian aid provided by numerous international organizations. Social welfare organizations are not involved in strategic planning and implementation of local programmes. These results differ with Lester (2009) who states that, much of the public debate and professional efforts has been devoted to actions at the local/regional level and strategies which involve partnership, demand-driven training programmes.

The organization is focused on supporting governmental partnership projects. The results concur with Kolin (2015) who states that, the international community has focused on giving support to governmental-non-governmental partnership projects in defining and performing the reform of social policy and reducing social risks at the municipal level. Partnerships with local authorities develops and improves local services. This coincides with Mcgee and Molloy (2013) who state that, these partnerships seek to develop local services in the social protection sphere, incorporating lessons learnt from local projects in strategic decisions by continually providing support to local actors.

Social welfare group activities gives support to vulnerable groups. This concurs with Ostrom *et al.* (2012) who notes that, social welfare groups have activities tailored to support vulnerable groups with different services and protection measures organized at the local level and, thus, fill the welfare gap that has emerged from shrinking public

welfare programmes. Employment policy promotes partnership projects between us and public agencies and the local government. The results concur with Saltman and Figueras (2014) who observed that, new employment policy has started to explore and promote partnership projects between NGOs, public agencies and local government that seek to combat the unemployment of the most excluded social groups.

5.3.3 System Reforms and the Achievement of Institutional Goals

Systems have been recently reformed, and they have increased challenges in performance improvement. The results are consistent with World Bank's (2015) findings that show, developing countries in Africa and elsewhere face severe challenges in improving NGO performance, and the challenges are connected to access, efficiency and quality calling for system reforms in the macro-organization, distribution and financing. Recent system reforms propose decentralization in order to empower local communities. This results coincide with Saltman and Figueras (2014) who notes that, most NGOs have proposed decentralization as a way to empower communities to take ownership and control of their own AID, and the strategy has been variously pursued in both developed and developing countries as a key management approach.

Decentralization has provided local communities with legitimacy to participate in local governance. This concurs with Grant (2010) who note that, decentralized governance offers an appropriate framework for the participation of NGOs and local communities and provides formal institutional legitimacy for this engagement. Organization uses decentralization as an administrative tool for reform, and it had transferred the decision-making power to the local organizations. This concurs with Conyers (2013) who observed that, decentralization is regarded as the transfer of decision-making power and administrative responsibility from the central government to the periphery. Bossert (1998) also notes that, the transfer of powers involves a range of responsibilities covering fiscal allocation, public planning, service delivery and systems management.

Decentralization has nurtured dynamism in our delivery system through working with the private-public providers. These results coincide with Smith (2014) who states that, the key objectives and benefits of decentralization is that, it can nurture dynamism in the delivery system allowing for a mix of private-public providers and services. Decentralization has allowed civil society participation in the decision-making process.

These results coincide with Dauda (2012) who states that, the key objectives and benefits of decentralization is that, it promotes pluralism by allowing civil society participation in the decision-making process and hence improves governance and accountability.

Decentralization has enhanced localized innovations and adaptations for resource mobilization. These results coincide with Bosert and Beauvais (2012) who states that, the key objectives and benefits of decentralization is that, it can enhance localized innovations and adaptations for resource mobilization and cost-consciousness in tackling local health problems. Political climate influences our level of local engagement. These results coincide with the observations made by Gizaw (2008) who note that, the level of NGO-government engagement is heavily influenced by the prevailing political climate, and for instance, in Ethiopia, though NGOs have developed self-regulation mechanisms relations remain suspicious.

Government policies consider our contribution in humanitarian service provision and financing. The results agree with Hadingham and Wilson's (2013) findings that, developing countries' policies and strategic plans clearly take into account NGOs contribution in service provision and financing and spell the importance of their participation. Organization channels community inputs to other stakeholders. The results concur with Hadingham and Wilson's (2013) findings that, the NGOs become a vital link between the households and communities and the government team whereby community inputs are channeled at least in part through NGOs. Organization gives meaningful representation of community needs through engagement at the grass root level. The results coincide with Hadingham and Wilson's (2013) findings that, NGOs engage with the local communities at the grassroots in order to give them voice through meaningful representation and in seeking ways to solve their health challenges.

5.4 Conclusions

5.4.1 Policy Reforms and the Achievement of Institutional Goals

The study concludes that UN-Habitat are achieving more of their organizational goals since their operational performance has improved. Organizational goals in the organization are measured using production cycle time for projects, and alignment of organizational structures and processes greatly impacted the organization's performance. The study concludes that operational performance relies on improving employees'

contribution goals and teams. Organizational goals impact UN-Habitat's dependability, their capacity utilization had improved.

The study concludes that policies within the organization had not been reformed, and the needs of the people at the grass root level dictated policy reforms. The organization effectively translated grassroots interests to meaningful regulatory changes, and it was heavily dominated by western ideals. The study concludes that the organization arose directly from the grassroots when responding to local needs, and it had refocused its activities to improve performance, and the organization faced intensified competition that had increased their efficiency. The study concludes that, accountability systems did not identify poorly designed programs nor did they identify poorly designed implementation systems, yet financial issues impacted their service provision efficiency.

5.4.2 Process Reforms and the Achievement of Institutional Goals

The study concludes that processes have not been substantially reformed within the organization, although it supports the development of partnership relations. New processes and structures in the organization were dictated by international organizations and donors, and it carries out new programmes in co-operation with government bodies and relevant ministerial authorities. The study concludes that the organization was involved in the process of creating conditions for new policy planning, and civil society organizations provided social services due to an increase in the rise of poverty and unemployment cases. The study concludes that process reforms had improved welfare organizations' redistribution of humanitarian aid processes, and social welfare organizations were not involved in strategic planning and implementation of local programmes, since the organization was focused on supporting governmental partnership projects.

5.4.3 System Reforms and the Achievement of Institutional Goals

The study concludes that systems had been recently reformed within the organization, and they had increased challenges in performance improvement. Recent system reforms in the organization had proposed decentralization in order to empower local communities, and provided local communities with legitimacy to participate in local governance. The study concludes that the organization used decentralization as an administrative tool for reform, and system reforms had transferred the decision-making power to the local organizations.

Decentralization had nurtured dynamism in delivery system through working with the private-public providers, and it allowed civil society participation in the decision-making process, as well as enhance localized innovations and adaptations for resource mobilization.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Policy Reforms and the Achievement of Institutional Goals

The study recommends the management and policy makers of UN-Habitat to ensure that their accountability systems have the ability to identify poorly designed programs and poorly designed implementation systems so that they can utilize an effective mechanisms of assessing what their organization is producing fir its citizens. It will indicate whether the programmes they have adopted are actually delivering services, as well as identify major failures within their delivery.

5.5.1.2 Process Reforms and the Achievement of Institutional Goals

The study recommends the management of UN-Habitat to ensure that they involve social welfare organizations in strategic planning and implementation of local programmes. These consultations will facilitate the organization to develop strategic plans and implement projects and programmes that will be effective and efficient for communities.

5.5.1.3 System Reforms and the Achievement of Institutional Goals

The study recommends UN-Habitat management to ensure that when they carry out system reforms, these reforms are geared towards reducing challenges in performance improvement. Their reforms should focus on improving access, efficiency and quality in the macro-organization, micro-organization, distribution and financing of programmes.

5.5.2 Recommendations for Further Studies

The aim of this study was to determine the importance of institutional reforms on organization development. This study focused on UN-Habitat. The study was conducted at the organization's headquarters in Nairobi-Kenya. The study recommends that similar studies be conducted on other UN-Habitat agencies in other countries, this will facilitate better decision-making for UN-Habitat managers.

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APPENDICES
APPENDIX I: COVER LETTER

United States International University – Africa,
P. O. Box 14634 – 00800,
Nairobi – Kenya.

Dear Respondent,

RE: REQUEST TO PARTICIPATE IN THE RESEARCH STUDY.

I am a student at United States International University – Africa pursuing a Master’s Degree and as a requirement, I am supposed to conduct a research study on, “The Effect of Institutional Reforms on the Performance of Non-Governmental Organizations: A Case Study of the UN-HABITAT”.

As observed, your organization has been selected as a case study and will appreciate if you divulge the required information that will assist me to complete the study. The attached questionnaire has been created to facilitate my ability to collect data on the same.

The responses given will be used for academic purposes only and confidentiality has been assured, and thank you in advance.

Regards,
Kim Kamasa Atukuzwe.

APPENDIX II: QUESTIONNAIRE

Kindly take time and fill the questionnaire appropriately. Remember the responses given will be used for academic purposes only and confidentiality has been assured.

PART A: Demographic Information

1. Gender:

Male () Female ()

2. Please indicate your age category:

21-24 years () 25-34 years () 35-44 years () 45-54 years ()
55 years and above ()

3. What is your level of education?

Certificate () Diploma () Degree () Master Degree () PhD ()

4. How many years have you been in the organization?

1-5 years () 6 - 10 years () 11-15 years () 16-20 years ()
21 years and above ()

5. Which department are you attached to?

Leadership ()	Risk Reduction and Rehabilitation ()
Urban Services ()	Housing and Slum Upgrading ()
Research and Capacity Building ()	Programme Division ()
Regional Office for Africa ()	Office of the Executive Director ()

6. What is your level of management in the organization?

Top Level Manager () Middle Level Manager () Junior Staff ()

PART B: Influence of Policy Reforms on the Achievement of Institutional Goals

7. Kindly rate the following statements as they apply to your organization. Use the scale (1 - Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 - Agree, and 5 - Strongly Agree).

	Organizational Goals	1	2	3	4	5
OG1	We are achieving more of Our organizational goals					
OG2	Our operational performance has improved					
OG3	Our organizational goals are measured using our production cycle time for projects					
OG4	Our alignment of organizational structures and processes greatly impacts our performance					
OG5	Our operational performance relies on improving employees' contribution					
OG6	Our operational performance relies on improving employees' teams					
OG7	The quality of our programmes have improved					
OG8	Our organizational goals impact our dependability					
OG9	Our capacity utilization has improved					
OG10	Our waste reduction has improved					
OG11	Our regulatory compliance has improved					

8. Kindly rate the following statements as they apply to your organization. Use the scale (1 - Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 - Agree, and 5 - Strongly Agree).

	Policy Reforms	1	2	3	4	5
PR1	Our policies have been reformed					
PR2	The needs of the people at the grass root level dictate our policy reforms					
PR3	Our organization effectively translate grassroots interests to meaningful regulatory change					
PR4	Our organization is heavily dominated by western ideals					
PR5	Our organization arises directly from the grassroots when responding to local needs					
PR6	Our organization has refocused its activities to improve performance					
PR7	We face intensified competition that has increased our efficiency					
PR8	Our accountability systems identify poorly designed programs					
PR9	Our accountability systems identify poorly designed implementation systems					
PR10	Our financial issues impact our service provision efficiency					
PR11	Our organization usually ignores high-quality services that are costly					
PR12	Program success or failure is determined by our performance assessment tool					
PR13	Our performance assessment feedback dictates our policymaking activities					

PART C: Influence of Process Reforms on the Achievement of Institutional Goals

9. Kindly rate the following statements as they apply to your organization. Use the scale (1 - Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 - Agree, and 5 - Strongly Agree).

	Process Reforms	1	2	3	4	5
ProR1	Our processes have been substantially reformed					
ProR2	Our organization supports the development of partnership relations					
ProR3	New processes and structures in our organization are dictated by international organizations and donors					
ProR4	We carry out our new programmes in co-operation with government bodies and relevant ministerial authorities					
ProR5	Our organization is involved in the process of creating conditions for new policy planning					
ProR6	Civil society organizations provide social services due to an increase in the rise of poverty and unemployment cases					
ProR7	Widespread poverty and pauperization facilitates the substantial growth of welfare organizations					
ProR8	Process reforms have improved welfare organizations' redistribution of humanitarian aid processes					
ProR9	Social welfare organizations are involved in our strategic planning and implementation of local programmes					
ProR10	We are focused on supporting governmental partnership projects					
ProR11	Our partnerships with local authorities develops and improves local services					
ProR12	Social welfare group activities gives support to vulnerable groups					
ProR13	Our employment policy promotes partnership projects between us and public agencies and the local government					

PART D: Influence of System Reforms on the Achievement of Institutional Goals

10. Kindly rate the following statements as they apply to your organization. Use the scale (1 - Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 - Agree, and 5 - Strongly Agree).

	System Reforms	1	2	3	4	5
SR1	Our systems have been recently reformed					
SR2	Our recent system reforms have increased challenges in performance improvement					
SR3	Our recent system reforms propose decentralization in order to empower local communities					
SR4	Decentralization has provided local communities with legitimacy to participate in local governance					
SR5	Our organization uses decentralization as an administrative tool for reform					
SR6	Our recent system reforms transferred the decision-making power to the local organizations					
SR7	Decentralization has nurtured dynamism in our delivery system through working with the private-public providers					
SR8	Decentralization has allowed civil society participation in the decision-making process					
SR9	Decentralization has enhanced localized innovations and adaptations for resource mobilization					
SR10	Political climate influences our level of local engagement					
SR11	Government policies consider our contribution in humanitarian service provision and financing					
SR12	Our organization channels community inputs to other stakeholders					
SR13	Our organization gives meaningful representation of community needs through engagement at the grass root level					

THANK YOU