INFLUENCE OF NON-GOVERNMENTAL ORGANIZATION MANAGEMENT PRACTICES ON IMPLEMENTATION OF SERVICE DELIVERY PROJECTS IN KENYA: A CASE OF CHILDREN AND YOUTH EMPOWEREMNT NETWORK IN KOROGOSHO NAIROBI COUNTY

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DECLARATION

This research project Report is my original work and has not been presented in any other university or institution for the award of a degree academic credit.

Signature……………………….   Date…………………..

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L50/77939/2015

This research project report has been submitted for examination with my approval as university supervisor.

Signature………………………….   Date………………….

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DEDICATION

This work is dedicated to my dear husband Mr. Livingstone Ameso, my daughter Arianna Ameso, my siblings (Mukhwana, Akholi, Nyalobo, Omulama and Viera) and to my parents Mr and Mrs Omutanyi.

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God bless you all.

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ACRONYMS AND ABBREVIATIONS

CBO: Community Based Organizations

CYEN: Children and Youth Empowerment Network

HR: Human Resource

HRM: Human Resource Management

NCST: National Council for Science, Technology and Innovation

NGO: Non-Governmental Organization

PMI: Project Management Institute

SDG: Sustainable Development Goals

SPSS: Statistical Package for Social Sciences

UNHCR: United Nations High Commission for Refugees

ABSTRACT

The purpose of this study was to establish the influence of Non-Governmental Organization management practices on implementation of service delivery projects with regards to Children and Youth Empowerment Network. This study was guided by the following four objectives, that is, to determine how communication management influences implementation of service delivery projects in Children and Youth Empowerment Network, to determine the influence of human capital management on implementation of service delivery projects in Children and Youth Empowerment Network, to assess how financial management influences implementation of service delivery projects in Children and Youth Empowerment Network, and to establish how task management influences implementation of service delivery projects in Children and Youth Empowerment Network. This research study adopted a descriptive research study design using both qualitative and quantitative techniques. Target population of this study consisted of all Children and Youth Empowerment Network employees working in the project implementation office. Simple random sampling was used to pick final respondents from a sample size of 56 employees. Semi-structured questionnaires were used to collect data using the drop and pick approach. A total 55 questionnaires were duly completed indicating 98.21% response rate. Findings in this study indicate that indeed communication management, human capital management, financial management, and task management practices contributes 61% on the dependent variable; thus we can conclude that all the independent variable in this study significantly influences implementation of service delivery projects. However, this findings also implied that there exists 39% other factors that influence implementation of service delivery projects not covered by this study. Qualitative responses reveal Children and Youth Empowerment Network communication management practices as not entirely effective with few complaints raised regarding stakeholder feedback. Task management practices on the other hand enabled Children and Youth Empowerment Network's service delivery project implementation to be more productive, effective, and efficient. This study recommends adoption and use of project communication plan to help project team comprehend communication methods, procedures, stakeholder needs and general mutual communication. Finally, Children and Youth Empowerment Network management should encourage ongoing dialogue with perceived dissatisfied project teams in order to address recruitment, promotion and placement procedures.

1.1 Background of the Study

Globally, there continues to be a steadily growing interest relating to the role played by Non-Governmental Organizations (NGOs) especially in delivery of services and programmes aimed at poverty reduction and uplifting of general livelihoods. In the recent years, NGOs have dramatically risen becoming high profile contributors in the public policy landscapes be it in local, national or global level (Lewis, 2004). Further, Lewis reiterates that both local and international NGOs have moved to the center stage internationally, nationally and locally combining their efforts to eradicate diseases and poverty. NGOs world over are now perceived as a vital components of civil society. The term NGO encompass both large and small organizations including civil society organizations such as faith-based organizations, volunteer organizations, community-based organizations, local initiatives, charitable organizations, foundations and philanthropic associations. NGOs exists to provide short-term or emergency relief services in response to natural calamities or human created disasters as well as providing long-term community empowerment and developmental programmes. NGOs are labor intensive characterized by a large pool of professional staff and volunteers who dedicate their time, money, materials, skills and knowledge.

Nelson (2007) notes that globally, NGOs operate both in individual and collective status across all society levels with an impact on different facets of peoples' lives. These activities range from political, civil and human rights obligations to social, economic, and cultural rights. This makes definition of NGOs variable in some cases elusive; emerging political science standpoint defines NGOs as organizations lying between the state and the society (Smith, 2010; Mohan, 2002). According to Shivji (2007), NGOs are led and largely composed of people whom he refers to as educated elite. He also noted that NGOs are mostly headquartered in urban environs and are often acquainted in the language of modernization. Even though organizations might be quite involved and connected to the communities with whom they serve, by nature, NGOs derive legitimacy and sustenance from donor-communities. Stillman (2007) warns that this precedence may create a

perception among stakeholders questioning an NGO management practice whether internally-driven or externally-driven. On the other hand, few NGO draw their management practices from private sector models. For instance, away from traditional and conventional funding sources, NGOs have increasingly moved into for-profit trading and business activities to fund some of their programmes and activities.

Across Africa, Non-Governmental Organizations support vital aspects of community lives. NGOs have a record of promoting literacy, providing health care, supporting the vulnerable and offering a safety net for the poor that neither businesses nor the government can match (Bwibo, 2000). NGOs management and project formulation has also been largely guided by world-wide policies and goals such as the Sustainable Development Goals (SDG). These global policies and goals have been used to build on local agendas and interventions especially with regards to service delivery to the beneficiaries. Baluku (2010) in his study of NGO-led service delivery to the poor in Uganda indicated that NGOs are at a unique position that enables them to facilitate empowerment in the community owing to them being much close to the poor and utilization of participatory approach in their service delivery. Further, he notes that NGO participation in service delivery aimed at poverty reduction can be attributed to increased need of efficiency and accountability when it comes to provision of public service delivery. For NGOs case, donors and foundations are consistently persistent in 'value' for resources provided. In the same breadth, MacAbbey (2007) says, "NGOs have become more implicated in improving government capacity by making institutions respond to the needs and rights of the people and again by strengthening the government's commitment to providing services and opportunities for all".

In the recent years, Kenya has witnessed growing number of NGOs both of international and local status. Most of these NGOs characterizes themselves as having close association with the grassroots communities and therefore speak on their behalf, understand their situation and are strategically placed to provide the much needed interventions and service. According to Brass (2010), NGOs are favored by most citizens as providers of community-based services that are more effective, efficient, flexible, democratic, flexible, transparent and accountable compared to their government counterparts whose services are perceived as bureaucratic and non-transparent. All NGOs in Kenya are registered with the NGO coordination board with the NGO directors, shareholders and managing officers formally declared during application for registration. NGO Coordination Board Kenya (2015) reports

that NGOs are practically involved in one or more service delivery activities spanning education, environment, agriculture, peace, general development, health, projects directed at marginalized populations, relief and emergency services. Since independence, the country has witnessed rapid growth in number of NGOs & Community Based Organizations (CBO) across the country. Brass equips that even though NGOs are better equipped, and with formally trained staff, this upsurge in NGO numbers has also meant that many small NGOs and CBOs register with no funding, plans or visions but only with hope of attracting funding in the near future. This disrupts these NGOs capability to institute sound management practices that are important in achieving successful implementation of service delivery projects.

This research study was undertaken at the Children and Youths Empowerment Network abbreviated CYEN. CYEN is a Community Based Organization located in the outskirts of Nairobi, Kenya. Registered under the Kenya Ministry of Gender and Social Services, the organization was formed in 2009. CYEN is composed of both young and older employees and aims to empower children and youth population in Korogocho. Korogocho is a slum estate in Nairobi County with approximately 300,000 persons in an area of only 1.5 square Kilometres. Korogocho is a simply a Swahili term meaning shoulder to shoulder depicting the crowded shanty housing situation in the area. Just like other informal settlements in Nairobi County, Korogocho is synonymous with different socio-economic challenges spanning extreme poverty, crime, alcoholism, unemployment and other social ills. The youth population living in these environs have not been spared from these challenges and find themselves battling various social development ills hence ending up trapped in unending cycles of poverty. CYEN organization endeavors to ensure that men, women, youth and children co-exist without fear of insecurity or harm by solving the socio-economic challenges.

Through collaboratively crafted programmes and participatory approaches, CYEN uses activities like sports, drama and dance to engage the youth community in Korogocho. These recreation-style activities are intended to encourage change in behavior and prevent the beneficiaries from falling into criminal or participating illegal activities in the community. Owing to such activities and gatherings, the youth and community in general are provided with an excellent platform to raise and present issues affecting them. In turn, these groups are able to build on their communication skills, attitude, and esteem. Activities such as

drama, sports and dance help in nurturing youth talents while providing them with alternative source of livelihood. CYEN also runs programs such as entrepreneurship training and home based day care centres overseen by women.

1.2 Statement of the Problem

The role of Non-Governmental Organizations in today's society cannot be overemphasized. NGOs are not only stakeholders in governance, but also a great driving force in building bridges between grass root, local organizations, national-level processes and structures (Banks, Hulme & Edwards, 2015). Effectively, NGOs do not operate in isolation; they depend on resources and cooperate with different stakeholders. In spite of these working relations, discussions and debates have mostly revolved on the role of NGOs in development and delivery of services with little focus put on ways in which these roles should be managed. This owes to the fact that NGOs are mainly recognized and acknowledged with regards to amount of time and resources channeled in implementing developmental, empowerment and service delivery projects. Bearing this in mind, it is not uncommon for effective and efficient management practices to be seen to interfere with the primary goal of service delivery and impacting on beneficiaries livelihoods. Worldwide, academicians and pundits in related sentiments have documented several causes of project implementation failures with organization management practices cited among leading causations (Batti, 2014; McManus & Wood-Harper, 2007).

Indeed, NGO management practices and managers impact all the organization decisions and most importantly the critical phases of all organization projects. Donor organizations and foreign aid organizations continue to pump money in Africa, regarded as a third world continent, in the form of aid, grants and loans. World Bank (2014) gives a conservative figure of approximately 2 trillion dollars as monies channeled to projects in Africa annually. Such overreliance on donor funding or foreign aid exposes NGO management to pressure from their funding organizations. In turn, the NGO management practices of such organizations are put into disarray as they are frequently forced to prioritize donor demands and management practices. Most times, such 'western' oriented management practices or styles do not conform to the immediate beneficiary environments – mostly third world and developing countries. Without effective and efficient tailored NGO management practices; donor efforts will remain unsustainable in the future. To further amplify this, the number of NGO projects entirely dependent on donations is much higher than those that are

economically dependent. Thus, it is prudent to implement project management practices that not only favor long term programme effect but is also in line with implementation of service delivery in the specific environ. It is in line with this that this research was set out to study and document the influence of NGO management practices on implementation of service delivery projects.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of NGO management practices on implementation of service delivery projects with regards to Children & Youth Empowerment Network.

1.4 Objectives of the Study

This study was guided by the following objectives:

i. To determine how communication management influences implementation of service delivery projects in Children and Youth Empowerment Network,

ii. To determine the influence of human capital management on implementation of service delivery projects in Children and Youth Empowerment Network,

iii. To assess how financial management influences implementation of service delivery projects in Children and Youth Empowerment Network,

iv. To establish how task management influences implementation of service delivery projects in Children and Youth Empowerment Network.

1.5 Research Questions

This study was be guided by the following objectives:

i. How does communication management influence implementation of service delivery projects in Children and Youth Empowerment Network?

ii. How does human capital management influence implementation of service delivery projects in Children and Youth Empowerment Network?

iii. How does financial management influence implementation of service delivery projects in Children and Youth Empowerment Network?

iv. How does task management influence implementation of service delivery projects in Children and Youth Empowerment Network?

1.6 Significance of the Study

Effective and efficient management practices for NGOs remains one of the challenges most NGO face today, it is therefore hoped that this study adds onto existing knowledge for NGOs and other stakeholders to solve some of these challenges. This study also provides us an opportunity to understand the influence of selected NGO management practice attributes on implementation of service delivery projects.

Project managers and NGO officials can also draw upon on evidences and results of this study thereby enabling them to fast track service delivery projects. Insights gathered from this research study might also buoy NGO stakeholders to put much emphasis on better management practices in its effort to deliver services to the beneficiaries.

Additionally, project office employees and other CYEN staff working in different programmes also have access to the findings and recommendations of this study thereby enhancing their knowledge and capacity in implementation of service delivery projects with regards to children's rights and protection. This study also hopes that policy makers, academicians and researchers alike in NGO management and implementation of projects or programmes find this research study conclusions and recommendations of much significance.

1.7 Delimitations of the Study

This research study area and coverage was only at Children Youth & Empowerment Network, Headquarter office that is located in Nairobi, Kenya. In order to adhere to this study purpose to establish the influence of NGO management practices on implementation of service delivery projects with regards to CYEN. Only selected respondents from the project implementation office participated in this study. However, this study ensured that all eligible respondents had an equal chance to participate.

1.8 Limitations of the Study

However much this research study picked on case studies, lessons learnt and challenges of NGO management practices from the world over, this research study was only be limited to the influence of NGO management practices with respect to implementation of service delivery projects in CYEN, Kenya. There was also mere possibility of some respondents' reluctance on matters relating to merits and demerits of management practices as it touched on their actual work; the researcher assured these section of respondents and clearly explain to them the objectives and significance of carrying out this study.

1.9 Basic Assumptions of the Study

This research study assumed all that targeted population and selected participants were willing to, participate in this study and provided their honest opinion and true perceptions as at the time of this study.

1.10 Definition of Significant Terms

Communication Management: This is the systematic management of NGO's channels of communication including the dissemination of new information or directives and frequency of relaying information both within the organization and to the organization stakeholders.

Financial Management: This involves the management of NGO funds or accounts in order to meet the needs for mobilization cost, cost of purchases, logistics, investments, allowances and remunerations with an overall objective of fostering NGO activities. Regular financial monitoring and reporting is also included.

Human Capital Management: In this study, human capital management refers to the practices instituted by the project management team relating to people resource; with a focus on project staff acquisition, staff allocation and staff continuous development practices.

Management Processes: This is used to refer to the different processes used in executing different organization projects efficiently, timely and effectively in line with set objective or goals. These processes include planning, setting targets, identifying activities, work breakdown structures and leadership.

Task Management: This describes the process of managing project tasks or activities through project implementation duration. It involves activity planning, scheduling, follow-ups on progress and reporting in order to achieve a pre-determined goal.

Service Delivery: In this study, service delivery is used to define actualization of services that are focused community needs, wants and expectations. These services both tangible (goods) and non-tangible provisions.

1.11 Organization of the Study

This research project report was organized into five chapters, that is, chapter one, two, three, four and five. Chapter one consisted of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study and definition of key terms. Chapter two highlighted literature review with respect to NGO management practices and implementation of service delivery projects. It also aligned this study to relevant theories, analysed the knowledge gap and finally gave a summary of the chapter. Chapter three discussed research methodology used in the research study spanning research design, target population, sample size, research instruments, data collection procedure & analysis technique, ethical considerations applied and operationalization of variables. Chapter four focussed on summary, presentations and interpretations of findings as analysed from the data collected from the field. Lastly, chapter five dwelt on discussion of findings, conclusions, recommendations and suggestions on areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two reviewed literature related the influence of NGO management practices and implementation of service delivery projects. It comprised of a review of the study variables, theoretical framework, conceptual framework, knowledge gap and finally a summary of the chapter.

2.2 Concept of Implementation of Service Delivery Projects

Choudry & Kapoor (2010), poses that NGOs and state corporations mostly deal with large amounts of funds, at the same time operating in opinionated and politically charged environments, thereby requiring the need for an organization to be viewed by its beneficiaries and stakeholders confidently especially when it comes to ways in which they manage implementation of service delivery projects. Scholars have continually reviewed different models with minimal agreement on how to conceptualize an organization management practice that is regarded as effective. This is because NGOs work on divergent issues, scales, themes and approaches (Sushant & Singhal, 2015). Implementation of service delivery projects must therefore be conceptualized and analyzed with regards to specific issue, scale and theme that is being addressed by the project or programme.

While implementing service delivery projects, NGOs can work independently or alongside bilateral or multi-lateral organizations and aid agencies (Werker & Ahmed, 2007). For example, on the case of refugees in Western Uganda at the Kyangwali refugee settlement, the Ugandan government is in charge of providing security and property, while United Nations High Commission for Refugees (UNHCR) is concerned with refugees welfare effectively allocating millions of money to implementing organization partners who in turn provide day-to-day operations to the refugees. NGO management scholars' back this method of project implementation and delivery attributing it to increased engagement, upscale of resources & tools to support project and building of partner to partner capacity vis-à-vis knowledge sharing and acquisition. Project implementing partners are also able to assess, analyze and align to potential qualitative and quantitative risks, effectively instilling a risk management culture across the implementing staff (Ke, Wang & Chan, 2012).

In modern project implementation instances, many large NGO are essentially focused more on fund-raising activities thereby outsourcing implementation activity to smaller local NGOs and CBOs whom they perceive to have better relationship to the target community. Similarly, in order to enhance competitive advantage and service delivery organizations have created Project Management Office (PMO) within the organization to oversee project implementation supervision, coaching, training, task scheduling, and selection & scheduling of project resources (Phillips, Bothell & Snead, 2002). According to Ke *et al.* (2012) such implementation structures assist and play the much needed oversight role in project procedures and methodologies while also ensuring project visibility across the organization and its stakeholders. Effective and efficient project management practices means that the project team are fully aware of the project implementation status on any given day and can confirm on the progress, budget status and identify tasks that are on schedule including instituting appropriate action for tasks that miss schedule targets.

2.3 Non-Governmental Management Practices

Fowler (1997) in his study findings reiterates that NGOs are not closed systems operating in isolation but rather exists as open systems; this therefore means that these organizations are highly dependent on resources, both human and financial, occurrences and changes especially within their immediate environs. Management practices of these organizations are synchronized to address community needs through improved service delivery, enhance political, social and cultural change processes to benefit beneficiaries and also to attempt create working relationships and synergies with other like-minded partners. These may include, public or private corporations, state or non-state agencies and local initiatives.

NGOs are easily recognized by an 'action-oriented' mentality with significant amount of time and resources always dedicated to implementing developmental and empowerment programmes that little or no time is accorded to effective organizational management practices. Though there is no single way or technique to evaluate the performance of NGO management, prioritization of organizational management may be perceived to interfere with the primary activity which is to hit the ground running and realize positive impact (Lewis, 2014). According to Korten (1996), the origins of several NGOs are pegged on efforts of key founders' good will, purpose, hard work and common sense to mobilize resources and efforts to address specific challenges, disasters or catastrophes. NGO managers are continuously involved in collating, and synthesizing ideas and practices from

other organizations and sources with the hope of implementing those that fit their organization requirements and needs. This implies that NGO management practices will largely depend on each organization's vision, mission, objectives, values and cultural norms; external forces such as donor demands or government regulations will also dictate on management practices.

NGO mainly rely on donor funds or foreign aids thereby exposing its management to pressure or influence from external forces. These external influences may impact on NGO management style and practices in one way or the other. As NGO-donor relations grow close; most of the times, donors have required NGOs to develop parallel systems of accountability to report on funded programmes thereby throwing 'in-house' project management practices into disarray. This poses a loophole for possible oversight or fraud. Stillman (2007) warns that whatever the size of an NGO, the road to serious mismanagement practices often starts with condoning minor indiscretions assuming they are too small to harm the organization. He argues that for every time a mismanagement practice is tolerated, the NGO not only accumulates wrong-doings but also instills a culture that will lead to its own downfall.

2.3.1 Communication Management and Implementation of Service Delivery Projects

Communication is regarded as a process that involves gathering available information, using relevant techniques to interpret it and then effectively sharing it to teams or individuals who require or might require the information (Zulch, 2014). This information has to be presented to relevant project personnel and stakeholders in a way that gives meaning for easier decision making by the management. Emmitt (2010) notes that communication is indeed of great importance to all persons that are involved in, and are influenced by projects and its implementation. Management of communication therefore requires systematic channeling of communication and disseminating this information through effective and efficient modes; be it within the organization itself or to the stakeholders. Le Roux (1999) asserts that for each organization, every employee or member is or will somehow be involved in communicating with customers, shareholders, general public or even media at one point or the other. It is therefore advisable for communication to be managed in a way that conveys specific image of any NGO to its immediate environment and world over.

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In his study findings, Zulch (2014) reveals that communication is the function that integrates time, cost, and scope including the quality of the service delivery project thus has a foundation function supporting all project areas. Project managers' experience and skills in communication will therefore impact greatly on core areas of project management. Communication management is therefore important in successfully implementing service delivery projects to the beneficiaries. In order to achieve the project objectives, projects teams ought to continually work together, share information or feedback and then effectively interpret and analyze all this information for sound decision-making. Communication is essentially the lifeblood of any project (Awati, 2010). Organizations in their implementation of projects ought to constantly monitor communication processes, systems, management and perceptions all with a view of forming basis for making project assessments (Talukhaba, Mutunga & Miruka, 2011). Project teams and stakeholders project information feedback should always be forthcoming to ensure successful implementation of project and to also help institute necessary interventions to enhance delivery of project benefits.

Communication management in implementation of projects should aim for the receivers of information to fully understand the message being relayed. This ensures that the project team do not suffer from misunderstanding thereby making management of communication effective within the organization and to the outside world. Effective implementation of a any project revolves around continuously selling and re-selling ideas, defining the scope, target population and methodologies to diverse groups of individuals and stakeholders, engaging all service providers, negotiating and settling disputes or interpersonal conflict whether among the stakeholders or the project team or even both (Steyn, 2008); it is therefore paramount to implement effective communication management systems and process to minimize uncertainty. Uncertainty in implementation of service delivery projects can emanate from inadequately defined activities, responsibilities, scope or even objectives thus leading to project failure. NGO management practices should thus include sound communication management as they implement service delivery projects.

2.3.2 Human Capital Management and Implementation of Service Delivery Projects

According to the Project Management Institute (2008), Human resource (HR) plan entails identification and documentation of project roles, required skills, responsibilities, managing relationships and creation of a staffing and human capital management plan. The concept of

management with regard to resources is viewed in line with the human resource element; an important resource in achieving a competitive advantage by position the organization strategically in order to obtain a shift in project implementation effectiveness and overall NGO management (Bhojanna, Srikanth, & Tiwari, 2013). Perception among NGO stakeholders and other players that management is management and thus private sector or public sector approach will fit an NGO is misleading. A 'one size fit all' management approach is not guaranteed to draw success on the implementation of service delivery programs and thus human capital management should borrow from all facets and sectors.

Donors and financiers mostly pressure NGOs to deliver against any funding provided expecting a bigger chunk of funds or donations to be injected to the beneficiaries, in turn forgetting the other major tasks of upgrading employees or training them to perform their duties better. This means that human capital management is already stifled or somewhat dictated by external forces. Batti (2014) notes that most local NGOs have inadequate Human Resource Management (HRM) procedures and in extreme cases are forced to appoint staff, normally without any Human Resource experience to manage and oversee staff issues. In order to effectively address future management challenges of such organizations, it is paramount to work out on employee development and training plans (Wakiriba, Ngahu & Wagoki, 2014). Such plans will enable acquisition of skills, abilities, new knowledge and attitudes of staff that will foster organization's growth while improving on efficiency and effectiveness of NGO operations. Human resource management encompasses all organization decisions, practices, norms and culture (Dessler, 2007).

The lump sum grant manual (2012) reiterates that NGOs ought to institute and have Human Resource Management programmes and policies addressing pay and remuneration, training and continuous development, recruitment, performance appraisal, staff communication, staff relations and manpower planning or allocation. NGOs play crucial roles in the development of a country's economy thus making the selection of competent and deserving staff a vital process. According to Ahmed (2013), human resources managers have to consider the required level of competencies, skills, knowledge, and technical abilities of an employee. In his study of employee recruitment and selection procedures of NGOs in Bangladesh, he recommends that all potential candidates should go through appropriate recruitment process without any interference or influence from higher management authority. Human capital

management also includes staff development and thus NGOs managers should purpose to set aside resources for the same.

2.3.3 Financial Management and Implementation of Service Delivery Projects

Alleviating poverty in developing countries has consistently been pegged on donor funding and foreign aid over the past decades (Cheboi, 2014). However, concerns still arise as to whether funding is an effective approach to alleviate poverty and boost growth and development as most third world countries continues to suffer economic hardships (Hjertholm & White, 2003). Financial resources are important for any institution, organization or agency. This implies that finances must be efficiently and effectively managed in order to meet the needs for which it was allocated, overall, bring about changes and improvements in livelihoods. Wakiriba *et al*. (2014) reiterate that having strong financial management systems promotes an organization ability to meet its objectives, provide reliable financial information, safeguard assets, evaluate operational efficiency via sound budgeting and encourages adherence to set organization regulation and policies.

Padilla-Sontag, Staplefoote & Morganti (2012) in their findings noted that effective financial management practices remains critical in enhancement of transparency, efficiency, accuracy, and accountability; all important aspects for any organization that intends to achieve its objectives. These practices include keeping and maintaining accurate records of all organization financial transactions, and linking the budgets to organization's strategic plan. It is also important for organizations to have audit committee or external auditors if they are financially incapacitated to afford a full-time internal auditor to help the organization stakeholders maintain high quality and reliable financial information at all times. Koitaba (2013) in her study of factors influencing financial control practices in Community Based Organizations in Baringo County, Kenya noted that most organizations had a challenge in seeking for or outsourcing competent auditors to audit their financial transactions and organization accounts. Sound financial management practices include up-to-date financial reports and projections that help project managers to keep progress of project being implemented and most importantly to aide in decision making. Financial management and control is achieved by creating procedures and systems that address the specific needs of an organization (Alin *et al.* 2014).

Whether in developing countries or developed countries, NGO managements strive to improve programme and project financial management, budget and budgeting processes or structure, align to financial reports changes, and audit misuse and fraud (Wakiriba *et al*., 2014). This is especially important for NGO flexibility and life line when dealing with lump sum donations or grants. It is not surprising for NGO finance management team to be dealing with variable accounts constantly. The unpredictable nature of funding means that NGOs will go through periods of reliable funding and also periods where funding can suddenly decrease. According to Batti (2014), many local NGOs rely on donor funds or monetary assistance that are often exist in and are provided in short-term cycles. This means that NGO management practices ought to be planned well ahead frequently carrying out financial assessments and projections to cater for rapid growth or lay off appropriately.

2.3.4 Task Management and Implementation of Service Delivery Projects

Across project implementation, there always exist changes in priorities forcing tasks completion to change, resources to be varied assigned and alternative tasks needing to be assigned (Shetach, 2010). In order to improve transparency and maintain updated feedback during project implementation, NGO task management practices should involve staff and relevant stakeholders at all times while also deciding on how best to share and utilize feedback. Project task management & scheduling is a rather demanding and complex process involving a number of different well-coordinated sub-tasks and channel of actions; therefore ought to be properly planned and taken through extensive consultations especially with the direct line project implementers (Dzulkarnaen *et al.* 2014). The best way to understand and implement a large project is to structure it into manageable tasks thereby helping in defining the scope and work required (Shetach, 2010; Stillman, 2007).

According to Gakuu, Nyonje & Ndunge (2011), projects can be broken down into manageable levels, such as, sub-projects and their respective tasks. These sub-projects are then progressed together in a systematic manner without interfering with other work groups or projects components. NGOs implementing major projects normally assign a project manager to oversee each sub-project; he/she possess the responsibility of ensuring the sub-project is executed as planned to meet a specific objective that feeds into the overall programme. Each of the tasks is essentially allocated adequate resources, that is, time, manpower and funds in order to satisfy the task objective. Zecheru & Olaru (2016) in his study of work breakdown structure in project management supports this view stating that

this modern project management technique is imperative in determining the success of any project including achieving the performance indicators.

2.4 Theoretical Framework

This is a conceptual model that enables the researcher to make logical sense of the relationship as per the several factors that have been put up or established to have great influence on the problem (Sekaran, 2000). The researcher settled on contingency management theory by Fiedler (1964) as the theory for this research study. In this theory, Fiedler argues that management effectiveness is contingent, that is, it is dependent upon application of management practices and specific situations. Fiedler also suggests in this theory that there is direct correlation in the practices adopted by a manager and the effectiveness of the manager. According to him, some but not all management practices will be helpful in specific crisis and thus the manager would have to adopt new strategies. Similarly, implementing service delivery projects requires a unique approach as it is different from other projects. For instance, a project involving completion of a building would be heavily pegged on an objective focused approach with minimal consultations from its beneficiaries. This is far from management strategy or practice required to achieve a project whose implementation relies greatly on stakeholders, including beneficiaries, involvement and engagement at every milestone.

Since this research study understands the influence of management practices on implementation of service delivery projects, this model therefore provides a framework to critique management practices with respect to service delivery projects implementation. Among its concepts, Fielder notes that there is no best way to manage an organization and that managers will always be required to identify new practices that will help achieve outlined goals and objectives. This theory therefore helps explain the need to ensure communication management, human capital management, financial management, and task management practices adopted by managers best suit the task at hand in this study, that is, implementation of service delivery projects. This theory thus remains relevant in understanding the approach, strategies and practices to assume in NGO management particularly in the implementation of service delivery projects.

2.5 Conceptual Framework

The conceptual framework displaying the relationship of the variables is as shown in Figure 1. Miles & Huberman, (1994) defines conceptual framework as a written or visual product that explains both in graphical and written form the variables under study and the presumed relationship among them.

Independent Variables
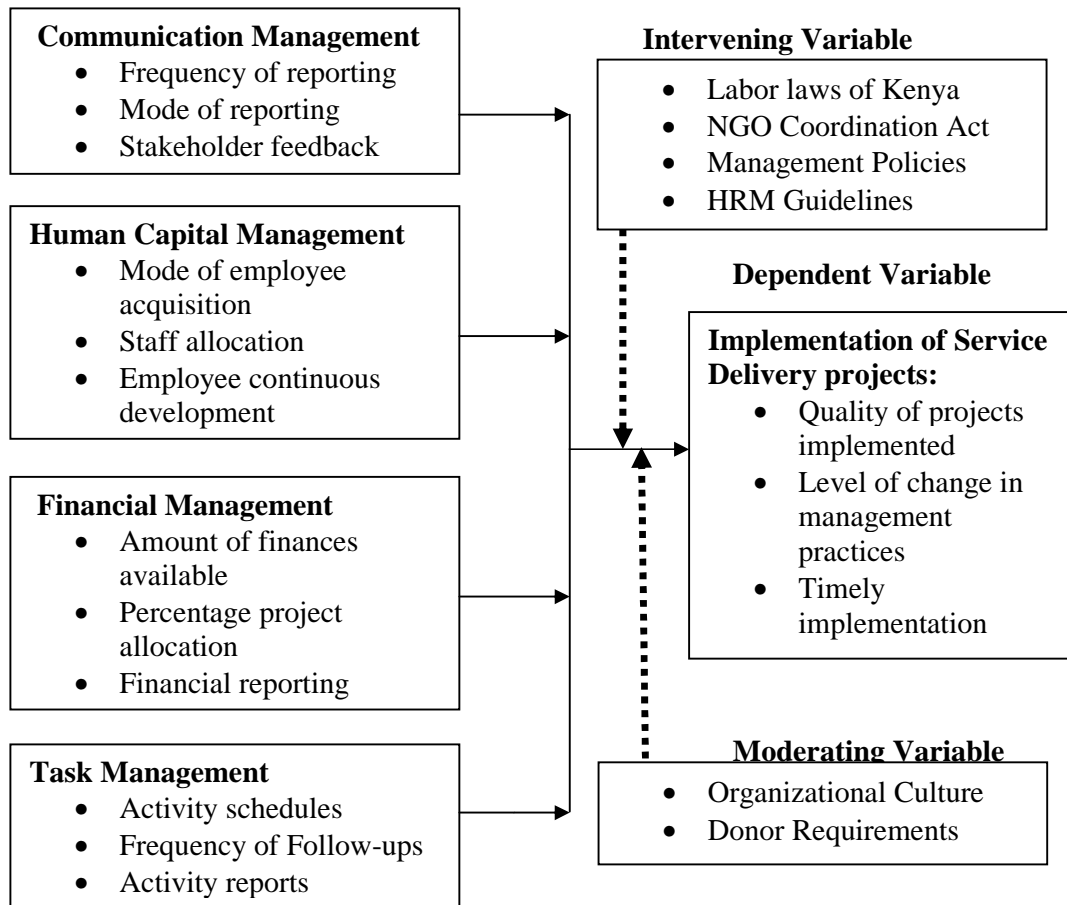
Figure 1: Conceptual Framework

Figure 1 displays the relationship between NGO management practices and implementation of service delivery projects. The independent variables comprise communication management, human capital management, financial management and task management while the dependent variable is the implementation of service delivery projects. The conceptual framework is further moderated by organizational culture and donor requirements. Labor laws of Kenya, NGO Coordination Act, CYEN management policies and HRM guidelines act as the intervening variables.

Communication management involved the management of project related information ensuring that this information is circulated and shared with the relevant project teams and stakeholders at the right time. Effective communication for the this research study revolved around the frequency of reporting, that is, advising all stakeholders on progress and managing their expectations at every stage; the mode of reporting provided a channel and medium through which information was circulated to relevant persons; and stakeholder feedback which required the project team to implement the project holistically at all times, that is, encouraging involvement, engagement and consultation as the project was undertaken.

Human capital management, the second independent variable was guided by the following indicators; mode of employing acquisition, staff allocation, and employee continuous development. Mode of employee acquisition defines the route through which project team recruits the project team members. Staff allocation defines the plan used by the project team to allocate different team members specific tasks or project units in order to meet the overall project objectives. Lastly, employee continuous development addresses ongoing efforts undertaken by the project organization to ensure improvement of all project team members at all times.

Financial management; this is the process that brings together project budgeting, financial resource allocation, accounting, internal & external auditing, and financial reporting all with the goal of effectively and efficiently managing project resources to meet the set project objectives. This research study will assess the amount of finances available for the projects, the percentage of finances allocated to the projects and the criterion used to report and monitor use of funds.

This research project also set to assess task management practices influence on implementation of service delivery projects. Activity schedules, frequency of follow-ups and activity reports will form the indicators for this independent variable. Tasks in a project involve specific activities that ought to be completed within a defined period if the project is to be successful and satisfy its' deliverables. Activity schedules are directed by stipulated start and end dates for each activity. Different team members are assigned to carry out follow-ups activities within specified times to ensure the activity is on-course to completion within defined timings. Activity reports then gives a detailed description of whether the activity was met, challenges that might have been encountered and the resources expended.

Lastly, the independent and dependent variables in this research study were moderated with organizational culture, that is, the beliefs or values which govern or dictate how the project team members behave in the project organization; and donor requirements, that is, the rules or guidelines set out by sponsoring persons or institutions as per the specific project funded.

2.6 Knowledge Gap

Several research studies have been carried out with regards to NGO management spanning management practices, change management and strategic management. This section highlights previous studies on NGO management practices and implementation of service delivery projects, their findings and research gap. In her study of NGOs working in South America, Rauh (2010) analyzes relations between NGO management and international development aid or donors using organizational theory. Though in her study, she mentions the positions in which NGO management find themselves, that is, having to adopt management practices pre-determined by funders, there is no mention on how this influences implementation of service delivery projects. There is also no specific management practices determinants of improving service delivery projects. Rauh asserts that despite extensive critique of inefficiency and lack of effectiveness of this master-servant syndrome management practice, NGOs have still been forced to adopt otherwise face contract cancellations.

Specific literature or studies on NGO management practices with respect implementation of service delivery projects is still wanting especially for African civil societies and organizations. For instance, Smith (2010) on his study of development NGOs focused solely on Nigerian NGOs concluding that civil society organizations ought to realize the prospects for and seeds for positive change both in the realms of development and democracy. His study however is focused only on Nigeria and may not depict the situation or be inference to other locations or countries. Further, the study extensively analyzes on the insights, organization dynamics and effects of corruption in NGO management with no regard on implementation of service delivery projects.

Bwibo (2000) in his survey study of strategic change management practices within NGOs in Kenya reveals that initiators and agents change management strategy dictate the effectiveness and success in the organization. Employee involvement, donor requirements, change in top management personnel and decline in resources were found as factors which

influenced change management. Unlike this research study, Bwibo focusses on strategic change management away from conventional organization management practices that is used in day-to-day running of an organization and its relatable variables such as the ones' this study focuses on, that is, human capital management, financial management, task management and communication management. Moreover, there is no specific mention on type of projects as highlighted in this research study; ultimately, this research study will highlight the management practices influence on implementation of service delivery projects.

2.7 Summary of Literature Review

This chapter highlighted on and discussed this research study independent and dependent variables with regards to CYEN. Implementation of service delivery projects was also discussed. This was followed by NGO management practices and a detailed review of the independent variables versus the dependent variables, that is, communication management and implementation of service delivery projects, human capital management and implementation of service delivery projects, financial management and implementation of service delivery projects, and lastly, task management and implementation of service delivery projects. A review of existing literature depicted several different management practices applied across various NGOs. The NGOs highlighted in this study existed to serve different purposes. However, research studies analyzed revealed gaps in management practices preferred or used on implementation of service delivery projects. This research study therefore set out to establish the influence of NGO management practices on implementation of service delivery projects with regards to CYEN.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides details of research methodologies used in this study entailing research design, target population, sample size, research instruments, data collection procedures, data analysis technique and operationalization of variables.

3.2 Research Design

This research study adopted a descriptive study design. This design proved suitable given the objectives of this research study as it helped understand and depict the respondents in this research study without influencing them in anyway. Additionally, the respondents were at their natural environment thus making this research study less-expensive and not time-consuming. It also use both the qualitative and quantitative methods. According to Grimes & Schultz (2002), descriptive research design produces clear, specific and measurable descriptions of the phenomenon or condition in question and also allows for data to be collected without necessarily altering the study and its environs.

3.3 Target Population

Target population of this study consisted all CYEN employees. This study specifically targeted employees serving in the project implementation office with respect to CYEN. According to CYEN Administration office as at the time of this study, there existed a total of 64 employees working in the project implementation office.

Table 3.1: Gender distribution of Target Population

Table 3.1 represents the gender distribution of the target population, that is, the total number of employees working in CYEN project implementation office as at the time of this research study.

CYEN Project Implementation office employees	Male	Female
CYEN employees	26	38
Total	**26**	**38**

Source: CYEN HR Office

3.4 Sample Size and Sample Procedure

Owing to the homogeneity of the group under study, this research study adopted simple random sampling to select a sample from the target population. After identifying the project implementation office employees, the respondents were selected such that interviewer distributed the data tools to respondents in no particular order but ensured that both female and male respondents were included in the final sample size appropriately.

Sloven's formula was used to calculate the final sample size for this study, that is;

$$n = \frac{N}{1+Ne^2}$$

$$= \frac{(64)}{1 + 64(0.05)^2}$$

$$= 55.1724$$

Where;

N = the population size

e = the margin of error (for this research study was set at 95% confidence level corresponding to 0.05)

Table 3.2: Study Population

Table 3.2 shows population to be studied and the sample population chosen.

	Target population	Sample Size
CYEN Project office employees	64	56
Total	**64**	**56**

In order to give every respondent an equal opportunity or probability of forming the sample, simple random sampling was applied to pick the respondents.

3.5 Research Instruments

In order to gather rich and comprehensive data for this study, both primary and secondary research methods were used. Collection of primary data was undertaken through the use of a semi-structured questionnaire administered to this research study respondents. Secondary data was gathered from related research studies entailing influence of NGO management practices, review of service delivery projects, CYEN project repositories, peer review article, working papers and journals.

Additionally, the semi-structured questionnaires were divided into different sections as guided by the research questions. However, the first section was solely for collection of background information. To understand respondents' perception on a variety of statements related to this research study variable, a likert-style scale was used. A likert scale is a rating scale that sums data gathered from a list of rated items in order to measure respondents' attitudes, perceptions or attitudes (Likert, 1932). The semi-structured questionnaire was the only research instrument used in this research study.

3.5.1 Pilot Testing

To ascertain the reliability and validity of this study research instrument, a pilot study was carried out in a different NGO namely African Kids in Need. A pilot study remains essential in research studies. This is because it notifies that researcher on key areas where the research study might fail, areas where research protocols might not be followed and if the proposed instruments are too complicated or inappropriate (Baker, 1994). African Kids in Needs is a NGO in Nairobi County that focuses on children rights and protection programs with an aim

of delivering services to orphans and street children. This pilot study also focused on African Kids in Needs management practices. Questionnaires were administered to 6 employees serving in projects and programs, this formed at least 10% of the final sample. Participants of the pilot testing did not form part of the final study results and conclusions. However, their thoughts or opinions and feedback were captured and used to improve on final research instrument and data collection.

3.5.2 Reliability of research instrument

This defines the measure of degree in relation to research instrument in which a research study will gave consistent results even after repeated trials (Mugenda & Mugenda, 2003). To test the reliability of the questionnaire that was used in this study, a split-half technique for reliability was used. This involved splitting questions in the semi-structured questionnaire into two halves, such that, one-half consisted even numbered questions and the other half consisted odd numbered questions. The scores of all even and odd numbered items for the 6 respondents sampled in the pilot study was then computed separately using Microsoft excel and their results compared. A correlation coefficient (r) test was then carried out on the questionnaires giving a correlation coefficient of $r=0.77873$. Split half reliability calculates only half the number of items thus reducing reliability coefficient; therefore Spearman-Brown adjustment was applied to get a better estimate giving $p=0.875603$. This high positive association coefficient therefore asserts reliability of the questionnaire as the research instrument for this study.

3.5.3 Validity of research instrument

Validity refers to the extent to which data instruments measures that that it is supposed to measure (Orodho & Kombo, 2002). Content validity approach was chosen for this research study. According to Orodho & Kombo content validity describes the degree to which the results obtained in that particular research study represents the phenomenon under study. Subsequently, a pilot study was carried out to enhance the validity of this study. The respondents in the pilot study were not incorporated into the main study. Further, the researcher built on inputs and opinions of this research study supervisor, and other management practices experts in implementation of service delivery projects to enhance validity of the data.

3.6 Data Collection Procedure

In order to commence data collection procedure, permission was sought from the university. After which the researcher obtained a letter of introduction identifying her as a bona-fide student. Further approvals were also obtained from the National Council for Science, Technology and Innovation (NCST); this is a national body in charge of issuing research permits to persons who are carrying out research studies within Kenya.

Secondly, the researcher held prior consultation meetings with relevant stakeholders in the target location. This ensured that the respondents fully acquainted themselves with the research study, understood its objectives and also availed themselves on the scheduled data collection days. The researcher administered the questionnaires using pick and drop approach while also clearly explaining each measure and noting the responses of the CYEN project implementation office employees'. Selected respondents picked questionnaires for filling from the human resource office where the researcher was temporarily stationed during data collection activities for this study. Filled questionnaires were then dropped by the respondents in no particular order at a specific box that was provided by the researcher. The data for this research study was collected within the month of August and September 2017.

3.7 Data Analysis Technique

Filled research instruments obtained from the field study were edited and checked for completeness and errors minimized in readiness for data analysis. Quantitative and qualitative responses were then categorized appropriately, in some cases assigned codes, and then entered into a statistical package. Statistical Package for Social Sciences (SPSS) was used in this study to analyze quantitative data. Descriptive statistics such as means, frequencies and percentages were also used to transform the raw data into tables for interpretation for clearer understanding (Mugenda & Mugenda, 2003).

Qualitative data and responses gathered from the non-structured sections of the research instrument were analyzed using thematic analysis. Recurring themes in line with this study objectives were identified and presented in summarized form.

3.8 Ethical Considerations

The purpose of carrying this research study and its potential significance was explained to the respondents before being requested to participate in the study. Additionally, only voluntary participation was adhered to with the respondents who agreed to be interviewed being informed of their right to withdraw at any point of the interview. Respondents' opinion was also treated confidently and with respect. The respondents were also asked not to produce any form of identification be it verbally or in written form; this ensured anonymity of the respondents'. Finally, the researcher took all necessary steps to ensure that data collected in this study was only used to fulfill the purpose of this study.

3.9 Operationalization of Variables

Objectives	Types of Variables	Indicators	Measurement Scale	Data Collection Instruments	Tools of analysis
To determine how communication management influences implementation of service delivery projects in CYEN	Independent – Communication management	Frequency of reporting	Ordinal	Questionnaire	Frequency Percentage
		Mode of reporting	Nominal	Questionnaire	Mode
		Stakeholder Feedback	Nominal	Questionnaire	Qualitative
	Dependent – Implementation of service delivery projects	Quality of service delivery project	Nominal Ordinal	Questionnaire	Mode Frequency Percentage Qualitative
To determine the influence of human capital management on implementation of service delivery projects in CYEN	Independent – Human capital management	Mode of employee acquisition	Nominal	Questionnaire	Mode Qualitative
		Staff allocation	Ordinal Nominal	Questionnaire	Frequency Mean
		No. of Employee continuous development	Ordinal Nominal	Questionnaire	Frequency Percentage
To assess how financial management influences implementation of service delivery projects in CYEN	Independent – Financial management	Amount of finance available	Ordinal	Questionnaire	Frequency
		% project allocation	Ordinal	Questionnaire	Qualitative
		Financial reporting & monitoring	Nominal	Questionnaire	Mode Frequency
To establish how task management influences implementation of service delivery projects in CYEN	Independent – Task management	Activity schedules	Ordinal	Questionnaire	Mode Frequency
		Frequency of follow-up	Ordinal	Questionnaire	Frequency
		No. of Activity reports	Ordinal	Questionnaire	Frequency

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides detailed data analysis, presentation and interpretation of the results obtained from the filled questionnaires. The collected data was analyzed using descriptive statistics including means, frequencies, modes, and percentages. The open-ended responses were also analyzed using qualitative techniques, that is, thematic analysis. The study was guided by the following research questions; how communication management influences implementation of service delivery projects in CYEN, how human capital management influences implementation of service delivery projects in CYEN, how financial management influences implementation of service delivery projects in CYEN, and how task management influences implementation of service delivery projects in CYEN.

4.2 Response Rate

This research study targeted CYEN employees in the project implementation office with a sample size of 56 respondents. After picking all the filled questionnaires, a total of 55 questionnaires were appropriately completed as per this research study requirements.

Table 4.1: Response Rate

Table 4.1 showed the response rate for the research study at 98.21%.

Description	Frequency	Percentage
Completed	55	98.21
Not Completed	1	1.79
Total	**56**	**100.00**

4.3 Background Information

The first part of the questionnaire, Section A, consisted background information of CYEN project implementation office employees. The results are presented in different categories comprising age of the respondents, gender of the respondents, highest education

qualification completed, complete years spent working in NGO sector and in implementation of service delivery projects consecutively.

Table 4.2: Age of the Respondents

Table 4.2 illustrates the background information specifically age of CYEN project implementation office employees.

Variable	Category	Frequency	Percentage
Age group	20yrs – 29yrs	9	16.36
	30yrs – 39yrs	19	34.55
	40yrs – 49yrs	14	25.45
	50yrs – 59yrs	11	20.00
	60yrs & above	2	3.64
	Total	*55*	*100.00*

According to the first question, results indicate that respondents aged between 30 years and 39 years was the most common while those aged between 60 years and above were the least. At least 60% of the respondents were aged between 30 years and 49 years depicting a project implementation team of vast experience.

Table 4.3: Gender of the Respondents

Table 4.3 shows the gender of the sampled respondents from CYEN project implementation office

Variable	Category	Frequency	Percentage
Gender	Male	21	38.18
	Female	34	61.82
	Total	*55*	*100.00*

Results also show a slightly higher number of sampled female respondents (61.82%) in CYEN compared to their male counterparts (38.18%).

Table 4.4: Respondents' Education Level

Table 4.4 shows the highest level of education completed by the respondents.

Variable	Category	Frequency	Percentage
Highest Education qualification completed	Secondary	2	3.64
	Diploma	17	30.91
	Undergraduate	25	45.45
	Graduate	11	20.00
	Total	*55*	*100.00*

Among these respondents, majority had at least successfully completed undergraduate studies and diploma levels at 45.45% and 30.91% respectively. Only 2 out of the 55 sampled respondents never proceeded past secondary education; however, they each had more than 10 years of experience in managing implementation of service delivery projects.

Table 4.5: Respondents' Years in Non-Governmental Organization

Table 4.5 represents that number of complete years the sampled respondents had spent working for NGO sector.

Variable	Category	Frequency	Percentage
Complete years serving in NGOs	Less than 1yr	2	3.64
	1yr – 3yrs	5	9.09
	4yrs – 6yrs	12	21.82
	7yrs – 9yrs	10	18.18
	10yrs – 12yrs	19	34.55
	12yrs & above	7	12.72
	Total	*55*	*100.00*

As at the time of this study, at least 53 out of 55 or 96.36% of the respondents had served in the NGO sector for more than 1 year.

Table 4.6: Respondents' Years in Implementation of Service Delivery Projects

Table 4.6 represents complete number of years the sampled respondents had served in implementation of projects that focused on service delivery.

Variable	Category	Frequency	Percentage
Completed years serving in implementation of service delivery projects	Less than 1yr	3	5.45
	1yr – 3yrs	9	16.36
	4yrs – 6yrs	10	18.18
	7yrs – 9yrs	16	29.09
	10yrs – 12yrs	12	21.82
	12yrs & above	5	9.09
	Total	*55*	*100.00*

Further, a question was posed to respondents to cite how many years they had been involved specifically in implementation of service delivery projects. Similarly, 94.54% of CYEN sampled employees had been involved in implementing service delivery projects for more than 1 year. These results signify highly experienced management; an indication that their responses are likely to give us a true reflection of influence of NGO management practices on implementation of service delivery projects.

4.4 Presentation of Study Findings

The purpose of this research study was to establish the influence of NGO management practices on implementation of service delivery with respect to Children and Youth Empowerment Network. The responses on the structured parts of the questionnaire distributed to CYEN project implementation office employees were ranked on a likert scale. Options on the likert scale were each assigned scores such that Strongly Disagree was represented by 1, Disagree was represented by 2, Neutral was represented by 3, Agree was represented by 4, and finally, Strongly Agree was represented by 5.

The four independent variables influencing implementation of service delivery projects in CYEN were analyzed and the subsequent findings presented and interpreted as per the sub-topics. These four variables included communication management, human capital management, financial management, and task management.

4.4.1 Communication Management and Implementation of Service Delivery Projects

This research study first sought to identify communication methods used at CYEN during implementation of service delivery projects.

Table 4.7: Communication Methods used

Table 4.7 displays the findings on the communication methods used at CYEN

Communication Method Used	Frequency	Percent
Written Communication	55	100.00
Visual Communication	44	80.00
Verbal/Oral Communication	55	100.00
Electronic Communication	53	96.36
Non-verbal Communication	34	61.82

Respondents noted that CYEN used more than one communication method or a combination of more than one communication method at a time during project implementation. Thus in most questionnaires, respondents marked multiple responses while responding to this question. Table 4.3 frequencies and percentages are therefore calculated out of the total respondents sampled, that is, 55 respondents. All the respondents (100%) reiterated that written communication was used during CYEN's implementation of service delivery projects citing examples such as memos, reports, and letters. In the same breath, verbal or oral communication also recorded 100% with face-to-face interaction cited by most respondents.

Electronic communication (emails and text messaging) was the second method of communication used at CYEN at 96.36%. This was followed by visual communication at 80.00%. Respondents relied on visual materials such as maps, signs, case study documentaries & videos, infographics and typographies. Only 34 out of the 55 sampled respondents or 61.82% observed non-verbal communication as a method of communication used in CYEN. Interestingly, most of the respondents only focused on what was being said and thus were oblivious of managers' actions such as body language, gestures, emotions, facial expressions and physical appearance as ways of communication. Talley & Temple (2015) assert that successful managers should be cognizant of their emotional connection with their staff and how these affect emotions of their staff in order to be effective and better communicators.

Table 4.8: Importance of Communication Method used

Table 4.8 shows the perception of sampled employees on importance of communication methods used in CYEN

Communication Method	Response	Frequency	%
Written Communication	Extremely Important	38	69.09
	Important	8	14.55
	Neutral	4	7.27
	Partially Important	5	9.09
	Total	*55*	*100.00*
Verbal/Oral Communication	Extremely Important	29	52.73
	Important	17	30.91
	Neutral	5	9.09
	Partially Important	2	3.64
	Not Important	2	3.64
	Total	*55*	*100.00*
Non-verbal Communication	Extremely Important	4	7.27
	Important	7	12.73
	Neutral	30	54.55
	Partially Important	11	20.00
	Not Important	3	5.45
	Total	*55*	*100.00*
Visual Communication	Extremely Important	10	18.18
	Important	24	43.64
	Neutral	10	18.18
	Partially Important	6	10.91
	Not Important	5	9.09
	Total	*55*	*100.00*
Electronic Communication	Extremely Important	25	45.46
	Important	21	38.18
	Neutral	3	5.45
	Partially Important	5	9.09
	Not Important	1	1.82
	Total	*55*	*100.00*

Asked on the importance of the communication methods used during implementation of service delivery projects, the respondents recorded their opinion as shown in Table 4.8. Many of the sampled CYEN employees in the sampled population agreed that written communication was important with 69.09% noting their response as extremely important and 14.55% noting important on the likert scale. However, 9.09% rated use of written

communication as partially important. Only, 7.27% of the respondents chose to remain neutral. None of the respondents recorded 'not important' option implying that this communication method was among the most preferred.

As per the importance of use of verbal or oral communication, 83.64% of the respondents noted use of this communication method as important. In the sampled qualitative responses, the effectiveness of face-to-face verbal communication was attributed to this. A small section of the respondents felt use of verbal or oral communication was only partially important or not important each recording 3.64% or 2 out of 55 for each response. Five employees in the sampled population chose neutral.

The third communication method was non-verbal communication. This section included a question on the perception of respondents with respect to the use of non-verbal communication methods such as gestures, body language and emotions. Respondents' views were split across the 5 ranking orders with majority of them choosing to remain neutral (54.55%) perhaps indicating the complexity in understanding non-verbal communication. A total of 11 out of 55 respondents felt use of this communication was important while 14 out of the 55 disregarded it as not important, that is, 20.00% and 25.45% respectively.

A great number of the respondents (43.64%) felt that visual communication methods used in CYEN's implementation of service delivery projects was important. A further 18.18% of the respondents noted use of visual communication as extremely important citing the navigational maps provided for use in the field and infographics developed to keep project team and other stakeholders up to date. This was followed by a 18.18% neutral response, 10.91% partially important response and 9.09% not important response.

Finally, the respondents were requested to record their opinions on the importance of use of electronic communication in CYEN during project implementation. A greater number of the sampled respondents at 83.63% recorded use of electronic communication as important. Their responses were divided as follows; 25 out of 55 respondents for extremely important and 21 out of 55 respondents for important. Importance of use of electronic communication ranked similar to verbal communication and written communication methods. CYEN project implementation office reiterated that it was rather difficult to miss or deny receiving an email or text message from project colleagues owing to advancement in technological communication.

4.4.2 Human Capital Management and Implementation of Service Delivery Projects

This second objective of this research study was to determine the influence of human capital management on implementation of service delivery projects in CYEN. The study findings are presented followed by their interpretations.

Table 4.9: Method of Employee Acquisition

Table 4.9 illustrates the various methods used to recruit the current employees in the project implementation office at CYEN.

Method used to recruit employee	Frequency	Percent
Formal job application	39	70.91
Referred by CYEN employee	9	16.36
Head-hunted from my previous firm	2	3.64
Management Trainee Program	5	9.09
Total	*55*	*100.00*

Majority of sampled employees were recruited through formal job applications (70.91%). This was followed at a distant by employees who were referred by other CYEN employees at 16.36%. Only 3.64% of the sampled employees were recruited using the head-hunting approach. From these findings we can imply that CYEN's HR office uses various methods to acquire employees into their organization. Rajapaksha (2015) notes that the success of any organization depends on its human resource recruitment methods.

Table 4.10: Employee Contract held

Table 4.10 shows results on types of employee contract held by the different respondents sampled in this research study

Type of employee contract held	Frequency	Percent
Permanent	40	72.73
Temporary	10	18.18
Part-time	5	9.09
Total	*55*	*100.00*

On this question, the responses were spread across the different types of contract with a greater number having permanent contracts (72.73%). Temporary and part-time contracts were held by 18.18% and 9.09% of the respondents, respectively. Those who had temporary contracts had signed work agreements not lasting more than one year whilst those on part-time contracts were mostly professionals who were contracted to supervise project teams. Further studies to probe on the impact of different employee contract on employee motivation, performance or contribution towards service delivery projects might reveal additional insights.

Subsequently, CYEN project implementation office employees were asked to give their perceptions and opinion ratings on a likert scale regarding human capital management at their organization; the results are captured in Table 4.7.

Table 4.11: Human Capital Management and Implementation of Service Delivery Projects

Table 4.11 represents the perception of respondents regarding two variables of this study namely human capital management and implementation of service delivery.

Perspective	Response	Frequency	%
CYEN places the right person in the right job	Strongly Agree	11	20.00
	Agree	8	14.55
	Neutral	12	21.82
	Disagree	17	30.90
	Strongly Disagree	7	12.73
	Total	*55*	*100.00*
Staff allocation and promotion is strictly done on merit	Strongly Agree	11	20.00
	Agree	11	20.00
	Neutral	14	25.45
	Disagree	10	18.18
	Strongly Disagree	9	16.37
	Total	*55*	*100.00*
Staff are encouraged to participate in workshop and training seminars	Strongly Agree	25	45.45
	Agree	14	25.45
	Neutral	9	16.37
	Disagree	5	9.09
	Strongly Disagree	2	3.64
	Total	*55*	*100.00*
Contents and materials used during	Strongly Agree	23	41.82

trainings programs organized by CYEN are relevant and up to date addressing staff needs	Agree	14	25.45
	Neutral	12	21.82
	Disagree	4	7.27
	Strongly Disagree	2	3.64
	Total	*55*	*100.00*
Staff receive proper feedback and communication regarding CYEN projects	Strongly Agree	13	23.63
	Agree	13	23.63
	Neutral	11	20.00
	Disagree	9	16.37
	Strongly Disagree	9	16.37
	Total	*55*	*100.00*
CYEN management team often asks and encourages staff to participate in decision making	Strongly Agree	18	32.73
	Agree	14	25.45
	Neutral	6	10.91
	Disagree	8	14.55
	Strongly Disagree	9	16.37
	Total	*55*	*100.00*
CYEN management is competent enough to undertake on projects and see them to completion successfully	Strongly Agree	14	25.45
	Agree	18	32.73
	Neutral	16	29.10
	Disagree	4	7.27
	Strongly Disagree	3	5.45
	Total	*55*	*100.00*

According to the findings on Table 4.11, a greater percentage of the respondents disagreed (30.90%) with the statement, CYEN places the right person in the right job. This was followed by those employees who were undecided or neutral at 21.82%. Eleven percent strongly agreed to this statement while 14.55% agreed with the same statement. Lastly, 12.73% strongly disagreed with the statement. This results signify disapproval with the way in which CYEN posted employees on different positions within the project office hence there might be need to probe the root of these views.

Asked whether staff allocation and promotion was strictly done on merit, akin to the first statement the respondents again recorded divergent opinions. A great number of the respondents interviewed remained neutral (25.45%) perhaps indicating their lack of certainty on whether staff allocation and promotion was purely based on merit. However, a combined total of 40.00% of the sampled employees agreed to this statement followed closely by nineteen out of fifty five respondents disagreed with the statement (34.55%).

The respondents were then asked if CYEN management encouraged staff to participate in workshop and training seminars, the following were the findings; 45.45% of the sampled respondents strongly agreed with this statement followed by 25.45% who simply agreed. Only a paltry 3.64% of the respondents strongly disagreed. This implies that CYEN management recognizes the changing needs of the organization and thus tries to cultivate good work relationship, commitment, and motivation with project implementation employees towards work demands.

The fourth statement, contents and materials used during training programs organized by CYEN are relevant and up to date addressing staff needs also elicited positive reactions from the respondents with a combined 67.27% agreeing with the statement. Twelve of the employees remained neutral (21.82%) whereas only 4 and 2 employees out of 55 interviewed disagreed (7.27%) and strongly disagreed (3.64%) with the statement respectively. Similar findings are stated by Surface (2012), training content and materials must be effective in relation to everyday work-life events.

With respect to the fifth statement, staff receive proper feedback and communication regarding CYEN projects, respondents views were split across the five different ranks. A slightly higher number strongly agreed to this statement. This was equaled by those respondents who simply agreed each at 23.63%. These two were closely followed by undecided or neutral opinion at 20.00%. Moreover, 16.37% percent of the respondents disagreed, with an equal percentage of the same strongly disagreeing with the statement. It is thus plausible that some employees felt that feedback and communication concerning CYEN service delivery projects was not fully divulged or received at all times. However, this view would need further probing to ascertain the same.

More than 50% of the sampled employees in the project implementation office agreed that CYEN management team often asked or encouraged staff to participate in decision making, that is, 32.73% for strongly agreed and 25.45% for agreed. This implies that at least more than half of CYEN project team was participating in various decision making stages for the service delivery projects. The rest of the respondents views were split as follows; 16.37% for strongly disagreed, 14.55% for disagreed and 10.91% for undecided.

Lastly, this research study also sought to know whether CYEN management was competent enough to undertake on projects and see them to successful completion. Similar to the

previous statement results, majority of the sampled CYEN employees expressed confidence on this statement recording a combined 58.18% for agreement. Only, 5.45% of the respondents felt that the organization management was not competent enough to undertake on service delivery projects and see them to completion. Particularly, credentials of a few management personnel were brought to question perhaps explaining the sentiments of a large number of respondents who chose to remain neutral (29.10%).

4.4.3 Financial Management and Implementation of Service Delivery Projects

The third objective set out to assess how financial management influences implementation of service delivery projects in CYEN. Sampled respondents from the project implementation office were asked a series of questions. Results are displayed on Table 4.12 and Table 4.13

Table 4.12: Financial Management and Implementation of Service Delivery Projects

Table 4.12 shows the perception of respondents regarding two variables of this study namely financial management and implementation of service delivery.

Perspective	Response	Frequency	%
CYEN projects receive adequate financial support	Strongly Agree	12	21.82
	Agree	27	49.09
	Neutral	13	23.64
	Disagree	3	5.45
	Total	*55*	*100.00*
Projects funds are fairly distributed to meet scheduled activities	Strongly Agree	25	45.45
	Agree	19	34.55
	Neutral	6	10.91
	Disagree	5	9.09
	Total	*55*	*100.00*
Funds intended to meet project activities or tasks are released on time	Strongly Agree	21	38.18
	Agree	25	45.45
	Neutral	7	12.73
	Disagree	2	3.64
	Total	*55*	*100.00*
CYEN staff are appropriately updated on project financials and reports shared with them	Strongly Agree	7	12.73
	Agree	12	21.82
	Neutral	18	32.73
	Disagree	14	25.45
	Strongly Disagree	4	7.27
	Total	*55*	*100.00*

Findings reveal a rather uniform response with most respondents agreeing that CYEN projects receive adequate financial support. At least 70.91% of the sampled project implementation office employees at CYEN agreed that they received adequate financial support. On the contrary, 5.45% disagreed with this opinion. Herein lies an opportunity for CYEN's to institute sound financial management practices as their projects are not likely to be derailed by inadequacy of funds.

Next, the sampled respondents were asked to rank their opinions on whether project funds were fairly distributed to meet scheduled activities. The following responses were recorded; 45.45% recorded strongly agreed, 34.55% recorded agreed, 10.91% recorded neutral and 9.09% recorded disagreed option. Similar to the first question, majority of the respondents were confident and pleased with fund distributions towards meeting scheduled project implementation activities.

According to sampled CYEN project implementation office employees, funds intended for service delivery project activities or tasks were released on time. Majority of the respondents, 45.45% for agreed and 38.18% for strongly agreed, concurred to this statement. Additionally, most respondents alluded to the fact that implementation of project activities rarely stalled owing to late fund release or acquisition. This was followed by a section of sampled respondents who were undecided or neutral at 12.73%. Only 3.64% or 2 respondents out of 55 in this study disagreed with this statement.

Finally, this study sought to find out if CYEN staff were appropriately updated on project financials and received reports on the same. Results show most respondents opinions leaning on undecided option at 32.73%, followed by disagree option at 25.45% and agree option at 21.82%. These findings mimic those of the first objective, communication management, where most respondents implied that CYEN management occasionally shared project information to all stakeholders. Perhaps these explains why most respondents felt left out on information regarding financial management such as project financial reports. In spite of this, 12.73% or 7 out of the 55 respondents strongly agreed with this statement and a further 7.27% or 4 out of 55 respondents strongly disagreed with the same.

Table 4.13: Percentage of Funds Allocation

Table 4.13 shows percentage approximations of funds allocated to implementation of service delivery project as per the respondents.

Percentage of funds allocation	Frequency	Percent
100 to 81	27	49.09
80 to 61	11	20.00
60 to 41	9	16.36
Total	*47*	*85.45*

As a follow-up to the different opinions on financial management statements regarding CYEN, respondents were further asked to approximate the percentage of funds allocated to implementation of service delivery projects. Only 47 out of 55 of the sampled employees responded to this question with 8 respondents noting 'Don't know' or leaving the question unanswered (14.55%). The several figures quoted in the filled questionnaires were collated and then grouped as shown in Table 4.9. Results show most respondents approximating 100 to 81 as the percentage fund allocations (49.09%). Those who approximated 80 to 61 as percentage fund allocation came in second registering 20.00%. Only 9 (16.36%) respondents put percentage fund allocation between 60 to 41 per cent. Additional views or write-ups on this independent variable are captured on responses for open-ended questions sub-topic.

4.4.4 Task Management and Implementation of Service Delivery Projects

The fourth and last objective of this research study was to establish how task management influences implementation of service delivery in CYEN. The study findings are presented followed by their interpretations.

Table 4.14: Task Management and Implementation of Service Delivery Projects

Table 4.14 illustrates the perception of respondents regarding two variables of this study namely task management and implementation of service delivery.

Perspective	Response	Frequency	%
Project management outlines and shares planned project activities	Strongly Agree	11	20.00
	Agree	19	34.54
	Neutral	8	14.55

with all project stakeholders	Disagree	6	10.91
	Strongly Disagree	11	20.00
	Total	*55*	*100.00*
Staff spend adequate time on project activity planning (including meetings)	Strongly Agree	23	41.81
	Agree	13	23.64
	Neutral	12	21.82
	Disagree	6	10.91
	Strongly Disagree	1	1.82
	Total	*55*	*100.00*
Staff appropriately follow-up project tasks to ensure they meet their time allocations	Strongly Agree	15	27.27
	Agree	22	40.00
	Neutral	10	18.18
	Disagree	8	14.55
	Total	*55*	*100.00*
Projects tasks are assigned adequate time, finances, and workman	Strongly Agree	16	29.09
	Agree	17	30.91
	Neutral	13	23.64
	Disagree	5	9.09
	Strongly Disagree	4	7.27
	Total	*55*	*100.00*

Table 4.14 shows summarized responses for the four statements regarding the influence of task management practices on implementation of service delivery projects. Sampled population responses were split across the five options on the likert scale. Most respondents agreed (34.54%) that CYEN project management team outlined and shared planned project activities with all stakeholders. This was seconded by 20.00% of the respondents who strongly agreed to this and an additional 20.00% of the respondents who strongly disagreed. Perhaps, CYEN can probe on the reasons for such high positive and high negative sentiments among the project implementation employees.

Responses regarding time spent by staff on project tasks planning was largely positive with 36 employees acknowledging time was well spent on planning and meetings representing a combined 65.45%. Contrary to this, 12.73% of the respondents in this study disagreed with the statement while 21.82% or 12 out of 55 decided to remain neutral.

On the third statement, when asked whether project staff followed up on project tasks to ensure they were completed on time, 40.00% of the respondents agreed to this statement with an additional 27.27% strongly agreeing to the same. Ten respondents opted to remain

neutral while only 8 of the respondents disagreed with the current follow up actions at CYEN.

According to findings on resources assigned to project tasks, there was a rather positive perception with 30.91% agreeing and 29.09% strongly agreeing to the statement projects tasks were assigned adequate time, finances, and workman. However, a total of 9 respondents perceived this statement as incorrect thus disagreeing that project tasks were assigned adequate resources. Thirteen of the respondents interviewed on this were undecided.

4.4.5 Implementation of Service Delivery Projects

Finally, this study sought the respondents' opinions regarding the influence of NGO management practices on implementation of service delivery projects. The respondents were queried on whether NGO management practices influenced implementation of service delivery projects, the results are summarized in Table 4.15

Table 4.15: NGO Management Practices influences Implementation of Service Delivery Projects

Table 4.15 captures the respondents' perceptions on whether NGO management practices influence implementation of service delivery projects.

Perspective	Frequency	Percent
Yes	45	81.80
No	10	18.20
Total	*55*	*100.00*

Table 4.15 shows aggregated respondents' remarks on influence of NGO management practices on implementation of service delivery projects put in a tabular yes and no format. There was a rather general feeling across the sampled employees that management practices influenced implementation of service delivery projects. Those in agreement (81.80%) indicated that without effective and efficient management practices most of the organization projects would stall or fail completely. However, the few of respondents with a dissenting opinion (18.20%) noted that management practices had almost insignificant influence on implementation of service delivery project. They argued that project success or failure was

to a greater extent linked to individual employee effort and not necessarily the management. Interestingly, they still agreed that CYEN management practices somewhat had some influence on implementation of service delivery projects.

4.4.6 Inferential Analysis

Further analysis was carried out in order to identify relationship of the four variables communication management, human capital management, financial management, and task management on implementation of service delivery project.

Table 4.16: Model Summary

Table 4.16 shows a multiple linear regression model summary of the variables in this research study.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840[a]	.609	.558	.963

Multiple linear regression analysis was carried out on the four independent variables and the dependent variable using SPSS. Harrell (2001) notes that for a multiple linear regression predictive analysis to detect reasonable size effects, we should have 10 to 20 observations per parameter (covariate) estimated thus our data is sufficient for model. According to findings on Table 4.12, R represents correlation between observed and predicted dependent variable, that is, implementation of service delivery projects at R=0.840; this high positive correlation denotes that our model rather predicts implementation of service delivery. The coefficient of determination R^2=0.609 indicates how implementation of service delivery projects varied with communication management, human capital management, financial management, and task management. This implies that the variables in this study contributed only 61% on implementation of service delivery projects implying that there are still other (39%) not included in this study that might influence implementation of service delivery.

Table 4.17: Analysis of Variance

Table 4.17 illustrates analysis of variance of the variables in this research study.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.085	4	8.021	8.653	.000[b]
	Residual	46.351	50	.927		
	Total	78.436	54			

ANOVA data analysis was carried out to determine whether communication management, human capital management, financial management, and task management had an effect or influenced implementation of service delivery projects. According to Harrell (2001), a significant value of less than or equal to 0.05 shows that the independent variables had an effect on the dependent variable. The significant value is this study is 0.001; since it is less than 0.05 we conclude that the model is statistically significant in predicting communication management, human capital management, financial management, and task management.

Table 4.18: Coefficient of Determination

Table 4.18 shows coefficient of determination calculations of the variables in this research study.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.567	1.037		.547	.587
	Communication Management	.305	.330	.103	.923	.000
	Human Capital Management	.092	.124	.084	.738	.004
	Financial Management	.157	.174	.125	.903	.067
	Task Management	.459	.115	.543	3.996	.000

Findings in Table 4.14 show that the predicted value of constant (implementation of service delivery projects), the Y intercept in the regression equation is 0.567 when all other variables namely communication management, human capital management, financial management, and task management are 0. Therefore, assuming all independent variables at 0, the magnitude of association shows that every unit increase in communication

management will result to a 0.305 unit increase in implementation of service delivery projects, every unit increase in human capital management will result to a 0.092 unit increase in implementation of service delivery projects, every unit increase in financial management will result to a 0.157 unit increase in implementation of service delivery projects, and every unit increase in task management will result to a 0.459 unit increase in implementation of service delivery projects. These findings show that task management and communication management have a greater association with implementation of service delivery projects followed financial and human capital management. From these results, we can thus imply that task management is has the greatest influence on implementation of service delivery projects.

4.5 Responses from Open-ended Questions

The responses from the non-structured section of the questionnaire was grouped into their different recurring themes and analyzed using thematic technique. Comprehensive findings are discussed in the subsequent paragraphs for every objective.

During this data collection, CYEN project implementation office was running two projects that focused on service delivery as per the respondents'. Grouped responses show that bi-weekly meetings were held to update project team members on project status during implementation. Summarized responses also show respondents satisfaction with CYEN's communication management while implementing service delivery projects; "I think my colleagues try as much as possible to give project information, this keeps all of on the same page" said one respondent. In spite of this, a section of respondents registered concerns on communication management especially when it came to 'external' stakeholders or project donors. They expressed dissatisfaction towards handling of direct feedback from the field, with majority noting that negative feedback was rarely mentioned in meetings or gatherings that incorporated 'external stakeholders' particularly donors. This trend as noted by some respondents was not sustainable thus they wished to see a more focused approach on reporting all project impacts irrespective of how others would perceive it.

On determining the influence of human capital management practices on implementation of service delivery projects, findings revealed that CYEN HR office had instituted a series of workshops and trainings for staff continuous development and also motivated their staff to attend the same. This management practice seemed to augur well across the respondents

with most of them registering high satisfaction levels. One of the respondent also reported on improved quality of project and timely implementation, a fact she credited to the continuous development programs. At the same time, a section of respondents also expressed fears on some attributes or statements they felt were likely to influence on implementation of service delivery project negatively. Among them, the 'opaque' nature of placing and promoting some employees into different managerial positions, lack of inclusion of all stakeholders in decision making and insufficient feedback and communication regarding ongoing service delivery projects. It was also noted that most employees were specifically attracted to continuous development programs and workshops mainly to better themselves individually. Findings show they believed that enhancing their skills would lead to faster progress in their career path or even getting better jobs elsewhere. Beyond that, employees were confident that their newly acquired skills were translating into better time management, change management, conflict resolution, project monitoring & evaluation, and reporting among others.

On evaluating the influence of CYEN's financial management practices on implementation of service delivery projects, results reveal that majority respondents welcomed most financial management practices in CYEN. Though an emotive subject, sampled employees reiterated that CYEN projects received adequate financial support and funds were released on time to support project activities. "This is very important for my field team as they are always motivated to go out and deliver services to our beneficiaries knowing their payments are promptly availed; this ensures that my project activities are always on-time" said one respondent. Some respondents also complained about the willingness of teams to share financial reports and statements with other project implementation staff. However, when probed on how this affected implementation of service delivery with respect to quality of project, they had difficulties in relating.

The findings of task management practices influence on implementation of service delivery projects revealed that most respondents welcomed CYEN task management practices with majority respondents expressing satisfaction with the four statements. Additionally, condensed sampled employees' qualitative responses revealed a general satisfaction on task management practices with a few respondents commending laying out of activity schedules, work plans and availability of progress reports. This atmosphere as noted by the respondents greatly buoyed on the implementation of service delivery projects. At the same time, a

section of the respondents though in agreement with their counterparts noted that frequency of follow up could be improved as it specifically determined on the beneficiaries level of satisfaction and utilization of the project resources.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of findings, discussions, conclusions, recommendations and also suggests areas for further research.

5.2 Summary of Findings

Overall, this research study findings presents the influence of NGO management practices on implementation of service delivery projects with regards to CYEN, Kenya. According to the findings and results obtained on respondents' background information, majority of sampled respondents were female employees at 61.82% compared to male employees at 38.18%. Most of CYEN project implementation office staff were aged between 30 years and 39 years. Only 2 out of 55 employees sampled were above the age of 60 years. Most of the respondents in this study had at least successfully completed diploma level studies and beyond (96.35%). Additionally, 94.54% of CYEN sampled employees had been involved in implementing service delivery projects for more than 1 year signifying a rather experienced project implementation team. Further findings on this research study is presented with respect to each objective in the following paragraphs.

The first objective was to determine how communication management influences implementation of service delivery projects in CYEN. This research study finding reveals that CYEN used a combination of communication methods during implementation of service delivery projects. Written and verbal communication were the most popular communication methods used in CYEN with 100% acknowledgment from the respondents. Interestingly, most respondents had a difficult time identifying implementation of service delivery projects with non-verbal communication methods such as body language, gestures, and emotions and thus ranked it as the least used communication method (61.82%). Additionally, the respondents were queried on the importance of these communication methods used in CYEN. Majority of the sampled project implementation office employees' reiterated written communication, verbal communication and electronic communication methods as important each recording 83.64%. However, a greater number of respondents, 38

out of 55 ranked written communication as 'extremely important' on the likert scale. Some examples of written communication methods cited included memos, reports, and letters. Open-ended responses on this research question indicated that a group of respondents expressed dissatisfaction on handling and relaying of feedback especially to 'external' stakeholders. On further probing, this section of respondents noted that negative feedback was rarely mentioned in meetings or gatherings incorporating external stakeholders.

The second objective was to determine how human capital management influences implementation of service delivery projects. Results reveal that CYEN as at the time of this study used various methods to recruit its employees key among them formal job application at 70.91%. Other recruitment methods included referral by CYEN employees, head-hunting from different firms and the management trainee programs. Most of these employees were on permanent contracts, 72.73%. Views on whether CYEN placed the right person for the right job recorded divergent sentiments with most respondents disagreeing with the statement. Such disparity was also evident when respondents were asked if staff allocation and promotion was done on merit, majority (25.45%) chose to remain neutral perhaps indicating their lack of certainty on whether allocation and promotion was purely on merit. Qualitative results showed that a greater number of employees were attracted to continuous development programs. These results were similar to the quantitative findings showing over 60% positive ratings for combined strongly agree and agree options on the trainings programs organized by CYEN. Sampled respondents equipped that their newly acquired skills led to improved project quality and timely implementation. On the contrary, a section of respondents also raised the following concerns as likely to negatively influence implementation of service delivery projects; the 'secretive' nature of employee job placements and promotions, lack of inclusion in decision making and insufficient feedback by management on ongoing projects.

The third objective of this research study set out to assess how financial management influenced implementation of service delivery projects at CYEN. The key findings depict CYEN's financial management practices as welcome across majority of employees with attributes such as financial support, fund allocation and fund distribution recording more than 70% agreement ratings. Owing to the emotive nature of financial undertakings, the various projects run by CYEN, shifting employee opinions or views it would only be logical to relate and evaluate these findings as applicable to implementation of service delivery

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projects as at the time of this study. Additionally, approximately 70.00% of those sampled said that percentage funds allocation for the service delivery projects surpassed 60%. Asked whether CYEN management updated and shared financial reports with other project team members, few of the respondents raised concerns regarding the willingness of teams to share financial reports and statements with other project implementation staff. However, when probed on how this affected implementation of service delivery with respect to quality of project they had difficulties in relating the two.

The fourth objective of this research study was to establish how task management influences implementation of service delivery projects. Results reveal that CYEN task management practices were welcomed across a majority of respondents. This was mirrored across the four statements project implementation employees were queried on, with all registering more than 60% agreement. Consequently, 54.54% of respondents agreed that CYEN management outlined and shared planned project tasks with stakeholders. Additionally, 65.45% and 67.27% of the respondents agreed that they spent adequate time on project activity planning and followed up on project tasks to ensure they were met on time, consecutively. Finally, condensed sampled employees' qualitative responses revealed a general satisfaction on task management practices with a few respondents commending laying out of activity schedules, work plans and availability of progress reports. This atmosphere as noted by the respondents greatly buoyed up implementation of service delivery projects.

5.3 Discussions

Communication management remains a critical process in implementation of service delivery projects and project management overall. To ensure success of any project, NGO communication management practices should include sharing of project goals, expectations, needs, status reports, and resources to all available stakeholders on regular basis (Ksenija & Vladimir, 2010). Therefore to guarantee a positive influence on implementation of service delivery projects it is prudent for CYEN communication management practices to focus on availing all project information irrespective of its positive or negative percept to all project stakeholders at the appropriate time. That said though, it remains the duty of the project manager and NGO management to filter out feedback and only communicate that which is appropriate to the relevant project teams and stakeholders. Further, in order to realize a

sustainable positive influence on implementation of service delivery projects, effective communication management should create a bridge for all involved stakeholders to connect, share, develop and communicate all project information in a concise manner.

Employee continuous development programs elicited great support from most of the sampled CYEN's project implementation office staff. Several scholars have cited continuous development and improvement of employee welfare as associated with increased commitment and job satisfaction (Ceggara-Leiva, Sanchez-Vidal, & Ceggara-Navvarro, 2012). Similarly, this study findings reveals that most employees were already aware of this fact and were even able to correlate their newly acquired skills to better quality of services delivered to the beneficiaries. CYEN therefore has a great opportunity to improve their project teams through these avenues. Even though CYEN human capital management practices received support from most respondents there is need to further understand and address the undertones expressed by a section of employees regarding job allocation, promotion and placements. As echoed by Bhojanna *et al.* (2013) human capital management remains critical in achieving competitive advantage required for effective project implementation and NGO management.

Effective financial management practices stipulate for key management principle and concepts spanning accountability, transparency and sustainability be adhered to (Kamwana & Muturi, 2014). A greater number of respondents singled out the sound financial management practices as resulting in timely implementation of service delivery projects. Motivation and inspiration of project teams, particularly field teams who are the direct contact persons with the beneficiaries, was also noted by their line managers to be high owing to CYEN financial management practices. NGOs are demanded to use available funds appropriately and only for planned purposes if at all they intend to improve the implementation of service delivery projects to its related population. As amplified by the respondents without proper or sound financial management, efforts in implementing service delivery projects will prove futile. These sentiments alludes to the influence of financial management practices on implementation of service delivery projects.

Findings depict task management practices instituted at CYEN organization as rather popular across its project implementation office staff. A meticulous task management system allows the project managers to source for all required project resources in advance thus eliminating delays in production and the associated costs of last minute sourcing

(AlNasseri, 2015). Similar to the findings in this study, where coefficient of determination implied that for every unit increase in task management, a 0.459 unit increase was experienced in implementation of service delivery projects. Majority respondents also echoed that CYEN task management practices enabled project implementation teams to be more productive, efficient and effective. Effectively, NGO management practices cannot afford to overlook task management, service delivery projects must be directed in a more structured and effective manner not only to meet stakeholder needs but also to control and monitor overall project performance.

5.4 Conclusion of the study

The conclusions of this research study are drawn from the summary of findings, discussions and the four research questions. These include determining influence of the following variables; communication management, human capital management, financial management, and task management on implementation of service delivery projects in CYEN. Conclusions are presented as per the study's research questions in each subsequent paragraph.

First, across CYEN project implementation office there is relative satisfaction in the management of communication while implementing service delivery projects. This is implied by good ratings on the communication methods used to relay and communicate project information among the project team particularly written, electronic and verbal communication methods. It is thus important for the project communication management to identify processes necessary for ensuring teams submit timely and accurate information including collection, creation, storage and exchange (PMI, 2008). These results imply that it is imperative for CYEN communication management practices to continue emphasizing on the importance of sharing all, positive and negative, information with the relevant project stakeholders. This will ensure that teams remain engaged and motivated to share all project information easily and utilize these information to influence on service delivery project scope, time, and resources; thus we can conclude that indeed communication management influences implementation of service delivery projects in CYEN.

Two, while implementation of service delivery projects is largely assessed by its impact on beneficiary livelihoods, the importance of human capital management function cannot be underscored. Schroeder (2013) notes that successful implementation of any project is dependent on involvement and engagement of staff across the organization. Moreover, He

reminds us that ensuring this requires a specialized range of attributes and skills. The implementation of service delivery projects in CYEN just like in any other NGO organizations is labor intensive requiring a pool of professionals and support staff to see projects to completion successfully. The results presented in this study, like that of Keitany (2014) reveal that effective human resource management has a positive impact on employee performance. We can therefore conclude that human capital management has some influence on implementation of service delivery projects in CYEN, a measure of employee performance as per this study.

Three, financial management revolves around the management of NGO funds with a purpose of meeting needs for mobilization cost, cost of purchases, logistics, allowances and remunerations. Wakiriba *et al.* (2014) assert that effective financial management provide a foundation for effective and sound management of any organization resources. CYEN organization's financial management practices enjoys majority support from project implementation office employees, a significant factor in achieving successful implementation of service delivery projects. Comparable to Kamwana & Muturi (2014) findings on effects of financial management on performance of World Bank funded projects, majority of respondents in this study indicated that financial management contributed to implementation of service delivery projects in a substantial way. This study therefore concludes that financial management greatly influences implementation of service delivery projects in CYEN.

Lastly, respondents expressed mixed perceptions as to whether task management with majority leaning towards the 5-point and 4-point on the likert scale, indicating agreement. Jyothi & Parkavi (2016) state that every project consist series of activities or tasks and are often accompanied by deadlines and milestones. Therefore no matter the size of the project, success or failure of the project will always be pegged on the implementation plan and the sequence of tasks being fulfilled. Majority respondents expressed satisfaction in task management acknowledging its contributions to smooth implementation of service delivery projects in CYEN. As evidenced in this study, task management practices of any project-implementing organization is critical in the success of its events and projects. This study therefore concludes that indeed task management practices influence implementation of service delivery projects.

Overall, this study revealed that implementation of service delivery projects was influenced by several factors key among them those discussed herein. Similar views are also held by different scholars; critical success factors provides great research theme in any project management undertaking (Mossalam & Arafa, 2016; Little, 2011). Potent project management and its related practices have become part and parcel in most present-day organizations and companies. This is because modern projects consist of diversified objectives fulfilling one goal with several internal and external stakeholders. Success on service delivery projects therefore will depend on project output quality, budget adherence, timeliness and impact on beneficiaries' livelihoods. As stated by Aga, Noorderhaven, & Vallejo (2016) in their study on transformational leadership and project success, this study thus concludes that increased application of effective NGO management practices significantly influence the success of implementing service delivery projects.

5.5 Recommendations

In line with this research study objective, the following are this study recommendations:

1. To sustain the current satisfaction in communication management, CYEN management practices should adopt the use of project communication plan to help team members fully comprehend communication methods, procedures, frequency, stakeholder needs, and general mutual communication to guide CYEN's project communication. Moreover, CYEN management should enlighten or train project team members on the importance of non-verbal communication methods like body language, gestures and expressions among others.

2. CYEN human capital management team ought to encourage ongoing dialogues with perceived dissatisfied employees in order to address its recruitment and placement procedures. One such challenge occasioned by lack of information or mis-information included a section of CYEN employees feeling left out on job promotions, allocations, project feedback and decision making. It is therefore important for human capital managers to continually involve and encourage all stakeholders' to provide constant feedback and reflections with regards to implementation of service delivery projects in CYEN and contrariwise.

3. In tandem with the above, this study recommends for CYEN to maintain its positive attributes in financial management practices as identified in this study, that is,

effective project funding, financial allocation, and distribution. Furthermore, CYEN ought to ensure that regular financial information reporting and sharing to all relevant stakeholders is included in its management practices.

4. As evidenced in the study findings, CYEN's task management practice were lauded by most respondents. It is therefore prudent for the management to sustain these current achievements. Additionally, to help create better understanding of project tasks, successful projects task could be developed into mutual learning sessions and case studies to build on project implementation team experiences and projects' sustainability.

5.6 Suggestions for Further Research

Continuous studies are important to further establish the influence of NGO management practices on implementation of service delivery projects. This study therefore gives the following suggestions for future research:

1. A study of other attributes or factors not undertaken in this study and is deemed or perceived to influence implementation of service delivery projects.

2. A focus on the effects or impact of 'poor' and 'best' management practices on implementation of service delivery projects.

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APPENDICES

Appendix 1: Letter of Introduction

University of Nairobi,

P.O. BOX 30197 - 00100,

Nairobi.

Kenya.

Dear Respondent,

RE: RESEARCH PROJECT – MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT

I am conducting a research study titled 'Influence of Non-Governmental Organization management practices on implementation of service delivery projects: A case of Children and Youth Empowerment Network in Nairobi, Kenya (CYEN). This research study is a requirement for the partial fulfillment for the award of Degree in Master of Arts in Project Planning & Management at the University of Nairobi.

This survey study intends to establish the influence of NGO management practices on implementation of service delivery projects with regards to CYEN. You have been selected to fill in subsequent questionnaire attached. Your participation is fully voluntary and your responses in this study will solely be used for academic purposes thus guaranteeing you confidentiality.

Thank you for participating in this study. In case of any questions or clarifications, please reach me using the address provided above.

Sincerely,

Sophia Omutanyi

Appendix 2: Questionnaire for CYEN Project Implementation Office Employees'

Role: _____   *Project: _____*

Please write or tick/mark on appropriate category details

Section A: Background Information

1. Age bracket (years)

<20 ☐   20-29 ☐   30-39 ☐   40-49 ☐   50-59 ☐   60> ☐

2. Gender

☐ Female   ☐ Male

3. Highest education qualification completed

☐ Primary School   ☐ Secondary School

☐ Diploma level   ☐ Undergraduate level

☐ Graduate level   others (specify): _____

4. Complete years spent working in NGO world

<1 ☐   1-3 ☐   4-6 ☐   7-9 ☐   10-12 ☐   12> ☐

5. Complete years spent working in implementation of service delivery projects

<1 ☐   1-3 ☐   4-6 ☐   7-9 ☐   10-12 ☐   12> ☐

Section B: Communication Management and Implementation of Service Delivery Projects

6. Which of the following communication methods do you use at CYEN across implementation of service delivery projects

☐ Written Communication   ☐ Visual Communication

☐ Verbal/Oral Communication   ☐ Electronic Communication

☐ Non-verbal communication   others (specify): _____

7. How often do project team members give feedback/meet/report on project status during implementation of service delivery projects

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Below are communication methods used in the management of communication during implementation of service delivery projects. Please rate the importance of the communication methods used;

No	Communication method	Extremely Important	Important	Neutral	Partially Important	Not Important
8.	Written communication					
9.	Verbal/oral communication					
10.	Non-verbal communication					
11.	Visual communication					
12.	Electronic communication					

13. Are there any suggestions or comments you would like to add or make regarding feedback to and from project stakeholders?

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Section C: Human Capital Management and Implementation of Service Delivery Projects

14. Please indicate how you were recruited or contracted to CYEN

☐ Formal job application   ☐ Referred by CYEN employee

☐ Head-hunted from my previous Firm   ☐ Management-trainee program

Others (specify): _____

15. Please mark the mode of employee contract you have with CYEN at the moment

☐ Permanent   ☐ Temporary

☐ Part-time   Others (specify): _____

Below are number of statements regarding human capital management at CYEN. Please react to each indicating to what extent you agree with or disagree with the statement;

No	Perspective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16.	CYEN places the right person in the job					
17.	Staff allocation and promotion is strictly done on merit					
18.	Staff are encouraged to participate in workshop and training seminars					
19.	Contents and materials used during training programs organized by CYEN are relevant and up to date addressing staff needs					
20.	Staff receive proper feedback and communication regarding CYEN projects					
21.	CYEN management team often asks and encourages staff to participate in decision making					
22.	CYEN management is competent enough to undertake on projects and see them to completion successfully					

23. Please comment briefly on how human capital management practices at CYEN influence the implementation of service delivery projects

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24. Are there any suggestions or comments you would like to add or make regarding human capital management at CYEN?

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Section D: Financial Management and Implementation of Service Delivery Projects

Below are number of statements regarding financial management at CYEN. Please react to each indicating to what extent you agree with or disagree with the statement;

No	Perspective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25.	CYEN projects receives adequate financial support					
26.	Projects funds are fairly distributed to meet scheduled activities					
27.	Funds intended to meet project activities or tasks are released on time					
28.	CYEN Staff are appropriately updated on projects financials and reports shared with them					

29. Please indicate approximately what percentage of funds are allocated to implementation of service delivery projects at CYEN? Do you feel this enough to meet project expenses? Please explain your answer

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30. Are there any suggestions or comments you would like to add or make regarding financial management at CYEN?

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Section E: Task Management and Implementation of Service Delivery Projects

Below are number of statements regarding task management at CYEN. Please react to each indicating to what extent you agree with or disagree with the statement;

No	Perspective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
31.	Project management outlines and shares planned project activities with all project stakeholders					
32.	Staff spend adequate time on project activity planning (including meetings)					
33.	Staff appropriately follow-up project tasks to ensure they meet their time allocations					
34.	Projects tasks are assigned adequate time, finances and workman					

35. Are there any suggestions or comments you would like to add or make regarding activity or task management at CYEN?

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Section F: Implementation of Service Delivery Projects

36. Please indicate the successes and challenges you have encountered during implementation of service delivery projects at CYEN?

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37. Any closing or additional comments on how NGO management practices influence implementation of service delivery projects at CYEN?

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