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Managerial Challenges Affecting Family Welfare Support Non-Governmental Organizations' Performance in Nairobi City County, Kenya

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Abstract:
The purpose of this study was to investigate on the managerial challenges affecting family welfare support NGOs' performance in Nairobi City County. The main objective of this study was to explore the managerial challenges facing family Non-Governmental Organizations within Nairobi City County. The study focused on the following specific objectives to understand these managerial challenges: it examines how knowledge and skills affected performance of family welfare NGOs in Nairobi city county, established how networking influences the effectiveness of these family welfare NGOs, found out how financial resources affected operations of family NGOs in Nairobi City County and investigated how communication affected operations of family NGOs in Nairobi City County. Descriptive survey research design and mixed approaches were used to get responses from the sample population of the study on managerial challenges facing family welfare NGOs in Nairobi City County. Data was collected using Questionnaires administered to the targeted population, telephone interviews were conducted to collect data from the directors, desktop review was used to generate past empirical reviews. Organizational files were also being used to get the past information on management in relation to the family welfare NGOs in Nairobi City County. From the findings, 94% of respondent were in agreement that knowledge and skills promotes efficiency and effectiveness on NGOs' performance. 94% disagreed with the statement that NGOs Family in Nairobi lacks enough skilled workers. 56% of the respondents agreed that the absence of good legal and regulatory frameworks in family NGOs is as a result of the lack of knowledge and skills from the leadership while 44% were of contrary opinion. 56% agreed that weak governance structures in family welfare NGOs places them at a risk of non-continuity while 44% disagreed. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.2652 obtained. This was found (p=0.2652 >0.05). Therefore, the hypothesis is accepted. Therefore, there are no significant differences between knowledge and skills and performance of family welfare NGOs. 90% of the respondents agreed that networking and communication improves efficiency and effectiveness in family welfare NGOs. 56% of the respondents believed that lack of good networking creates a duplication of roles for family welfare NGOs in Nairobi County while 38% thought otherwise. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.0032 obtained. This was found (p= 0.0032>0.05). Therefore, the hypothesis was rejected. Therefore, there are significant differences between organizational networks and performance of family welfare NGOs. 100% agreed that family welfare NGOs are purely dependent on donor funding and finally 56% indicated that conditional funding given to family welfare NGOs by international donors hampers their effectiveness while 38% disagreed with the statement. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.0366 obtained. This was found (p= 0. 0366>0.05). Therefore, the hypothesis was rejected. Therefore, there are significant differences between financial resources and performance of family welfare NGOs. T-test was employed at the 0.05 level of significance and a calculated P value of 0.2277 obtained. This was found (p= 0.2277>0.05). Therefore, the hypothesis is accepted. Therefore, there are significant differences between organizational communication and performance of family welfare NGOs. The study concluded that, good governance is fundamental to accountability and transparency. The study recommended that the management of NGOs should emphasize on staff track record in governance and financial management, NGOs should embrace international and Local Networking, this will provide opportunities for mutual learning, identifying appropriate development initiatives and generating learning resources, NGOs that dependent on external funding for sustained existence should continue to pursue increasingly their own sources of funding and should have dedicated professional fundraising human resource capacity.

Keywords: Managerial challenges, family welfare, Non-governmental organizations, performance

1. Introduction

This chapter presents the study background, statement of the problem, the study objectives, research questions, and significance of the study, justification of the study, the study setting, conceptual framework, theoretical framework, operational definitions of terms, and the study structure.

1.1. Study Background

The existence of Non-Governmental organizations (NGOs) can be traced from the colonial times, where the major focus was on social welfare, however, this later changed to accommodate political actions and advocacy. The idea of managing organizational performance is being widely accepted and adopted all over the world. It spreads rapidly from the private sector to the public sector in the developed world and has recently found its way in many developing countries

NGO, according to the Kenyan Non-governmental organizations bill of 2012, clause 22, is a private voluntary association of individuals or other entities, not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare in any of, but not limited to, the areas set out in the First Schedule, which includes a community based organization (G.O.K, 2012).

According to The United Nations Children's Fund (UNICEF) (2012), family welfare is a conglomeration of very different approaches to ensuring that a family is cohesive and functional. Aligning family welfare to UNICEF's social protection framework may be understood as activities to strengthen and preserve families, prevent separation of children from parents and ensure early interventions for families at risk. Those activities involved in supporting this framework may include parenting, education, family mediation, family legal advice, family and individual therapeutic support, and referral to other services.

Austin and Lemon (2004) on Promising Programs to Serve Low-income Families in Poverty Neighborhoods in the USA summarized some of the most promising programs for strengthening families. They include: - Promoting healthy child and family development, including nurse home visitation programs, parenting education programs, and programs implemented through California's First Five; Educational programs to help young children be ready for entrance into school and to succeed academically; and Facilitating receipt of support services, including outreach strategies and strategies to streamline application and eligibility processes. Stewards of Change and new American Foundation (2005) confirms that, family and Child welfare organizations face many challenges including poor outcomes after children leave care, poverty, aged grand parenting, abuse and neglect systems, poor media coverage, poor public will, technological challenges among others.

In Ghana, the current family and Child welfare policy clearly highlights on the role of Key Non-Governmental organizations in family and child welfare. The policy points out that, it's the work of the Government to ensure family and child welfare and therefore other stakeholders complement its efforts. The policy summarizes these functions to the following: In particular, INGOs, NGOs, CBOs should: Complement the efforts of government by providing preventive and responses services at all levels within the policy framework, contribute to the development of research, monitoring and evaluation initiatives, lobby and advocate for the improvement of services through increased collaboration, participate in national co-ordination and sub-national activities to minimize duplication and enhance the complementary of programmes, facilitate information sharing through formal or informal networks, assist in resource mobilization for child protection initiatives at all levels and collaborate with other relevant service providers to avoid duplication of resources (G.O.G, 2014).

In Malawi, Family and Child welfare organizations' functions have been decentralized in the devolved system according to Tanga, Sumbulu and Kansinjiro (2015). However, the new system of bringing these services closers to the people faces some challenges including; limited capacity of officers, child welfare work left to NGO partners, fear of losing power, lack of orientation on devolution of child welfare, resistance to change and dual reporting, resource constraints and poor attitudes towards social welfare sector.

The Tanzania Council for Social Development (TACOSODE) and Finnish Federation for Social Welfare and Health (STKL) (2011) on "small organizations, big challenges" noted that, in addition to many grassroots level activities, local NGOs have an important role in advocacy work and in making known the problems and hardships of local people. The relationship between governmental authorities and NGOs is often problematic, and the government or the local authorities rarely give financial support for organizations. Further, they noted that common problem faced by local NGOs is finding financial means for implementation of activities. The largest amount of support comes from international governments and donor agencies, especially from Western countries, and the funding agencies and foundations supported by them. The funding is usually short-term and directed at specific projects, which makes it hard to implement activities in a sustainable way.

In Kenya, one of the key challenges facing policymakers and stakeholders in the management of child and family welfare institutions is the fragmentation of programming, which has led to duplication and inconsistencies in the operation and implementation of social protection throughout the country. Further the Policy recommends that, it is vital to streamline and coordinate this programming and to bring stakeholders together in an effective partnership to agree on the way forward for social protection at both the National and County levels. There is a developed framework in order to ensure the coordination of social protection initiatives at the national, county, and sub-county levels. At the national level, National Social Protection Council (NSPC), and its Secretariat is charge of coordination. At the County level, the County and Sub-County committees oversee community based initiatives concerned with social protection (G. OK, 2011)

Most family welfare NGOs in Nairobi County lack clearly defined structures in terms of organizational charts, buildings, facilities, equipment and human resources. In spite of their role in ensuring stable and functional families, Family NGOs in Nairobi City County as noted by Sisay, (2004), Lekorwe (2007), and Somolekae (1999), still face managerial challenges that most of them are not known to the stakeholders for action. These challenges may affect the performance of these organizations, which may later affect the

provision of the services to the families in need. This study was investigating on the managerial challenges affecting family support NGOs performance are facing that affect their performances in Nairobi City County and recommended the various ways of mitigating them.

1.2. Statement of the Problem

Family is the basic unit in any functional society. In societies where the functions of these basic units have been compromised, NGOs, under the regulation of the state have the responsibility of restoring these families back to their function. Some of the key responsibilities that family NGOs have include: - Providing material support, family conflict resolution, counseling, social training and transformation, family empowerment, provision of housing facilities, provision of Child welfare, advocate for family needs and members rights among others. Proper organization and supervision effort in service delivery is crucial. With less managerial challenges, NGOs intervening in the welfare of the family are destined to positively impact on the welfare of family members. Family welfare NGOs face several challenges which hinder their ability to provide the necessary services to families in Nairobi City County.

These challenges include: - disconnect between law and practice, lack of a coordinated cohesive system, inadequate focus on prevention, inadequate capacity and quality of services, inadequate resource, inadequate integration between informal processes and formal services and lack of coordinated approach to data management. Most of these management factors are internal factors which are controlled directly by the organization, therefore if they are mitigated, performance is improved which in turn helps to effectively and efficiently provide services to the families. There is a need therefore to establish these challenges that may affect the performance of these organizations and recommend on the necessary ways to mitigate them. It is on this basis therefore, that this study is important. If nothing is done help these NGOs from mitigating these challenges, they will be unable to effectively and efficiently meet the needs of the family hence more vulnerability of its members who are already faced with functional challenges. There was limited literature to adequately explain about this phenomenon in the research area. It is on the above basis that this study will be of importance as it will investigate on the managerial challenges affecting family welfare support NGOs performance in Nairobi City County and recommendations on various ways of mitigating them.

1.3. Research Objectives

The general objective of this study was to establish the managerial challenges affecting family welfare support Non-Governmental Organizations' performance within Nairobi City County.

1.3.1. Specific Research Objectives

   i. To examine how managerial knowledge and skills affect the performance of family welfare NGOs in Nairobi City County.
  ii. To establish how organizational networking influence the performance of family welfare support NGOs in Nairobi City County.
 iii. To establish how financial resources, affect the performance of family Welfare NGOs in Nairobi City County.
  iv. To investigate how organizational communication affects performance of family Welfare NGOs in Nairobi City County.
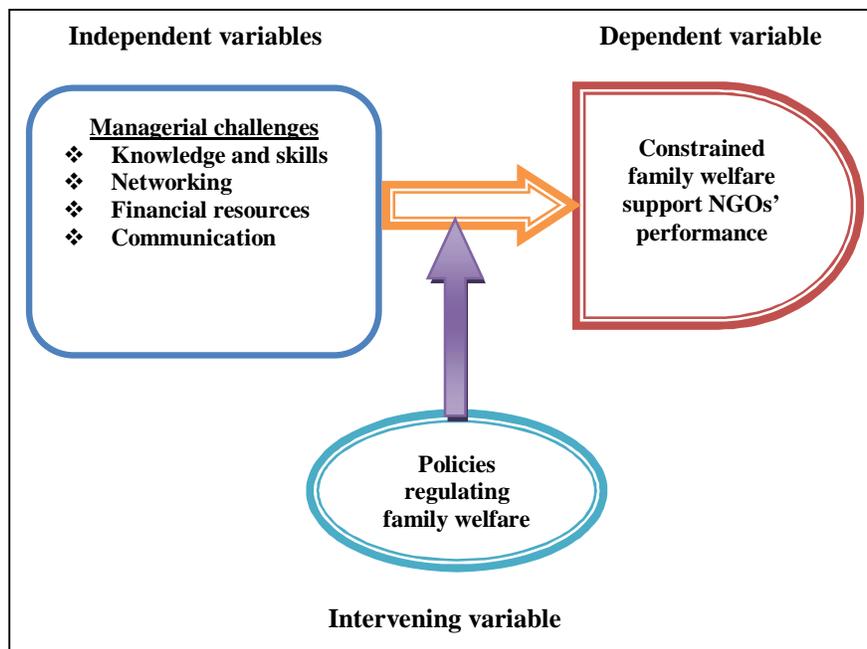
1.4. Conceptual Framework

Figure 1: Conceptual frame work (Managerial challenges affecting Family welfare support NGOs performance)
Source: Researcher, 2017

The conceptual framework above is an illustrative presentation of the relationship among the dependent, independent and intervening variables of this study.

1.5. Theoretical Framework

1.5.1. Scientific Management theory by Frederick Winslow Taylor (1856-1915)
According to Sridhar (2017), Frederick Winslow Taylor (20 March 1856-21 March 1915), widely known as F. W. Taylor, was an American mechanical engineer who sought to improve industrial efficiency. He is regarded as the father of scientific management, and was one of the first management consultants. Four basic parts of a series of ideas developed by Taylor are as follows; Each person's job should be broken down into elements and a scientific way to perform each clement should be determined, Workers should be scientifically selected and trained to do the work in the designed and trained manner, There should be good cooperation between management and workers so that tasks are performed in the designed manner, There should be division of Labor between managers and workers, Managers should take over the work of supervising and setting up instructions and designing the work, and the workers should be free to perform the work himself. The scientific method provides a logical framework for the analysis of problems. It basically consists of defining the problem, gathering data, analyzing the data, developing alternatives, and selecting the best alternative. Taylor believed that, the scientific method would provide a way to determine the most efficient way to perform work. Instead of abdicating responsibility for establishing standards, the management would scientifically study all facets of an operation and carefully set a logical and rational standard.
Scientific theory of management is important to this research in that it shows how managerial challenges can affect the performance of any employee. This is because, no man is entirely an 'economic man' and man's behavior is dictated not only by financial needs, but by other needs like social needs, security needs and esteem needs. Hence, it may not always be true that economic incentives are strong enough to motivate workers. Secondly, there is no such thing as 'one best way' of doing a job so far as the component motions are concerned and hence time and motion study may not be entirely scientific. Thirdly, separation of planning and doing a job and the greater specialization inherent in the system tend to reduce the need for skill and produce greater monotony of work. Lastly, advances in methods and better tools amid machines eliminated some workers, causing resentment from them. If there are no best selected structures to guide in any organization, then the performance and provision of services will be affected (Sridhar 2017). With these noted weaknesses from the theory in guiding this research, the sociological Institutionalism theory by March and Olson (1989) will be used as a complement on the scientific understanding of the relationship between welfare organizations and service delivery to the families.

1.5.2. Sociological Institutionalism theory by March and Olson (1989)
The proponents of this theory are March and Olson (1989). It emphasized on the appropriateness of behavior according to social norms and status of the social actors who are the people. Sociological institutionalism emphasizes the complexity of human behaviors and embedded relationships between social actors and their environments. This includes both formal and informal institutions, and normative and behavioral structures (Lu, 2008). The researcher will be particularly looking at DiMaggio and Powell (1983) and Scott (2001) institutional isomorphism frameworks. Both these frameworks extend the scope of sociological institutionalism, showing how the organizations are constructed and affected by human behaviors, embedded relationships and normative practices.
These frameworks provide a richer foundation to study the voluntary organizations and explore the contexts and social settings in which the NGOs are embedded. Two influential scholarly fragments set the tone for sociological institutionalism: Meyer and Rowan's "Institutionalized Organizations: Formal Structure as Myth and Ceremony" (1977) and DiMaggio and Powell's "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality" (1983). Meyer and Rowan contend that, in order to avoid risk, achieve resources and stability, and extend survival, new organizations imitate existing structures which have already gained legitimacy and have been tested by the environment (Lu, 2008). DiMaggio and Powell set forth the isomorphism theory (1983) which was further supported by Scott's (2001) institutional pillars.
DiMaggio and Powell (1983) discussed institutional isomorphism based on the assumption that organizations become increasingly similar through institutional forces.
Similarly, institutional isomorphism holds that increasing organizational homogeneity is the result of organization changing structures or practices in accordance with institutional forces. In their later work DiMaggio and Powell (1991) further explained why institutional isomorphism always happens in the organizational field. They argue that, although organizations behave rationally in conforming to rules and expectations of the institutional environment, they construct an institutional environment that constrains their ability to deviate from others and thus organizations become more homogenous.
According to DiMaggio and Powell (1983) there are three mechanisms of institutional isomorphic change: coercive isomorphism, mimetic isomorphism and normative isomorphism.
Coercive isomorphism: This type of isomorphism results from both formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which the organizations function.
Mimetic isomorphism: This type of isomorphism results from uncertainty which is a powerful force that encourages imitation. When organizational technologies are poorly understood, when goals are ambiguous, or when environment creates symbolic uncertainty, organizations may model themselves after other organizations. Normative isomorphism: This type of isomorphism results from shared organizational norms such as those of professionalization. There are two aspects of professionalization: (a) the resting of formal

education and of legitimating in a cognitive base produced by specialists; (b) the growth and elaboration of professional networks that span organizations and from which new models diffuse rapidly.

Scott (2001) contends that social knowledge, once institutionalized, exists as a fact and objective reality and can be transmitted directly on that basis. He further argues that organizations are interpenetrated with their environments, which may constitute organizational identities, structure and activity routines; in other words, organizations are immersed in their environments. Scott identified three pillars of institutional isomorphism which are important to this study; the regulative pillars, the cultural-cognitive and the normative pillar.

The Regulative Pillar: Regulatory processes involve the capacity to establish rules, inspect others' conformity to them and manipulate sanctions such as rewards and punishments. The family welfare in this case may adopt these regulatory measures to influence future behavior of smaller units and smaller organizations accede to them to avoid the penalty of noncompliance. The regulative pillar captures the dynamics of DiMaggio and Powell's (1983) coercive isomorphism.

The Cognitive pillar: It is the shared conceptions that constitute the nature of social reality and the frame through which meaning is made. Meyer and Rowan (1977) and DiMaggio and Powell (1983) emphasize the extent to which wider belief system and cultural frames are imposed on or adopted by individual actors and organizations. The underlying argument is that meanings are collectively constructed by individuals in interaction, creating a common frame of reference. The cognitive pillar is consistent with the dynamics of DiMaggio and Powell's (1983) mimetic isomorphism.

The Normative Pillar: Normative systems include both values and norms. They are viewed as imposing constraints on social behaviors but at the same time they empower and enable social actions. March and Olsen (1989) argue that behavior in political institutions reflects the routine ways in which people do what they are supposed to do. Individual actors and organizations conform not because of their individual interests but because it is expected of them (Scott 2001). How far these practices are products of institutional isomorphic processes and to what extent these practices have been permanently adopted by family welfare support NGOs would be of concern for this study in order to analyze these challenges and how the behaviors of the individual actors in the organization affect the performance of the organizations. This theory is therefore acting as an eye opener for this research as it is trying to opine some of the ways that can be used to make sure that management is effectively and efficiently running and taking care of the service giver to avoid inconveniencing service provision.

1.6. Review of Empirical Literature

1.6.1. Knowledge and Skills

Knowledge management is increasingly being utilized in the international development field. Knowledge Management for Development in this study describes knowledge management as an amalgam of four things: a concept, a business theory, a collection of technologies, and a philosophy. It describes the concept as the way that family welfare NGOs create, captures and re-uses knowledge to achieve organizational objectives. Knowledge is more than information, and knowledge management goes beyond information sharing. Through the process of sharing information, new ideas are born and knowledge is actually created. Knowledge and intellectual capacities are now recognized as strategic assets that are as valuable as more tangible ones (Allee 2003). The philosophy of knowledge management recognizes the importance of sharing experiences as well as information, values the experiences and resulting knowledge of developing communities, and is deeply connected to social learning. For the efficiency and effectiveness of Family welfare NGOs, issues related to information sharing as a tool for the organizational management are key.

Most of Family welfare NGOs have limited technical and organizational capacity. Few of them are able or willing to pay for such capacity building skills. The speed of technology changes is also a challenge particularly in areas of Information and technical capacity. Bromideh (2011) in a study to investigate on the widespread challenges of NGOs in developing countries, Case studies from Iran, noted that NGOs were found to be weak at staff career development, other problem was about staffing issues, recruitment, assignment and layoff as well as human resources development and administration and everyday management of staff. He further found that, not all people working for NGOs were volunteers and paid staff members typically received lower pay than in the commercial private sector, they had little organizational and professional skills, and the poor quality of training or lack of importance attached to training NGO workers were on the most concerns of NGOs. Also, he found out that, the most commonly identified challenging issues for NGOs included Fundraising, limited financial and management expertise, limited institutional capacity, low levels of self-sustainability, isolation/lack of inter-organizational communication and/or coordination, lack of understanding of the broader social or economic context difficulties of managing NGOs with operations in several countries.

According to Jennings (2005), survey of 1140 randomly selected nonprofit employees by Paul C. Light with the Brookings Institution's Center for Public Service found that compared to federal or private sector workers, those in the nonprofit sector tend to come to work for the change to accomplish something worthwhile and are less likely to state that "work is boring". These workers are also more likely to express pride in their work.   The report concluded that viewed as whole, nonprofit employees are highly motivated, hardworking, and deeply committed, but often serve in organizations that do not provide the resources to succeed. Perhaps that is why turnover among executive directors was so high, why board vacancies were increasing, and why so many talented recruits left early in their careers. This study confirms the relationship between knowledge and skills and family welfare NGOs technical sustainability.

In her current policy in Family and child welfare, the government of Ghana highlights inadequate capacity and quality of services as a major challenge in its implementation. The formal child and family welfare services lack the required capacity and reach to fulfill its mandate and expectations. And those formal services are largely inaccessible, especially in rural areas (GOG, 2014). Information and

technology in research about family welfare NGOs should be supported. This research can confirm the number of children and families involved with the child welfare system and help to identify their needs. Longitudinal studies and real-time data, for use by policymakers, child welfare agencies, and community-based organizations are needed so that they can best be responsive to immediate and emerging needs of the families.

In Kenya, the current policy on child welfare protection (2011) noted that, social protection was not a widely understood concept in Kenya a therefore, there was a need to formulate a comprehensive communication influencing strategy to raise awareness of social protection and to engender the necessary ownership of the Program by the various stakeholders and implementing partners. Further, the policy directed that, all implementing institutions and structures needed additional capacity not only on the conceptual issues but also on the operational side. Capacity building activities were to be implemented with and through the Kenya national social protection policy, its Secretariat, and the various committees (GoK, 2011). After reviewing empirical literatures on the knowledge and skills as a challenge affecting family welfare NGOs, none of the studies reviewed were from Nairobi City County.

1.6.2. Networking Constraints

Networks, according to Perkin and Court (2005), are structures that link individuals and organizations who share a common interest on a specific issue or a general set of values. When they work, networks are particularly good at fulfilling some key functions which include: Communication: across both horizontal and vertical dimensions, Creativity, owing to free and interactive communication amongst diverse actors, Consensus: like-minded actors identifying each other and rallying around a common issue.

Networking is the deliberate activity to build, reinforce and maintain relationships of trust with other people to further your goals. Sayeed, Reichling and Wulf (2008), observe that NGOs and donor organizations are always interested in collaborating with each other as both their interests seem to be coherent and in line with each other. The increased competition between NGOs has necessitated that donor organizations analytically decide which NGOs are suited as collaboration partners based on thematic sector, targeted geographical region and type of support. Networking according to Sayeed et al. (2008) enables knowledge exchange and the mutual awareness of each other's competencies and activities. Networking in NGOs is ubiquitous. According to (Vakil, 1997; Perkin and Court, 2005), there is consensus among NGOs on how to accomplish this objective. This is so when consideration is made of northern or international first world NGOs who mostly act as sponsors or donors, and southern NGOs which are third world and to an extent rely on support from the northern NGOs.

Networking in NGOs in Africa according to Marinus (1998) can facilitate and provide the required forum for debate between government and specific interest groups. The very formality of the NGO promotes the informal contacts that are crucial for establishing effective co-ordination and co- operation. However, as Kiondo (1995) point out, it is only by fully exploiting their role as networks that NGOs can play a positive role in development in East Africa. There are a number of studies done in relation to networking such as follows: study done by Essig (2016) on Networking and Entrepreneurial Success whose main aim was to expose a lacuna in the literature on artist professional development and career sustainability, also another literature done by Henneberg and Naudé (2015), an empirical investigation of network-oriented behaviors in business-to-business markets. The above empirical studies are related to networking in different fields that were done by different researchers but no empirical study is shown in relation to networking in relation to family welfare support NGOs performance in Nairobi City County. This is also a justification for this study to take place.

1.6.3. Financial Resources as Constraints

In Africa, especially financial challenges among NGOs are experienced on two fronts; one is mismanagement of organizational funds and corruption. Kang'ethe and Manomano (2014) are of the view that corruption and its ramifications manifest itself in embezzlement of organizational funds, paying ghost workers, misuse of organizational infrastructure such as vehicles for one's personal benefit that seriously continue to undermine the productivity of organizations, NGOs notwithstanding. Andreas (2005) cites the availability of international funding as indispensable in the initial stages of local NGO set up. Contributing to the same discussion, Lotsmart (2007) illustrates that local NGOs in Cameroon are predominantly funded externally with private sector support from rich individuals, governments and public as well as private corporations. Andreas (2005) observes that strong dependence on external funding by NGOs is a severe problem for the long-term sustainability and development of NGOs. International donors work according to their own objectives and project management styles, and local NGOs have to match to their requirements in order to be supported financially.

Government policies and political climate are noted by Frostenson (2013) to increase bureaucratic red tape for NGOs mobilizing resources externally. In practice, on occasions of political instability, donors do not release funds or at times, they reduce or impose severe measures. According to Gyamfi (2010), Government perceptions and attitude of NGOs have not been excellent in many African countries and some organizations have been considered by the government as a danger. This scenario has in the past caused deregistration and restrictions for NGOs sourcing funds from external donors in African countries, pointedly; Zimbabwe, Ethiopia and even in Kenya. There are a number of literatures found in relation to financial resources such as: Financial Sustainability for Nonprofit Organizations by Padilla, Lynette, Morganti (2012) whose main objective was to inform financial sustainability in nonprofit organizations, identify major challenges of financial sustainability that are common among nonprofits, and discuss the implications for nonprofits that serve higher-need communities.

1.6.4. Organizational Communication as Constraints

Communication, according to Hannagan (2008) is a key fact of everyday life and individuals spend a significant proportion of their time communicating. Communication, the author observes, is a central element of the working role of managers. They spend much of their time attending meetings to strategize, giving and receiving information, discussing issues with colleagues and interacting is only made possible through communication. According to Dwyer, Schurr and Oh (1987), communication underlies the effectiveness of coordinating exchange activities, developing strong relationships which results to improved performance. Without effective inter organizational communications, learning among partners is diminished and the long run effectiveness of the relationship may be damaged. Communication, according to Kim (1991), presupposes that there is a particular cultural framework that allows translation of the meaning embedded within communication by the recipient to maintain the true intent of the communication.

The goal of any type of NGO is usually community transformation. This is only achievable when good communication, and communication channels have been established between the institutions and the recipient communities. As Vivian (1994) notes, the lack of communication between NGOs and the local people creates suspicion and doubt about the intentions of the aid agencies. Often, the local people see the implemented projects as foreign, and not aligned with their local understanding of development and culture. For community participation in development projects to be truly effective, Adedokun (2010) observes that the critical role of the members living in the community cannot be ignored. He notes that development initiatives without effective communication between the NGO and local recipients will not succeed if the initiative is to be sustained. Since the goal of community development as a process is helping a community to develop towards its full potential, communication is a key element to sustainable.

In order to ensure the effectiveness of UN assistance to Uzbekistan, it was crucial to raise awareness about the values and principles that the UN stands for, what it does and how. This culminated to the formation of the UN communication strategy (2011) which was aimed at; Providing a coordinated, overarching communication framework to improve UN coherence, the efficiency of its development action and humanitarian response; Build public awareness based on a perception survey about the UN system and its contribution to national development goals; Promote partnerships, show how the UN delivers results, inspire positive action, and advocate for specific issues policies and international norms and standards that will help countries achieve their development priorities with equity. An effective information and communication system (ICS) according to Maiers, Reynolds and Haselkorn (2005) is a central component of successful humanitarian relief efforts. An ICS involves not only IT but also people, practices, policies, and organizational environments. However, when talking of communication for rural development, it should be noted that in reality, the electronic media are largely available in institutions and companies, the contents of which are in languages that rural populace do not use or communicate in, such have little relevance to their needs and their use require training. All the above literatures should be embraced and be used as reference to investigate how communication affects the performance of family welfare support NGOs in Nairobi City County.

1.7. Research Design

The research was done in Nairobi City County for it is an epicenter for most of family welfare NGOs in the country. There is a wide variety of Family welfare NGOs from which the researcher got adequate information to inform this study and unveil the existing managerial challenges affecting family welfare support NGOs performance in the study area. The research design used gave direction, process and procedure on how the main aspects of the research were carried out. This study used descriptive survey design to unveil the challenges faced by family welfare NGOs in Nairobi City County. Both quantitative and qualitative methods of data collection were used to inform the study.

1.8. Sample and Sampling Techniques

The researcher therefore adopted the proportionate stratified (probability) sampling of 10% according to Mugenda and Mugenda (2003). The following formula was adopted to arrive at the sample selected.

$$10\% * N = n$$

N – Stands for target population which are all registered family support welfare NGOs in Nairobi County and they have their offices in Nairobi.

n- Stands for sample size to represent the target population of the study.

Therefore, the sample was **10/100*52=5.2** which is approximately 5 organizations

Probability sampling techniques (simple random sampling technique) were used in this research to give all organizations equal chances of being selected. To get the exact five organizations, fifty-two papers were written the names of Nairobi City County Family welfare NGOs, then wrapped and mixed. The researcher randomly selected five wrapped papers that selected the organizations to respond to the data collection tool. The following organizations were randomly selected: FIDA deals with protection of women, UNICEF deals with protection of children welfare, UNHCR deals with protection of the refugees, Windle Trust Kenya deals with provision of education services such as scholarships and sponsorship, and World Vision that deals with eradication of poverty. To get specific respondents (individuals) from the organization, purposive sampling techniques were used to sample the directors, research officers, organizational HODs and the representatives of the NGOs coordination board.

The identified common structures from different family welfare support NGOs in Nairobi County consisted of such sections as: Directors, Heads of Departments/sections, Research officers, Members of the NGO coordination board. The researcher collected data from 10% of the identified sections which gave sample as shown in the table below.

NGOs	Directors	Research Officers	No. of HOD/State	Coordination Board
WTK	1	26	16	
UNICEF	8	104	28	
WORLD VISION	6	92	32	
UNHCR	5	112	24	
FIDA	1	88	18	
Total	21	444	118	24
10% proportion	21*10%	424*10%	118*10%	24*10%
Grand Total	**2**	**42**	**11**	**2**
Total Respondents 57				

Table 1: Sampling the respondents
Source: Researcher, 2017

1.9. Methods and Instruments of Data Collection
In this study, mixed methods of research were used. The researcher used face to face questionnaires and telephone interviews techniques using questionnaires and interview schedules to collect data from the respondents. These two methods complemented each other in collecting both qualitative and quantitative data. The researcher obtained an introduction letter from The Catholic University of Eastern Africa (CUEA) and a research permit from NACOSTI (National Council for Science and Technology) located in Utalii house, Nairobi. The researcher recruited two research assistants and oriented them on how to administer questionnaires to the selected participants. In the orientation Process, the purpose of the study was clarified, and questions in the data collection tools clarified. The researcher identified the respondents to participate in interviews and those to respond to the questionnaire. The researcher gave instructions on how the interviews will be conducted as well as how the questionnaire will be responded. Time frames were agreed. The researcher made follow up calls during the day to ascertain on the exercise progress. In the evening (at around 1730 hrs) researcher assistants returned the information to the researcher. Secondary data collected from documented sources such as books, journals, published and unpublished research works and internet literature was also considered vital in informing this study.

1.10. Data Analysis Procedures
Data analysis accompanied data collection process, as the two processes tend to occur simultaneously. The researcher analyzed, examined and assessed quality of data gathered from the field. Quantitative data was analyzed using inferential and descriptive statistics. Qualitative data was summarized thematically, then coded using unique identities and analyzed using verbatim. Data was presented using explanations.

1.11. Presentations of Research Findings

1.11.1. Response Rate
The study targeted employees of family welfare support NGOs within Nairobi County, and officials of NGOs coordination board in Nairobi City County. The researcher sampled from the above population to get the required information important for this study. The researcher obtained 50 out 57 questionnaires distributed to the respondents. The 7 questionnaires were incomplete and could not be used for further analysis hence they were excluded from the study. This represents an overall return rate of 88%. Therefore, this response rate was adequate for analysis and reporting.
As tabulated in table 1 above the researcher distributed questionnaires to 57 respondents in five different organizations FIDA, UNICEF, UNHCR, Windle Trust Kenya and World Vision and a response rate of 88% was achieved which was favorable for the study. According to Mugenda and Mugenda (2003) for generalization purposes a response rate of 50% is adequate, while that of 60% is good but a response rate of 70% as excellent. Survey Monkey (2009) comments that, a response rate of 80-85% is good. The response rate of over 88% for this study was therefore excellent and acceptable. The results are based on a response rate of 88% **(n=50).**

1.11.2. Demographic Information of the Respondents
Education level is one of the most important characteristics that might affect the person's attitudes and the way of looking and understanding any particular social phenomena. In a way, the response of an individual is likely to be determined by his educational status and therefore it becomes imperative to know the educational background of the respondents. As tabulated in table 3 above respondents were further required to indicate the highest level of education they had attained. The result indicated that the majority of the respondents had post graduate level of education at (36 %), respondents who had undergraduate level of education were 28 % while 12% had diploma and 6% indicated PhD. Higher education is seen to play a central role in capacity development for the NGOs and private sectors, in line with recent multilateral thinking, this shows that the kind of duties performed by the respondents requires professional qualification. It can be concluded from the Table above that by and large the respondents were progressive in education which is so important today to create a knowledge based society. These findings did not concur with those of Bromideh (2011) on his case studies in Iranian NGOs which found out that NGOs were found to weak at staff career development.
Most of Family welfare NGOs has limited technical and organizational capacity. Few of them are able or willing to pay for such capacity building skills. The speed of technology changes is also a challenge particularly in areas of Information and technical

capacity. Bromideh (2011) in a study to investigate on the widespread challenges of NGOs in developing countries, Case studies from Iran, noted that NGOs were found to be weak at staff career development, other problem was about staffing issues
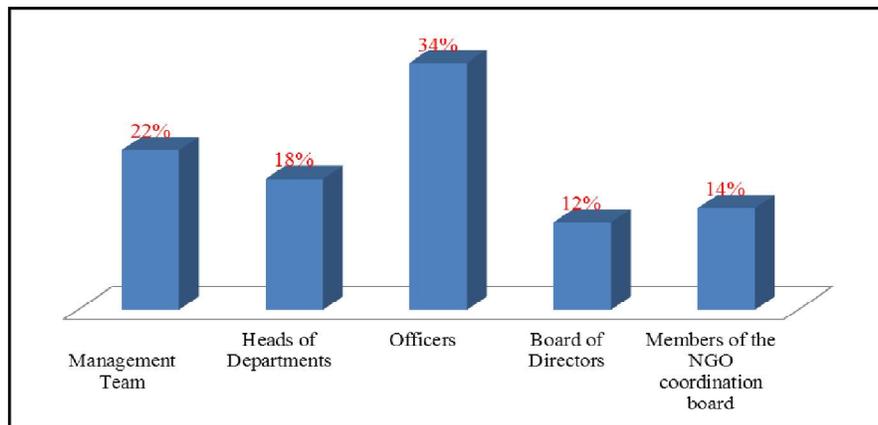

Figure 2: Respondents Position in Organization
Source: Researcher, 2017

As indicated in figure 2 above, respondents were further required to indicate their position in organization. From the findings, (34%) indicated they work as administrative officers, 22% work as part of the management team 9% worked as heads of departments while 14% indicated their positions as members of the NGO coordination board and 12% as board of directors. From these findings, it was concluded that, response to the questions varied according to someone's' position in the organization. The higher the level of respondent in their organization, the more confident the person was in responding and presenting managerial challenges.

Category	n	Percentage
Less Than 5 Years	13	26%
6- 10 Years	26	52%
Over 10 Years	11	22%
TOTAL	**50**	**100**

Table 2: Respondents working duration
Source: Researcher, 2017

Table 2 above shows the length in which respondents have stayed in the organization. From the results, 52% had worked in the organization between 6-10 years, 26% had worked for organization between 1 month and 5 years and 22% indicated over 10 years. These results show that, there is low staff turnover in the five selected family NGOs in Nairobi City County.

1.11.3. Study Variables
The study sought to investigate managerial challenges facing family welfare support non-governmental organizations' performance in Nairobi City County. Four study variables guided the study ranging from knowledge and skills in management, Networking, Financial availability and Communication. It was important to find out if significant differences existed between five different organizations FIDA, UNICEF, UNHCR, Windle Trust Kenya and World Vision regarding their perception of the appropriateness of the methods used. A T-test was therefore conducted with the aim of testing hypothesis. The following specific objectives were used to construct the hypothesis.
   a) To examine how managerial knowledge and skills affect the performance of family welfare NGOs in Nairobi City County.
   b) To establish how organizational networking influence the performance of family welfare support NGOs in Nairobi City County.
   c) To establish how financial resources, affect the performance of family Welfare NGOs in Nairobi City County.
   d) To investigate how organizational communication affects performance of family Welfare NGOs in Nairobi City County.

1.11.4. Knowledge and Skills in Management

Statement	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Knowledge and skills promotes efficiency and effectiveness	27	54%	20	40%	3	6%	0	0%	0	0%
Family NGOs in Nairobi lack enough skilled workers	0	0%	1	2%	2	4%	28	56%	19	38%
The absence of good legal and regulatory frameworks in family NGOs is as a result of the lack of knowledge and skills from the leadership	10	20%	18	36%	3	6%	10	20%	9	18%
Lack of knowledge of good governance in family welfare support NGOs hinder their legal recognition on their nonprofit status	27	54%	23	46%	0	0%	0	0%	0	0%
Weak governance structures in family welfare NGOs places them at a risk of non-continuity	11	22%	18	36%	2	4%	14	28%	5	10%

Table 3: Knowledge, skills in management of Family Welfare NGOs
Source: Researcher, 2017

Respondents were asked to rate their level of agreement on various aspects of knowledge and skills and their effect on management of the family welfare support NGOs' performance. Items were measured on a five-point Likert- Type scale and the response were as follows on Knowledge and skills promotes efficiency and effectiveness 54% strongly agreed while 40% agreed, 6% neither agree nor disagree and none disagreed or strongly disagreed; second question was if NGOs Family in Nairobi lack enough skilled workers 2% agreed, 4% neither agree nor disagree and 56% disagreed while 38% strongly disagreed;
Third question asked was if the absence of good legal and regulatory frameworks in family NGOs is as a result of the lack of knowledge and skills from the leadership 20% strongly agreed, 36 % agreed, 6% neither agree nor disagree and 20% disagreed while 18% strongly disagreed, fourth question asked was if lack of knowledge of good governance in family welfare support NGOs hinder their legal recognition on their nonprofit status 54% strongly agreed and 46 % agreed while none neither agree nor disagree, disagreed or strongly disagreed and lastly was if weak governance structures in family welfare NGOs places them at a risk of non-continuity 22% strongly agreed, 26% agreed, 4% were neither agree nor disagree and 28% disagreed while 10% as shown in table 4.6 above.
The research identified knowledge and skills in management as having contributed positively to the performance of the family welfare support NGOs'. The study findings are in agreement with Stankowska, (2014) who notes that governance is a decision-making process and their way of implementation. It's not only about making "correct" decisions but about the best possible process for making those decisions. Banaszak & Beckmann (2006) claims about a competent leadership, which should be able to motivate a group of people to act towards achieving a common goal; engage the group in worthwhile communication processes; provide direction; and be transparent and accountable. This resulted in a decrease in member commitment and poor financial performance, which is consistent with Fulton and Giannakas' (2007) findings. It was also noted that the mismanagement was due to two reasons: a lack of proper understanding of the financial transaction, due to limited skills, and/or the self-gratifying attitudes of the leaders.

1.11.5. Networking

Statement	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Networking in family welfare NGOs creates a mutual awareness of each other	30	60%	20	40%	0	0%	0	0%	0	0%
Networking and communication improves efficiency and effectiveness in family welfare NGOs.	27	54%	18	36%	2	4%	3	6%	0	0%
Lack of good networking creates a duplication of roles for family welfare NGOs in Nairobi County	10	20%	18	36%	3	6%	10	20%	9	18%
Lack of networking creates competition instead of consensus within family welfare NGOs in Nairobi County	27	54%	23	46%	0	0%	0	0%	0	0%
Networking in family welfare NGOs improves their coordination and cooperation.	18	36%	11	22%	2	4%	14	28%	5	10%

Table 4: The extent in which extent networking affects the success of family welfare NGOs
Source: Researcher, 2017

Respondents were required to indicate their level of agreement with various aspects on the extent networking affects the success of family welfare NGOs. Items were measured on a five point Likert- Type scale and the response were as follows on networking in family welfare NGOs creates a mutual awareness of each other 60% strongly agreed and 40% agreed; second question asked was if Networking and communication improves efficiency and effectiveness in family welfare NGOs 54% strongly agreed, 36% agreed , 4% neither agree nor disagree and 6% disagreed while none strongly disagreed; third question asked was if lack of good networking

creates a duplication of roles for family welfare NGOs in Nairobi County 20% strongly agreed, 36 % agreed, 6% neither agree nor disagree and 20% disagreed while 18% strongly disagreed, fourth question asked was if lack of networking creates competition instead of consensus within family welfare NGOs in Nairobi County 54% strongly agreed and 46 % agreed while none neither agree nor disagree, disagreed or strongly disagreed and fifth question was if Networking in family welfare NGOs improves their coordination and cooperation 36% strongly agreed, 22% agreed, 4% were neither agree nor disagree and 28% disagreed while 10% as shown in table 4.7 above.

These study findings were in agreement with other studies done before. Sayeed, Reichling and Wulf (2008), observe that NGOs and donor organizations are always interested in collaborating with each other as both their interests seem to be coherent and in line with each other and enables knowledge exchange and the mutual awareness of each other's competencies and activities. Perkin and Court (2005) indicate that structures that link individuals and organizations who share a common interest on a specific issue or a general set of values. When they work, networks are particularly good at fulfilling some key functions.

1.11.6. Financial Availability

Statement	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Funding is a threat to the sustainability of family welfare NGOs in Nairobi County	20	40%	20	40%	4	8%	6	12%	0	0%
Family welfare NGOs experience mismanagement of institutional infrastructure	25	50%	18	36%	2	4%	3	6%	2	4%
Donor funding is indispensable for the survival of family welfare NGOs	10	20%	18	36%	3	6%	10	20%	9	18%
Family welfare NGOs are purely dependent on donor funding	23	46%	27	54%	0	0%	0	0%	0	0%
Conditional funding given to family welfare NGOs by international donors hampers their effectiveness	18	36%	11	22%	2	4%	14	28%	5	10%

Table 5: The extent in which financial resources affects the success of family welfare NGOs
Source: Researcher, 2017

Respondents were required to indicate their level of agreement with various aspects on the extent in which financial resources affects the success of family welfare NGOs. Items were measured on a five-point Likert- Type scale and the response were as follows first question was if funding is a threat to the sustainability of family welfare NGOs in Nairobi City County. From the results, 40% strongly agreed and agreed, 8% neither agree nor disagree and 12% disagreed while none strongly disagreed. Second question asked was if family welfare NGOs experience mismanagement of institutional infrastructure 50% strongly agreed, 36% agreed, 4% neither agree nor disagree and 6% disagreed while 4% strongly disagreed. Third question asked was if donor funding is indispensable for the survival of family welfare NGOs 20% strongly agreed, 36 % agreed, 6% neither agree nor disagree and 20% disagreed while 18% strongly disagreed. Fourth question asked was if family welfare NGOs are purely dependent on donor funding 46% strongly agreed, 54 % agreed while none neither agree nor disagree, disagreed or strongly disagreed. Fifth question was if conditional funding given to family welfare NGOs by international donors hampers their effectiveness 36% strongly agreed, 22% agreed, 4% were neither agree nor disagree and 28% disagreed while 10% as shown in table 4.8 above. The study findings are in agreement with Kang'ethe and Manomano (2014) where they were of the view that corruption and its ramifications manifest itself in embezzlement of organizational funds, paying ghost workers, misuse of organizational facilities such as vehicles for one's personal benefit that seriously continue to undermine the productivity of organizations.

1.12. Communication

Statement	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Dialogue around international commitments by NGOs determine the financial success of family welfare NGOs in Nairobi County	20	40%	26	52%	2	4%	2	4%	0	0%
Communication ensures participation within communities in which family welfare NGOs are working	25	50%	23	46%	2	4%	0	0%	0	0%
Family welfare NGOs operate in an information-poor environment due to lack adequate support mechanisms and the poor information technological infrastructures	18	36%	12	24%	3	6%	10	20%	7	14%
Family welfare NGOs are unable to mobilize resources due to poor communication within Nairobi County.	0	0%	1	2%	2	4%	28	56%	19	38%
Poor communication by family welfare NGOs creates a lack of coherence and efficiency	18	36%	14	28%	2	4%	11	22%	5	10%

Table 6: The extent in which extent communication affects the success of family welfare NGOs

Source: Researcher, 2017

Respondents were required to indicate their level of agreement on various aspects to the extent in which communication affects the success of family welfare NGOs. Items were measured on a five-point Likert- Type scale and the response were as follows: - First question was if dialogue around international commitments by NGOs determine the financial success of family welfare NGOs in Nairobi County 40% strongly agreed, 52% agreed, 4% neither agree nor disagree and 4% disagreed while none strongly disagreed. Second question asked was if communication ensures participation within communities in which family welfare NGOs are working 50% strongly agreed, 46% agreed, 4% neither agree nor disagree and none disagreed while or strongly disagreed. Third question asked was if family welfare NGOs operate in an information-poor environment due to lack adequate support mechanisms and the poor information technological infrastructures, 36% strongly agreed, 24 % agreed, 6% neither agree nor disagree and 20% disagreed while 14% strongly disagreed. Fourth question asked was if Family welfare NGOs are unable to mobilize resources due to poor communication within Nairobi County 2% agreed, 4% neither agree nor disagree, disagreed or strongly disagreed and fifth question was if poor communication by family welfare NGOs creates a lack of coherence and efficiency 36% strongly agreed, 28% agreed, 4% were neither agree nor disagree and 22% disagreed while 10% as shown in table 6 above.

These findings concur with other studies carried out including a study by Dwyer, Schurr and Oh (1987), which indicates that communication underlies the effectiveness of coordinating exchange activities, developing strong relationships which results to improved performance in organizations. Hannagan (2008) further ascertains that communication is a key fact of everyday life and individuals spend a significant proportion of their time communicating, he observes that communication is a central element of the working role of managers. They spend much of their time attending meetings to strategize, giving and receiving information, discussing issues with colleagues and interacting is only made possible through communication. Another study by Adedokun (2010) observes that the critical role of the members living in the community cannot be ignored. He notes that development initiatives without effective communication between the NGO and local recipients will not succeed if the initiative is to be sustained. From these findings, it can be concluded that, communication is what makes organizations pass information about their inputs and results for the achievement of organizational objectives.

1.12.1. Hypothesis Testing
A T-test was therefore conducted with the aim of testing hypothesis.
H_0 There are no significant differences between knowledge and skills and performance of family welfare NGOs in Nairobi City County. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.2652 obtained. This was found (p=0.2652 >0.05). Therefore, the hypothesis is accepted. Therefore, there are no significant differences between knowledge and skills and performance of family welfare NGOs in Nairobi City County.
H_0 There is a significant difference between organizational networks and performance of family welfare NGOs in Nairobi City County. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.0032 obtained. This was found (p= 0.0032>0.05). Therefore, the hypothesis was rejected. Therefore, there are significant differences between organizational networks and performance of family welfare NGOs in Nairobi City County.
H_0There is no significant difference between financial resources and performance of family welfare NGOs in Nairobi City County. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.0366 obtained. This was found (p= 0.366>0.05). Therefore, the hypothesis was accepted. Therefore, there are no significant differences between financial resources and performance of family welfare NGOs in Nairobi City County.
H_0There is significant differences between organizational communication and performance of family welfare NGOs in Nairobi City County. To determine whether these differences were significant, T-test was employed at the 0.05 level of significance and a calculated P value of 0.2277 obtained. This was found (p= 0.2277>0.05). Therefore, the hypothesis is accepted. Therefore, there are significant differences between organizational communication and performance of family welfare NGOs in Nairobi City County.

2. Conclusion
Good governance is fundamental to accountability and transparency. Most of NGOs mismanage their resources, quite often with the involvement and encouragement of their Boards that "eat" their NGOs resources. Local NGOs are expressing difficulty in finding sufficient, appropriate and continuous funding for their work. They find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and NGOs that control access to donor funds. They have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. There is a lack of financial, project and organizational sustainability.
Most of the NGOs have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time. Poor Networking is identified as a major challenge. It is the cause of duplication of efforts, conflicting strategies at community level, a lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development. Negative competition for resources also undermines the reputation of the sector and the effectiveness of NGO activities at community level. As a result, there is a great deal of suspicion among NGOs, secrecy and lack of transparency. Many NGOs, large and small, intervene at community level without any community mapping and implement projects without due regard.

3. Recommendations

The study had the following recommendations;
The study recommends that the management of NGOs should emphasize on staff track record in governance and financial management, Management of NGO should facilitate regular training to NGO management, staff and the governing board in areas of governance and financial management on a regular basis with staff appraisal and evaluation carried out yearly.
On the same note the study recommends that NGO board members be appointed on the basis of skills they possess commensurate with the business of the NGOs and, also, a hybrid mix of skills such as legal skills, technical skills, community engagement skills, management skills, accounting skills and fundraising skills should be represented on the governing board.
The study recommends that NGO should embrace international and Local Networking, this will provide opportunities for mutual learning, identifying appropriate development initiatives, generating learning resources, improving coordination and cooperation with county and national government, harmonizing approaches to development, and pursuing effective local advocacy.
The study recommends also that NGO should embrace regional networks in order to have opportunities to share research, approaches, resources, capacity and work with corporate organizations.
The study recommends that NGOs that dependent on external funding for sustained existence should continue to pursue increasingly its own sources of funding and should have dedicated professional fundraising human resource capacity.
The study also recommended that NGOs should set the development agenda by linking their core business to one or more of the United Nations' Millennium Development Goals. In this way, the business of the NGO will remain relevant to the socio-economic context of the country and the globe, and the NGO will be able to attract funding which in turn will impact on its continued existence.
The study recommends that management of NGOs should recognize that communication within the sector is paramount for smooth operations of the organization. NGOs management should ensure that their organization has reliable email and internet connections. The study also recommends management of NGO should have a communication plan or procedure this can be a great asset for improving the functioning of the organization. Similar strategies for effective communication by different units of the organization can aid in the overall effectiveness of the functioning of the organization. Receiving right amount of information through two-way communication, having a good communication flow through appropriate channels of communication, and receiving personal feedback can aid in higher satisfaction in communication. It is also recommended that NGOs' management could emphasize using clear and consistent information to improve the internal communication process that currently exists in their organizations.

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