CHALLENGES OF STAKEHOLDER MANAGEMENT IN IMPLEMENTATION OF SONDU MIRIU HYDRO-ELECTRIC POWER PROJECT IN KENYA

BY

ABIERO OTIENO ALFRED

A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE,

SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2010

DECLARATION

This project is my original work and has not been submitted for award of a degree in any other university.

Signed…………………………… …   Date ……………………………..

ABIERO OTIENO ALFRED   D66/70352/2008

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

Signed ………………………………. Date …………………………………

Dr. Z. B. AWINO, PhD

Lecturer,

School of Business

University of Nairobi

DEDICATION

To my loving and caring wife Josephine Achieng Abiero, to my children Tina, Mavo, Eddie and Mich, to my parents Joram Abiero and Joice Oyoo Abiero who inculcated the virtues of hard work in me at an early age

ACKNOWLEDGEMENTS

ABSTRACT

Implementation of Projects, especially huge ones with various stakeholders have faced several challenges over the recent years. Some of the challenges include lack of process owner buy-in, lack of champion support, stringent demands or conditions from project sponsors, lack of support from surrounding community, resistance to change, cultural barriers and at times language barrier among others. The importance of Stakeholder management is to support an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders. Management of stakeholder expectations and agreed objectives is crucial to overall project success.

This study sought to establish challenges of stakeholder management in the implementation of Sondu Miriu Hydro Power Project in Nyanza province, Kenya. The objectives of the study were to establish the extent to which the surrounding community's degree of expectations and that of other stakeholders on the project is a challenge to its planned implementation, to evaluate the impact of resistance to change by local residents on the strategic achievement of the project and to assess the benefits if any of stakeholder participation both to the project and stakeholders.

The study captured six stakeholder groups thus; the surrounding community, members of the Technical Committee (TC), staff employed by the project, Civil Society Organizations (CBOs/NGOs), the Provincial Administration and Contracted Partners. The research targeted all the stakeholders without concentrating on those affected by relocation. As a result, the data captured covered those who were relocated and those who were affected one way or another, but were not relocated. The analyses show that the majority (up to 90%) of those relocated by the project were satisfied with the relocation process hence implying that dissatisfaction could have resulted from other sources other than relocation. Majority of the respondents indicated that they had been stakeholders in the project for over 5 years implying that the interviewees had a very good understanding of the project. Their responses can therefore be used for analysis without the fear of little knowledge on the subject matters.

The study shows that the surrounding community's degree of expectations and that of other stakeholders on the project is a challenge to its planned implementation. All respondents were aware of resistance to implementation of the project, and all were unanimous that the issues that led to the resistance were those raised by the surrounding community. The study has established that the best approach from addressing complaints that may have been raised was incorporation of the local community and other stakeholders into the project implementation. Being participants in the implementation makes the community's expectations more realistic in addition to being aware of the capacity and limitation of the project implementers in addressing some of their demands.

KEY WORDS: **CHALLENGES, STAKEHOLDER, IMPLEMENTATION, SONDU MIRIU, HYDRO POWER PROJECT**

TABLE OF CONTENTS

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF RESULTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

KenGen: Kenya Electricity Generating Company Limited

TC: Technical Committee

CSO: Civil Society Organization

CBO: Community Based Organization

NGO: Non Governmental Organization

CHAPTER ONE
INTRODUCTION

1.1   Background of the Study

Implementation of Projects, especially huge ones with various stakeholders have faced several challenges over the recent years. Some of the challenges include lack of process owner buy-in, lack of champion support, stringent demands or conditions from project sponsors, lack of support from surrounding community, resistance to change, cultural barriers and at times language barrier among others.

The major problem, managers, face in managing change, is the tendency towards inertia and resistance to change; people will tend to hold on existing ways of doing things (Johnson et al, 2008). Organizations have to devise strategies that assure of seamless implementation of projects. Pearce and Robinson (2007) contribute that in defining or redefining the company mission, strategic managers must recognize the legitimate rights of claimants. These include not only the stockholders but also outsiders affected by the firm's actions. Such outsiders commonly include customers, suppliers, governments, unions, competitors, local communities and the general public.

According to Llewellyn (2009), the importance of Stakeholder management is to support an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders. Management of stakeholder expectations and agreed objectives is crucial to overall project success.

Some of the common processes in stakeholder management include: Stakeholder identification, Stakeholder analysis, Stakeholder matrix, Stakeholder engagement and communication information.

Kenya Electricity Generating Company who is the implementer of Sondu Miriu recognized the need to engage stakeholders at the onset of the project but still encounters challenges in the course of implementation. Ideally, every stakeholder needs to be consulted prior to formulation and implementation of a strategy which potentially changes the work environment and relations with the external beneficiaries.

In this study, the intent is focused on challenges of stakeholder participation in the implementation of the Sondu-Miriu Hydro-electric Power Project in Nyanza province from the perspective of strategic change management. The proceeding expositions elucidate the essential background information regarding strategy implementation, strategic change management and the Sondu Miriu background.

1.1.1 Challenges facing Strategy Implementation

According to Lewin and Volberda (1999), strategic decisions concern with the way the company chooses to match its resources with the environmental requirements through an evolutionary process in order to achieve its long term objectives. To resolve this adaptation problem demands that an organization implements courses of action which are of multidimensional impact. These dimensions include time (short and long term), space (local, national, regional, global) and matter (products and/or services offered). Additionally, it is necessary to satisfy certain essential microeconomic imperatives in order to be competitive such as economies of scale, scope and growth. Moreover, the firm must take into account macroeconomic factors like strength of the economy, inflation, interest rate, political, regulatory framework and socio-cultural variables. In ultimate cases of failed monitoring and subsequent control of environmental factors, the resultant turbulence forms a basis to declining competitive clout. Hence, the actions implemented by management towards attainment of corporate strategies are essential in ultimate determination of an organization's future (Simon, 1996).

Strategy implementation according to Pearce and Robinson (2007) is the process through which strategy is translated into functional and operational targets. This is supported by Kotter & Best (1996) when they state that implementation addresses; Who, Where, When and How, and it is thus the tactic that drives the strategy of the company.

The real challenge in strategic process rests with turning tactic into a strategy for the company and doing this requires effective implementation. Implementation involves activities that effectively put the plan to work and the adopted tactics drive the strategy of the company. Strategy implementation is likely to be successful when congruence is achieved between several elements crucial to this process.

This may be grouped into two groups of structure and process elements. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures. The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself (Kotter and Best 1996). Chandler (1992) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.

1.1.2 Strategic Change Management

According to Nickols (2000), strategic change management has at least three basic definitions, which include: the task of change management, which refers to the task of managing change in a planned and managed fashion; an area of professional practice where experts profess to specialize in managing change on behalf of clients; and a body of knowledge, which consists of models, methods and techniques, tools, skills and other forms of knowledge that go into making up a practice. Hiatt and Creasey (2002), state that change management evolved as a result of the convergence of two predominant fields of thought, namely an engineer's approach to improving business performance and a psychologist's approach to managing the human side of change. On the other hand, McKee (1998) provides an interesting insight into change management by reflecting on the difference between change and transition. He states that changes are successfully made by organizations, but they fail in the process of transition. Strategic change is physical, like moving from point A to point B, but transition is a psychological process that people need to go through to come to terms with the new situation and this takes time. Transition starts with an ending.

By breaking change down into discrete time periods or phases, change leaders can adapt their strategies and techniques based on the unique attributes of that phase. There are four stages in the process that forms the foundation of successful strategic change management. First is creating a sense of urgency. Change in an organization does not happen in a vacuum. If nothing happened to disturb organizational life, change would be very slow and perhaps, merely accidental (Senior, 1997). Establishing a sense of urgency is crucial to gaining the needed co-operation to bring about change.

The second stage is building a strong guiding coalition. Because major change is so difficult to accomplish, a powerful force is required to sustain the process (Kotter, 2000). A strong guiding coalition is always needed - one with the right composition, level of trust and shared objectives. The kind of leadership that needs to be present with major change efforts is transformational leadership. This is where leaders are agents of change (McShane and Von Glinlow, 2000). These leaders develop a vision for the organization, inspire and collectively bond the employees to that vision and gives them a ''can do'' attitude that makes the vision achievable. Transformational leaders energize and direct employees to a new set of corporate values and behaviors.

The third stage involves formulating a vision and strategy. Without a compelling purpose, organizations' operations are fairly haphazard experience, being easily swayed by the latest fad, temporary pressure or the most recent advice on what others think of doing. A clear vision and purpose pulls effort toward the future. According to Nickols (2000), at the heart of strategic change management, lies the change problem. That is, for some future state to be realized some current state needs to be left behind and some structured, organized process for getting from one to the other needs to exist. The vision is the bridge between the current and future states and is the force behind transformations. The vision should include the rationale, benefits and personal ramifications of the suggested change.

Fourth is implementing the change by communicating the vision. Managers must be clear in their communications and a formal communications plan is very helpful during a change initiative. Communication competes with ''share of mind'' with many other communications. Weak communications exist, when senior and middle managers do not confer with supervisors or employees about the intended changes (Kendall, 2003). Communication needs to be assessed by looking at the why, what, how, and when of communicating during the planning and implementation phases of change.

When implementing change, Kotter (2000) advises that a vision for change needs to be communicated to gain the understanding and commitment from the affected people during the change process. Schuler (2003) recommends clear, simple, memorable, often repeated, consistent communication from multiple sources, modeled by executive behaviour.

1.1.3 Stakeholder Participation

The stakeholder approach was first introduced into the management theory as an answer for dissatisfaction with the unilateral financial criteria of effectiveness. According to Freeman (1994), the main assumption of the stakeholder participation is that an organization's effectiveness is measured by its ability to satisfy not only the shareholders, but also those agents who have a stake in the organization. Despite this proposition, stakeholder participation still remains vague because it does not explain thoroughly the complexity of the relationships between an organization and the people, groups and other organizations from its environment (Ruf et al., 2001). Donaldson and Preston (1995) shed light on this impasse by suggesting that in order to be fully accepted as a theory, the stakeholder participation has to describe how stakeholders interact with the focal organization; establish a framework for examining the connections, if any, between the practice of stakeholder management and the achievement of various corporate performance goals; and define how the organization needs to deal with its stakeholders in fair and honest relationships.

Freeman (1994) offered a grid for mapping the organization's stakeholders based on the categories of power and interest, that is, claimant and influencer. In this model, one dimension relates to the diversity of interests that attracts an external agent to the organization and makes it a stakeholder. The other dimension relates to the power that some agents have to influence an organization's behavior and performance. For the interest dimension, he suggested three categories, namely equity, economic and 'influencer' interest. On the power dimension, he suggested that there are external agents that have power over the organization and defined them into three categories: formal, economic, and political power. Contributing with a general stakeholder identification theory, Mitchell et al. (1997) proposed a model based on three dimensions: the stakeholder's power to influence the firm, the legitimacy of the stakeholder's relationship with the firm, and the urgency of the stakeholder's claim on the firm. While certain stakeholders may demand or be invited to participate in the planning process, some may not be a direct part of the strategic planning process.

Stakeholder participation is at the centre of contemporary project development discourse (Michener, 1998). White (2000) writes that no respectable project can be funded without provision for participation, while Gardner and Lewis (2001) state that participation has now become so ever-present in development cycles as to be often virtually without meaning. It may be argued that participation as a concept may be as old as democracy itself. However, in project development, it began emerging in the 1960-70s in the ideas of Rahman (1995). Leal and Opp (2005) argue that development can only be achieved when humans are 'beings for themselves', when they possess their own decision-making powers, free of oppressive and dehumanizing circumstances; it is the struggle to be more fully human.

From the 1990s to the current era, Hickey and Mohan (2004) find that a more institutional approach to participation has appeared, with initiatives such as participatory budgeting and participatory assessments. It is argued that such planner-centered participation is more about an efficient mechanism for delivering a development project and reducing cost, rather than a genuine understanding of a community's needs. According to Mosse (2001), it is difficult to find a clear interpretation of what community participation actually is. He sees it as a process by which people, especially disadvantaged people, influence decisions that affect them. The World Bank (1994) states that as participation increases, vital information not in the public domain becomes available and the voices of interested parties can help make governments and other project-implementing institutions more accountable.

Arnstein (2001) associates citizen participation with citizen power and control as the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future. In accordance with Alexander (2005) explanation, participation is "inherently good" and that it brings people together in creating and making decisions about their environment. Since people are actively involved in the process, he argues that participation helps promote sense of ownership and control among the people.

One criticism of stakeholder participation is that it can be a top-down notion imposed by the organization implementing the project (Michener, 1998). Hildyard et al (2001) provide an example of a participatory project in south India, where village women were given World Bank loans to buy a dairy cow on the condition that the women attended a dairy management course.

However, 90% of the women did not use the money for cows. When questioned by the staff, the women showed a relative or friend's cow to prove they had bought one. In answer to the World Bank's questions, the women answered "you did not ask us if we wanted dairy animals" or "I would rather have a loan to start a tea business" (Hildyard et al., 2001). Similarly, Michener (1998) analyzed a Save the Children Fund (SCF) education programme in Burkina Faso. It was intended to be participatory, but the SCF schools were modeled after an experimental SCF project in Mali, which was adopted from one developed in Bangladesh. The project wanted people to be involved in their own upliftment, but took a blueprint devised in another context. The plan was to form a school management committee in the villages where schools had been implemented, but he found that in two out of three of the villages, the committee was not functional. Cleaver (2001) tells a similar story of Zimbabwean aid committees formed to fulfill donor needs, but which never resolved issues. For Cleaver, this emphasis of institutions in participation is ironic, as the concept was originally meant to overcome the shortfalls of state bureaucracies.

Another challenge to participation is that even if stakeholders want to participate in a development project, they may simply lack the skills, resources or time (Brett, 2003). White (2000) illustrates the dilemma that even if a community is participatory, any achievements may simply be curtailed by the community's context. Cleaver (2001) provides an example of Sando village in Zimbabwe which had problems gaining access to water. The villagers had built their own school, established income-generating clubs and were in every sense creative and resilient. Yet they could not get their borehole to function or ensure other water supplies because of their location deep in the forest, with a water table more 100m below the ground, and with no resources to influence the local politicians. The villagers established the Windmill Fund to purchase a windmill pump and set up a system of collection of money from households but were unable to raise enough money. Several years after initiating the fund, they were still forced to travel 10km to use a borehole (Cleaver 2001).

1.1.4 Energy Sector in Kenya

Kenya as a country is not endowed with fossil fuel and for industrial growth it relies mainly on hydro power which currently accounts for 70% however with cyclic droughts every ten years more attention is now shifting towards geothermal resources where Kenya has huge potential estimated at 7000MW. Interconnectivity with neighboring countries is also being pursued. Currently maximum county demand stands at 1120 MW against installed capacity of 1180 MW. Demand is increasing very fast and almost outstripping supply. There is need to build more power stations. KenGen is the leading power generator with 80% of total national power output.

1.1.5 Sondu Miriu Hydro-Electric Power Project

The Sondu-Miriu hydropower project is the largest single development project undertaken by the Kenya government in the Nyanza province. With such a high profile project, the community expectations were extremely high, particularly because there has not been any large project within the surrounding community. According to JICA study, the economical development of western Kenya – particularly Nyanza province where Sondu-Miriu is located, is comparatively backward in comparison to the rest of Kenya. In the government study of 2003 Vol.1 of the Geographical Dimensions of well being in Kenya, Nyanza province has 60 – 70% population below the poverty line. In particular, the Nyakach rural community where Sondu-Miriu is located was rated at 63% below the poverty line – compare this to 25% for Kiambu district next to Nairobi city.

 The project acquired a total of 529 acres of land comprising of 1253 households affected either completely or partially. According to a survey Most of the people (92%) preferred cash compensation. This was done through a questionnaire involving 214 land owners. Therefore all of them were compensated with a negotiated full market value of their land and all the developments on their land. An incentive of 22.5% of the land value was also paid to all those displaced at both the intake and base camp areas
For the funding requirements, and in tandem with government of Kenya needs, the soft loan from government of Japan was split into two. Phase 1 loan was released in 1997 while phase 2

loan was expected by year 2000. Phase 1 civil works contract of four years duration commenced in March 1999 and was due for completion in March 2003.

The tendering for the four phase 2 contracts commenced in 1999 and culminated with contract signing in October 2000. The commencement of the contracts, however, was subject to the release of phase 2 loan by government of Japan. These four contracts were to interface with the first civil works contractor who was supposed to cater for all general civil works needs like roads, camp and office maintenance.

Within six months of commencement, issues on employment, land compensation and corruption were emerging from the community. After one year of the commencement of the civil works, by February 2000, the community expectations were not entirely realized and the first group questioning the project activities was formed as an NGO called "Sondu-Miriu River Community Advocacy Group". This group claimed to champion the interests of the river which was to be interfered with by the project. With the opening up of the earth for the many access roads – to the intake 15km, penstock area 4km, the base camp houses and office buildings, a second NGO called "Vumbi 2000"was formed in August 2000. This NGO claimed to champion the environmental issues caused by the dust (Vumbi) which the project was generating. By October 2000 yet a third group by the name "Sondu-Miriu Community Monitoring Committee" had been formed. The first complaint letter was written to the executing agent (KenGen) in November 1999 and such complains continued through to the year 2000. By the time the four phase 2 contracts were signed in October 2000, the local NGOs like Africa Water Network (AWN) and advocacy groups had teamed up with other international NGOs like; International Rivers Network (USA), Mekong Watch and Friends of the Earth (Japan). On December 11th 2000 AWN, Sondu-Miriu Community Advocacy Group with support of others wrote a letter of protest to Government of Japan.

By December 2000 no word had come from the financier about the release of phase 2 funds and it was clear to KenGen that no funds would be released until all the dissenting voices had been satisfactorily managed. KenGen held two stakeholders' forums to map out the way forward and how to deal with all the complaints raised. However, even after all the stakeholders concerns had been investigated by the Technical Committee and mitigated by KenGen, other extraneous factors compounded the release of phase 2 loan which delayed for four and half years up to

February 2004. This caused the projects costs to escalate significantly. The Phase 2 works eventually commenced in October 2004.

1.2   Statement of the Problem

Kaza (1988) portrays the need for stakeholder involvement in project implementation. He suggests that with involvement comes understanding, with understanding comes public support and commitment. That is, participation by parties with a stake in the resource not only increases the level of understanding and support, but also reduces potential conflicts and the need for heavy enforcement.

With respect to achieving efficiency in project planning and management, Oketch (2007) used data from National Aids Strategy in Kenya to emphasize the significance of holistic involvement of all stakeholders such as volunteers, community leadership, social organizations and government agencies in collectively determining approaches to derail the scourge's spread and associated stigma. Further to this, Oroni (2008) investigated why most community-based projects collapse prior to goal-attainment using a case of West Karachuonyo in Nyanza province. In his findings, 65% of the projects were initiated and monitored by partners while the community beneficiaries had little knowledge on how they were conceptualized. When it came to transfer phase, they hardly survived due to dearth of expertise and funding.

In addition, Moore (2008) studied the underlying reasons attached to timely completions of projects and established that collaboration between key stakeholders played a significant role. In projects where decision making had a backing of every partner, implementation phase hardly exceeded the allocated timing by 16%.

Whereas previous studies have emphasized on the importance of stakeholder involvement, no single known study has been undertaken in the area of challenges of stakeholder involvement from a strategic change management viewpoint. Hence one major gap that has been identified is the lack of linkage between challenges facing strategy implementation and stakeholder participation from a strategic management perspective.

In this particular study, intent will be to analyze the key challenges of stakeholder participation that implementers of Sondu Miriu Power Project face. The study's framework will be designed to address key questions such as: to what extent is expectation from surrounding community and that of other stakeholders influencing project implementation? How does resistance to change hinder implementation plan? What are the benefits, if any of stakeholder participation to the project or stakeholders?

In a nutshell the study will seek to answer the question: What challenges are facing the implementation of Sondu Miriu with respect to Stakeholders participation from a strategic change management perspective?

1.3   Objectives of the Study

The study's purpose is to analyze the significant challenges that face implementation of the Sondu Miriu Hydro-Electric Project from a strategic change management perspective of the stakeholder participation.

Specifically, the study intends to:

(i) Establish the extent to which the surrounding community's degree of expectations and that of other stakeholders on the project is a challenge to its planned implementation.

(ii) Evaluate the impact of resistance to change by local residents on the strategic achievement of the project.

(iii) Assess the benefits if any of stakeholder participation both to the project and stakeholders

1.4   Value of the Study

Whereas many organizations are now used to forming internal cross-functional teams to drive projects, the case of Sondu Miriu is unique as a Technical Committee was formed to act as a "bridge" between project implementers and all other stakeholders including the local community. The close participation of all stakeholders turned what at one time appeared abandoned into a success story and the model is worthy replication by other project sponsors right from inception.

It is important for communities to "own" projects in their localities so as to be able to appreciate the existence of these projects in their midst. This helps create positive image of the projects and the project implementers amongst the communities that they serve. This is because huge resources are committed by government, Non-governmental Organizations (NGOs) and other agencies in these projects. Findings from this study will be indispensable to key stakeholders in project development such as Kenyan government and relevant departments, funding agencies and the general public. The government agencies will benefit from realization of the key success strategies that apply in initiating and sustaining public utilities within poverty-stricken community contexts. The funding agency will use the inferences to determine the best approach in buttressing their project goals by shoving aside negative pressures from people directly affected by the initiatives. Finally, the general public will benefit from the raised awareness on broad-based incorporation of stakeholder interests in building synergy for project development.

Organizations implementing projects will need to draw from the Sondu Miriu case whereby it was more of the people (social and environmental) side of change that slowed down implementation as opposed to technical challenges and this can be used to put in place policies that ensure synergy in project implementation between internal processes and the external environment.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter deals with the pertinent literature that exists on the study area. The entire set of the literature is divided into two: theoretical and empirical. While the theoretical literature encompasses tested theories and academic views of different authors, the empirical literature focuses on what has already been done in the research area together with what was found and recommended.

2.2 Theories and concepts of strategy implementation, strategic change management and stakeholder participation

This subsection of the literature review dwells on academic expositions and tested theories as presented by different authors regarding strategy implementation, strategic change management and stakeholder participation. It is on this basis that the study's theoretical framework is determined which in turn serves as a feeder idea-guide to the study's conceptual framework.

2.2.1 Strategy Implementation

Lawler and Mohrman (2000) argue that organizations successful at strategy implementation effectively manage six key supporting factors which include action planning, organization structure, human resources, the annual business plan, monitoring and control and linkage. First, organizations successful at implementing strategy develop detailed action plans, which are chronological lists of action steps (tactics) which add the necessary detail to their strategies, and assign responsibility to a specific individual for accomplishing each of those action steps. Also, they set a due date and estimate the resources required to accomplish each of their action steps.

Thus they translate their broad strategy statement into a number of specific work assignments. Next, those successful give thought to their organizational structure. They ask if their intended strategy fits their current structure. Becker, Huselid and Ulrich (2001) suggest that consideration of the human resource factor in making strategies happen is another essential element. They realize that the human resource issue is really a two part factor and its consideration requires that management think about the organization's communication needs. They articulate the strategies so that those charged with developing the corresponding action steps (tactics) fully understand the strategy they're to implement. Moreover, managers successful at implementation are aware of the effects each new strategy will have on their human resource needs. These organizations are aware of their need to fund their intended strategies. And they begin to think about that necessary financial commitment early in the planning process. They "ballpark" the financial requirements when they first develop their strategy. Later when developing their action plans, they "firm up" that commitment. That way, they link their strategic plan to their annual business plan and their budget, and they eliminate the surprises they might otherwise receive at budgeting time.

Monitoring and controlling the plan includes a periodic look to see if implementers are on course. It also includes consideration of options to get a strategy once derailed back on track. Some of the options include changing the schedule, changing the action steps (tactics), changing the strategy or changing the objective.

According to Walker and Reif (1999), there is evidence to suggest that Human Resource is moving fast enough or getting involved deeply enough in the organizational change aspects of its role. Clearly, this has strategy implementation implications, especially when strategy shifts. When strategies change, organizations have to change, and when organizations have to change, people are making those changes. Lawler and Mohrman (2000) claim that the HR functions should be positioned and designed as a strategic business partner that participates in strategy implementation. Beer and Eisenstat (2000) found out that people involvement is one of the key steps that every organization needs to take in delivering on its strategy, no matter the size of the organization, the content of its strategy, or how sweeping its aims.

Galpin (1998) takes the position that what really makes the difference between successful and unsuccessful strategy deployment is the way management motivates and educates its people to act on a business strategy.

2.2.2 Strategic Change Management

Strategic change management has been defined as the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran and Brightman, 2001). According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required to getting there. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Burnes, 2004). Due to the importance of organizational change, its management is becoming a highly required managerial skill (Senior, 2002). Graetz (2000) goes as far as suggesting that against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change.

To thrive in the chaotic business world, organizations must embrace strategies that have been developed to successfully manage change. The theory and practice of organizational change contains elements of both behaviorist and cognitive learning theories (Zajac and Kraatz, 2003). An investigation into strategic change within an organizational setting, by Zajac and Kraatz (2003) reveals a three-stage process of unfreezing, change and refreezing. Unfreezing is the first stage of the change process and consist of unlearning past behavior.

The second stage of the change process consists of incorporating new behaviors into organizational processes. Behavior and ideas that are embedded in the corporate culture must be replaced. Redirecting people's attention is an essential part of change. The development of skills to enable people to do things differently is required. Training must be provided to insure that employees understand their roles in making change happen. Processes and people must be

aligned to support change. Skills and competencies to enable people to do things differently must be developed. Employees must understand the dynamics of the change process and also the functional requirements of the job. New rules and policies that reinforce the desired ways of operating must be created and documented. Old customs and norms that reinforce the old ways of doing things must be replaced with norms that reinforce the new ways. For instance, if the organization is developing teams and moving away from functional departments, then team work across departmental boundaries should be emphasized. Rewards should be specific to the change goals that have been set (Zajac and Kraatz, 2003).

Refreezing is the final stage of the change process. It is comprised of reinforcing and measuring behavior change. After the training requirements are defined, the reward system, reporting relationships and other systems can be designed to reinforce the new behavior. If the change process requires certain behaviors from employees, then performance appraisals, promotions and bonuses should be based on the desired performance outcomes. Creating objective measures for performance will demonstrate management's commitment to the change initiative (Zajac and Kraatz, 2003).

2.2.3 Stakeholder Participation

It is argued that compliance and involvement are interrelated phenomena, and that involvement contributes to compliance through the participation process (Jentoft et al., 1998). The authors further reveal that participation enhances compliance because stakeholders are more knowledgeable about, committed to and supportive of regulations if they had a say in the process. Participation also leads to increased legitimacy. If participants feel the process was fair and their inputs were used, it will ultimately enhance their compliance. In fact, it has been demonstrated that the perception of legitimacy is linked to the participants' views of the fairness of the process. Furthermore, participants who view the process as legitimate generally feel a strong obligation to comply with the results, even if the mandates contradict their self-interests (Sutinen and Kuperan, 1999). Clearly, an essential aspect of the participation process is that stakeholders view their involvement as meaningful and as making a difference (Pirk, 2002).

Meaningful participation occurs when people see that their contributions to the process have helped shape a decision. Such participation can be fostered by enhancing stakeholders' participation in the generation and application of information, providing opportunities to increase their sense of worth, and strengthening their ability to meet concerns and deal with changes throughout the process. Brody et al., (2003) suggest that information empowers the public to become involved in and make an impact on the planning process. Pomeroy (1995) maintains that only an empowered community can address both the need for economic development and the conservation of natural resources. In the end, resource conflicts may be diminished, access rights distributed more effectively, management initiatives better implemented, and resources better managed when stakeholders are more involved in management initiatives.

Besides the benefits of increased compliance and reduced conflict, stakeholders should be involved because they have rights, as well as useful knowledge about the natural and cultural environment. Utilizing local knowledge increases the likelihood that a proposed site will cater to the needs of the people relying most on the resources being protected and helps ensure that issues are identified and addressed before a site becomes established. Such an approach builds a sense of ownership over the proposal and fosters an appreciation for the habitat or ecosystem being protected (Salm et al., 2000). In many instances, the result is long-term protection based on partnerships between resource users and administrative officials. By actively participating, stakeholders are more likely to acknowledge the benefits of a protected area, take credit for the designation, and support and enforce the regulations they establish (Brody et al., 2003).

It is important to acknowledge that while stakeholder involvement can help establish protection that accommodates the interests of those with a stake in the resources, it will not always lead to strict levels of protection or successful resource management (Brody 1998). Potential issues with stakeholder involvement may include delays in decision making, increased expenses, tension among stakeholder groups, and lack of consensus. Participatory processes are complicated by a number of context and capacity- based factors that may lead to delays in decision making. Furthermore, mandatory actions are multidisciplinary in nature, requiring diverse interests to be involved. This may mean that conflict management is necessary to overcome tension among stakeholder groups. The complexity of these processes is also influenced by the level of

involvement or role of stakeholders in decision making. It may be a challenge to hear from all stakeholders and deal with the amount of input received, as well as divergent opinions expressed.

2.3   Empirical studies and knowledge gaps

In this part of review, various studies in the three main areas of study are summarized in the perspectives of their findings and recommendations made. As much as possible, the reviews cover both the international and national levels for wider understanding and establishing relationships.

Stripped of all technicalities, strategy implementation in most organizations is the problem of a widening gap between intentions and results. Honadle (2007) tried to identify the problem associated with strategy implementation as that of social carpenters and masons who fail to build to specifications and thus distort the beautiful blue print. Here he was equating strategy with a building plan. He showed the importance that is attached to strategy implementation and those that are responsible for implementing these strategies. Also, he shows that no matter how beautiful the blueprint of a programme is, a defective implementation of it will make nonsense of the whole programme.

As established by Egonmwan (2001), implementation of strategy often turns out to be the graveyard where the intentions of the designer of strategies are often undermined by a constellation of powerful forces of politics and administration in cooperation with people. Little attention is paid to the subject of strategy implementation by decision makers while it is often taken for granted that once a strategy is adopted it must be implemented and the desired goals achieved. The lapse has often resulted in poor strategy implementation, which, in effect, gives rise to implementation gap. There is strategy failure when there is a sizeable gap between a decision and its implementation. Implementation gap thus manifests in the widening of the distance between stated strategy goals and the realization of such planned goals (Egonmwan, 2001).

Egonmwan (2001) investigated deeper into causes of the implementation gap, which included nature of strategy itself, the strategy makers, or the environment in which the strategy has been made. Implementation gap can arise from the strategy itself when such a strategy emanates from

management rather than from the target groups. By this, it means that planning is top-down. And, by implication, the target beneficiaries are not allowed to contribute to the formulation of the strategies that affect their lives. This is usually what happens in most organizations as it happened in the case of the Better Life Programme (BLP) and the Family Support Programme (FSP) in Nigeria. Apart from the ego problem which sometimes culminates in lack of continuity, it should be noted that for strategies to be successful they should involve target groups and they should allow for participatory system, whereby strategy makers plan with the people rather than for the people in meeting their felt needs. Such participation will give the target groups a sense of belonging as well as get them committed to the successful implementation of the strategy. Unfortunately, however, studies carried out on BLP and FSP by Ogolo (2007) and Faleye (2009) revealed that the two programmes failed to take this important aspect of strategy implementation into consideration. Most of the time, the target beneficiaries were not involved at the planning stage. And this eventually resulted in implementation gap.

Another cause of implementation gap is the failure of the policy makers to take into consideration the social, political, economic and administrative variables when analyzing for strategy formulation. As found by Egonmwan (2001), a strategy-maker in a Muslim dominated community who formulates a strategy that offends against the tenets of Islam is likely to face implementation problems. Such a person has not considered the socio-cultural variable. The same is true of political and economic variables. A strategy that runs contrary to the manifesto of management may suffer at the implementation stage because it may lack support, both financial and administrative. Also, failure to take the economic variable into consideration may also spell doom to implementation. Lack of funds will only result in the inability of the strategy implementers to function, as they should. In essence, the strategy maker must be able to consider the environment – social, economic, political and cultural - in which he is formulating his strategies if he is to avoid implementation gap. Other serious problems are that of bribery and corruption which have contributed greatly to the failure of strategy implementation in developing countries Orewa (2007).

Findings from the Kenyan public sector by Omoke (2003) on 'why public strategies fail to realize expectations within destined time framework, "plan indiscipline" surfaces as key

challenge to strategy implementation. This occurs when originally planned projects are abandoned without convincing reasons thus resulting in distortion of original plan. Abandonment of projects also arose from ego tripping, change of regimes which resulted in lack of continuity.

The research on the relationship between strategic change and firm performance has revealed equivocal findings. Some studies have found that strategic change enhances performance (Zajac and Kraatz, 2003), while other studies have found that strategic change management reduces performance (Singh, et al., 2006). Still another set of studies has found either no relationship (Kelly and Amburgey, 2001) or mixed relationships (Smith and Grimm, 2002). These contradictory findings suggest that the relationship between strategic change management and firm performance may not be linear.

In a survey conducted by the American Management Association (AMA), managing change emerged as the most common problem facing organizations. The survey asked corporate managers to identify the biggest problem they face in their different business environments (Eileen, 2005). According to another survey of 1,450 managers in twelve global organizations, nearly 60 percent of the respondents said their competitive environment was in the midst of transformation. It was established that few managers possess the required operating skills to plan and implement change effectively, while many managers react to external demands with little conscious management of change and with little awareness that change is a continuous process (Beverley, 2006). In the area of planned change, managers are surprisingly inept, and too often failures are explained away as resistance to change. According to Kurt (2002) in a survey involving 500 executives, only half of the executives described their recent change efforts as successful. Employee resistance to change was cited by 76 percent of the respondents as the major derailing factor. For that reason, he concluded, organizational change has been an area of concern for management theorists as well as practitioners. While the goals could be well-defined, usually the change process is very much subjective and unpredictable.

D'Aprix (2006) found that the likely employee reactions to an announcement of major organizational change will be 15 percent angry; 40 percent fearful, skeptical, and distrustful; 30 percent uncertain but open; and 15 percent hopeful and energized. This means that 55 percent of the organization is against the change and 85 percent are not ready to wholeheartedly commit their energies to what needs to get done. In conclusion, he acknowledged that without employee

commitment the change will not happen. It all comes down to trust and direct, personalized communication early and often. Further, he cited that it is not that people cannot cope with changes to their working environment – it is the way in which these changes are communicated that cause resistance. In a similar argument, Marsh (2001) established that employees need to know what is expected of them, they need to believe that what they want and do are important.

Kimilu (2008) conducted a study concerning "causes of resistance in initiation of organizational change at the Kenya Wildlife Service (KWS), and found that change has an element of loss inherent in the process, and it is that loss that is often deeply felt by employees. The study addressed the emotional issues associated with change. The four emotional states experienced throughout the change process were expressed by employees in behaviors that are obstacles to the process of change. The first emotional state experienced during change was denial. He recommended that the unresolved fears about the change initiative needed to be addressed during planning phase. Fear and mistrust needed to be replaced by acceptance. The second emotional state was resistance to the change process. It was common for employees to begin to resist the change initiative. During this, employees attempt to slow down or derail the change initiative. He explained further that resistance was a natural reaction to change, and it could take many forms. The easiest form of resistance to recognize is those who loudly indicate their dissatisfaction with the changes taking place in the organization. These individuals refuse to acknowledge that a problem exists. Another common resistance is exhibited by individuals, who willingly embrace the change, but when they realize that it takes additional time and effort, they begin to undermine the change process.

The third emotional state encountered was exploration. If employees are unable to stop the changes from occurring, they begin to explore their new roles. Both individual roles as well as the overall role of the group are specifically defined in this stage. During the exploring stage, it is important that unresolved issues that continue to surface be addressed. Be alert for employees who remain angry about the change initiative. If trust has been created among the group, then peer influence can be used to encourage behavioral change. The final emotional state is commitment to the change initiative. Mutual commitment is established for the change effort. Obstacles have been removed and the focus is on successful implementation of the changes (Kimilu, 2008).

Callahan (2007), in a purposive study involving projects which had been implemented by participation, established that supporters of participatory processes claim that they contribute to improve social capital, promote democracy, reduce conflict, develop accountability and advance fairness and justice. In contrast, critics dismissed participation as inefficient, time-consuming, costly, politically naïve, unrealistic, disruptive and lacking broad representation (Dietz and Stern, 2008).

Stakeholder involvement advocates ascribe a host of positive normative attributes to the process (Renn and Schweitzer, 2009). Renn and Schweitzer (2009) unbundle the array of expectations associated with public involvement in environmental decision making and couple them to the normative rationale that supports them. The stakeholders' participation processes have the potential of integrating expert science with non expert, locally based knowledge, especially when contingent valuation and public values are concerned. Dietz and Stern (2008) found that participation provides a mechanism for obtaining the consent of the governed in more specific ways than are possible with elections and also have the side effect of reducing litigation and adversarial confrontations. Finally, a denser relationship with the public, based on consistent opportunities for meeting and sharing concerns, is likely to build trust and credibility to facilitate policy implementation and revision processes.

When integrated in a formal decision making process, stakeholders' participation becomes a bureaucratic procedure and, as such, is exposed to a number of drawbacks. Newing and Frish, (2009) found that participation processes can be manipulated by the organizations that promote them. They can ignore the results of the process or guide the selection process to reach a predetermined outcome. In addition, participatory processes can be initiated simply to meet administrative requirements, to symbolically appease interested citizens and groups, and to deter litigation. The processes can backfire by exacerbating differences, further entrenching preexisting positions, and rendering agreement even more difficult (Sunstein 2001). Furthermore, participation can be costly in terms of administrative time and money, and the commitment of citizens' to remain engaged in the decision making process (Irvin and Stansbury, 2004) is highly improbable. Also, outcomes may be hijacked by a vocal group of individuals that represents a minority view, or by powerful stakeholders as the process may be monopolized by

wealthier groups that have the resources and time to attend the meetings consistently (Dietz and Stern 2008).

In the field of strategy implementation, where issues can be highly controversial and solutions value laden, different forms of stakeholder involvement and consultation have been employed for many years, however, which is more effective in terms of identifying the optimal outcomes is not well established. The most recent assessments on effectiveness point out that empirical research is fraught with methodological disagreements and interpretations of outcomes (Halvorsen 2006). These issues notwithstanding, there is an overall agreement on the fact that participation processes should be evaluated across five dimensions: the context and the characteristics of the problem; the available resources; what happens during the process; the decision produced and its consequences and the consequences of the participation process on the participants (Burgess and Clark, 2006).

Participatory activities are increasingly being incorporated in policy development and catchment management in Kenya according to a survey by Osano (2004). This is partly due to a shift from a development-focused management paradigm to a new paradigm of integrated catchment management across all levels, national and sub-national. It also has roots in the heightened public concern about the environment, income cases, deteriorating public trust in government and the aim of gaining the consensus of stakeholders in decision making. In his study, he recommends five objectives of participation in catchment management: better informed and more creative decision making; public acceptance and ownership of decisions; more open and integrated management; enhanced democracy; and social learning to enhance management of issues.

Ogolla (2006) points out that incorporation of participatory activities in water resource management is paramount to enactment of the new reforms in Kenya. He defends his findings from the dimension that active involvement of individuals and groups gives rise to ownership of water management problems and their solutions, thereby enhancing the prospects of sustainable outcomes.

For any organization to be judged to be administratively competent there must be evidence of bridging the gap between the intention of a strategy and the actual achievement of that strategy. This is where it becomes necessary for any strategy maker, be it government or non-

governmental agency, to take the issue of strategy implementation seriously even at the formulation stage. Towards a successful strategy implementation, therefore, consideration should be given to the target beneficiaries who should be involved at the formulation stage in order for them to have an input in what affects their lives. This will also give them a sense of belonging and, therefore, a sense of commitment. Consequently, there must be effective communication between the target beneficiaries and the implementers of strategy programmes.

Despite the massive interests in strategy implementation, management of strategic change and stakeholder participation, no one particular study has focused on the unique challenges facing the Kenyan Hydro-Electric Power Programme in implementing its strategies within its overall intent of enacting change while deriving support from the stakeholders. This leaves a wider gap in knowledge as to what exists regarding the Kenyan hydro-power context of stakeholder management and denies researchers a pathway to achieving cross-sectional comparisons, which are key to strategy advancement and sustainability. Given the significance attributable to stakeholder participation and the need to effectively manage change, it is therefore essential to assess the Kenyan perspective – using the Sondu Miriu case – for the sake of availing findings to fill the existing knowledge gap. Ultimately, this will present a basis for participation, growth and attainment of both short and long term goals for projects initiated by public agencies and defined within a particular time frame.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter deals with the study's methodology that was followed by the researcher in quest of attaining the predesigned objectives. It includes research design, list of key informants, research instruments data analysis and presentation.

3.2   Research Design

The research design used in this study was a survey method. It was considered appropriate as it enabled different factors or variables to be identified at a particular point in time. Survey method was particularly suitable in collecting information about people's opinions and perspectives. The factors and variables were put in a questionnaire and given to respondents (various stakeholders).

3.3   The Population

The population of the study comprised of 1598 key stakeholders of the Sondu Miriu Hydro Power Project with emphasis on those within the vicinity of the project area. Six broad and distinct groups were identified to be involved in the project's implementation. These groups included the Surrounding local community affected by the project from five neighboring administrative Locations, project's Technical Committee, Staff of the implementing agency (KenGen), Civil Society Organizations (Community-Based Organizations and NGOs), Provincial Administration and Contracted entities (contractors and consultants). The technical committee whose membership encompasses individuals both from the surrounding community and project management team was essential in disseminating expert knowledge regarding the

strategy implementation challenges given their involvement in merging divergent inter-group objectives and interests, while the other entities were to provide an independent appraisal on key implementation indicators. The five locations neighboring the project are S.W. Nyakach, Oboch, Thurdibuoro all of Nyando districts and West Kodhoch as well as East Kodhoch both of Rachuonyo district. The number of people affected by the project in all the 5 administrative locations as per defined project boundaries was 1253. A map of the project area is attached as appendix 7 while the country map is attached as appendix 6.

Table 3.1: Population

Strata	**Population**	**Percentage**
Technical Committee	31	1.94
KenGen Project Staff	50	3.14
Civil Society Organizations	52	3.25
Provincial Administration	36	2.25
Contracted Partners	176	11.01
Local Community members	1253	78.41
Total	**1598**	**100**

Source: Sondu-Miriu HEP (2010)

3.4   Sampling techniques and sample size

Stratified sampling was used to select 160 respondents. The study targeted data from key informants and members of the local community affected by the project. From the Key informants the target was 50% Technical committee members (i.e. 16 respondents) and 5 each from Kengen, Civil society, Contracted entities and Provincial Administration. The technical committee whose membership encompasses individuals both from the surrounding community

and project management team was essential in disseminating expert knowledge regarding the strategy implementation challenges given their involvement in merging divergent inter-group objectives and interests and hence the high percentage as views would seen to be cross-cutting through all the stakeholders involved in the project.

From surrounding community, data was collected from a representative sample of 10% of people affected by the project in the 5 listed locations. 10% of population was considered adequate for statistical purposes according to Mugenda and Mugenda(1999).

Table 3.2: Sample

Strata	No. of Respondents	Percentage
Technical Committee	15	9.375
KenGen Project Staff	5	3.125
Civil Society Organizations	5	3.125
Provincial Administration	5	3.125
Contracted Partners	5	3.125
Local Community members	125	78.125
Total	**160**	**100**

Source: Sondu-Miriu HEP (2010)

The researcher regarded this scope of informants a key resource in disseminating information pertaining the overall strategy application and attributed challenges at the project due to their strategic and vantage positioning.

3.5   Research Instruments

Primary data was collected for the purpose of this study. This was done using a self administered Questionnaire. The questionnaire was semi-structured having both open-ended and closed-ended questions. It was administered to selected stakeholders within the different strata. Secondary data was also used to basically review documented and relevant information concerning strategy implementation at the project. Open-ended question items provided the required space for statement and clarification allowing for in-depth probing. Before large-scale administration of the instruments, a pre-testing session was conducted to determine instrument validity. The pilot units, equivalent to one-tenth of the proposed sample size, were obtained from comparable members of the population from which the sample for the full study was to be taken. According to Mugenda and Mugenda (1993) one tenth of the sample size is sufficient for pilot testing.

After validation of the instruments, the researcher obtained data directly from Key informants while interview of community members was done by research assistants who first underwent training on approach and instrument administration.

3.6   Data Analysis

Challenges of Stakeholder management issues and factors were analyzed and presented using descriptive statistics such as measures of percentages, proportions, distribution and tabulation. On the other hand, qualitative data was analyzed with the help of content analysis technique. Content analysis, according to Burns (2000), is invaluable in describing the sample data in such away as to portray the typical respondent and to reveal the general pattern of responses. Ultimately, for the purpose of communicative effectiveness to likely users, findings have been presented using both statistical techniques (frequency distribution tables) and graphical representations (histogram, bars and pie charts). Descriptive summaries from findings presented data in a consolidated and meaningful manner to allow for easy interpretation and focused on accuracy and reliability in relation to the study's pre-designed objectives.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1   Introduction

This chapter gives a detailed analysis of data collected and presents , findings and interpretation of the results. The data has been analyzed and presented in form of frequency tables and graphs. The analysis and findings are presented in the different stakeholder groups which were targeted. These include Community members, Technical Committee members, Project staff, CBOs/NGOs, Provincial Administration and those contracted by the project. The data was of both quantitative and qualitative nature.

4.2   Relocation by the Project

The respondents were asked if they had been displaced by the project. Out of the 125 community members interviewed, 33 were relocated by the project. Among members of the local Community members the spread was as per figure below
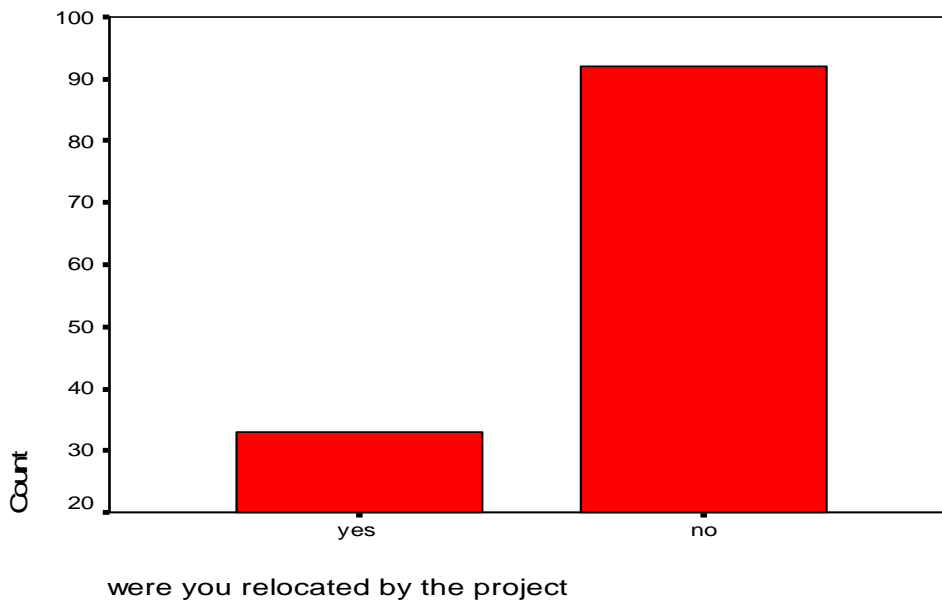
Figure 4.1: Relocation by project according to community members

Out of the 15 Technical Committee members interviewed, only three were relocated by the project. Out of three TC members relocated by the project, only one felt that that there was need for the relocation. Surprisingly, two did not suggest ways they thought the project would be implemented without their relocation. One member indicated that in his opinion, the project had not compensated them enough and should have purchased land elsewhere. Of those relocated one apiece was from Civil Society Organizations and Provincial Adminstration. No one was relocated by the project from the Contracted Partners as well as KenGen staff members interviewed.

4.3   Satisfaction with relocation process

Those relocated by the project were asked whether they were satisfied by the relocation. The result for community members are tabulated below.

Table 4.1: Local Community satisfaction with relocation

RESPONSE	FREQUENCY	PERCENTAGE
Satisfied	18	14.4
Not satisfied	15	12
N/A	92	73.6
Total	125	100

Out of the 33 relocated local community members, 18 were satisfied with the relocation with 15 saying they were not satisfied. Only one out of three members of Technical Committee relocated by the project felt that that there was need for the relocation. Surprisingly, two did not suggest ways they thought the project would be implemented without their relocation. Only one of the members of the CBOs/NGOs was relocated by the project and was satisfied with the relocation. Equally one member from the Provincial Administration was relocated by the project and expressed satisfaction with the process

4.4   Length of time as a Stakeholder

The respondents were asked the length of time they had been stakeholders. The spread among Local community members is as tabulated below.

Table 4.2: Length of time as a Stakeholder of local community members

PERIOD OF TIME	FREQUENCY	PERCENTAGE
1-5yrs	18	14.4
5-10yrs	38	30.4
more than 10yrs	64	51.2
Missing	5	4
Total	125	100

64 respondents had been stakeholders for more than 10 years, 38 between 6 to 10 years and 18 from 1 to 5 years.

From members of the Technical Committee the spread is given below

Table 4.3: Length of time as a Stakeholder of TC members

PERIOD OF TIME	FREQUENCY	PERCENTAGE
1-5yrs	8	53.3
5-10yrs	5	33.3
more than 10yrs	1	6.7
Total	14	93.3
Missing	1	6.7
Total	15	100

The 5 KenGen staff respondents had worked on the project for a period ranging from 4 to 10 years. Out of 5 respondents from Civil Society, 3 respondents had been stakeholders for a period between 1-5 years while 2 had had been stakeholders for over 10 years. Out of 5 respondents from Provincial Administration, 4 had had been stakeholders for over 10 years with 1 respondent having been a stakeholders for a period between 5-10 years. Out of 5 respondents from Contracted Partners, 3 had had been stakeholders for over 10 years whereas 2 respondents had been stakeholders for a period between 1-5 years.

4.5 Involvement in decision making regarding the project's strategy process

The respondents were asked whether they had ever been involved in decision making regarding the project's strategy process.

The responses for the local community are as tabulated below:

Table 4.4: Involvement of Local community in decision making regarding the project's strategy process

RESPONSE	FREQUENCY	PERCENTAGE
Yes	41	32.8
No	81	64.8
System	3	2.4
Total	125	100

64.8% said that they had not been involved in decision making regarding project strategy process while 32.8% said they were involved.

The responses from members of the Technical Committee are tabulated below:

Table 4.5: Involvement of Technical Committee in decision making regarding the project's strategy process

RESPONSE RATE	FREQUENCY	PERCENTAGE
Yes	11	73.3
No	4	26.7
Total	15	100.0

73.3% responded that they had been involved in decision making regarding project strategy process.

All the 5 respondents from KenGen project staff were involved in decision making on the project's strategy process with 3 having been involved in its formulation and monitoring and evaluation, 2 having been involved in all stages of decision making on the project implementation process, with 1 in monitoring and evaluation, the other in implementation.

Of the 5 respondents from Civil Society Organizations interviewed, only one had been involved in decision making in project implementation. All the provincial administration stakeholders interviewed had been involved in decision making regarding the project's strategy process whereas 2 out of the 5 Contracted Partners interviewed were involved in decision making.

4.6   Level of involvement in decision making regarding the project's strategy process

The researcher sought to know the level of involvement of the respondents.
Response from the community members is summarized in the table below.

Table 4.6: Level of involvement of Local Community in decision making regarding the project's strategy process

RESPONSE	FREQUENCY	PERCENTAGE
Formulation	15	12
Implementation	16	12.8
Monitoring and Evaluation	10	8
All stages	1	0.8
Not involved	80	64
Total	122	97.6
System	3	2.4
Total	125	100

Most of the respondents (64%) said they had not been involved in decision making. Only one said he had been involved in all the stages. 12% were involved in the Formulation stage, 12.8% were involved in the implementation and 8% were involved in the Monitoring and Evaluation.

Responses from Technical Committee members are summarized the figure below.
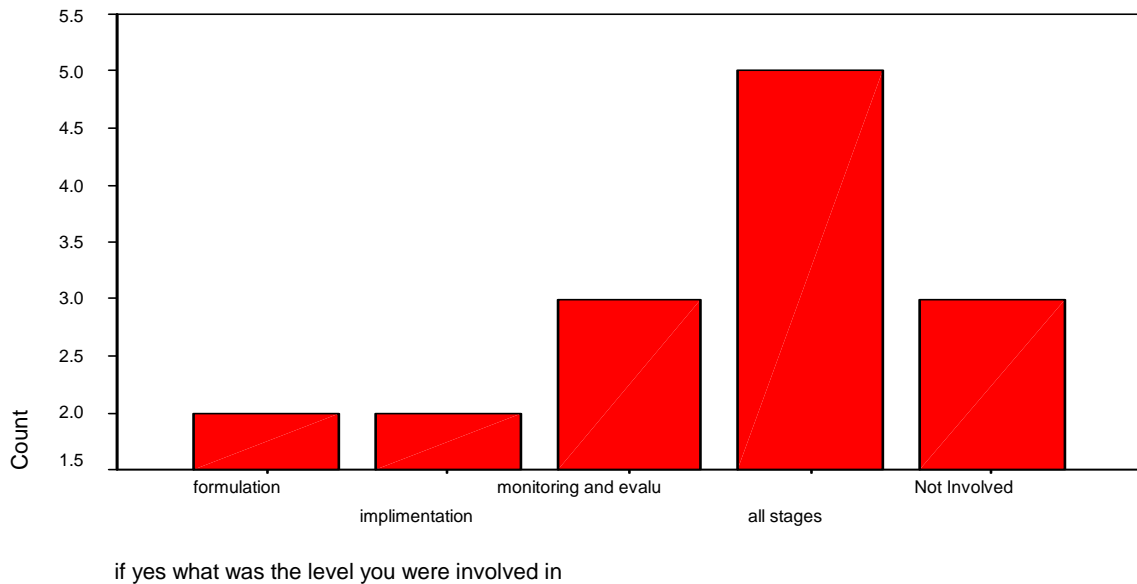
Figure 4.2: Level of involvement in decision making according to TC

Most of the TC respondents said they had been involved in all stages of the project strategy implementation.

All the 5 respondents interviewed from KenGen project were involved in decision making on the project's strategy process with 3 having been involved in its formulation and monitoring and evaluation, with one exception. 2 have been involved in all stages of decision making on the project implementation process, with 1 in monitoring and evaluation, the other in implementation.

The 5 respondents from Provincial Administration had been involved in decision making regarding the project's strategy process in all stages.

The level of involvement for the one respondent from Civil Society Organizations was at Monitoring and Evaluation level.

2 respondents from Contracted Partners were involved in decision making both at the level of formulation and implementation with 1 being involved in monitoring and evaluation.

4.7 Level of satisfaction with involvement in decision making regarding the project's strategy process

The respondents were asked how they would describe their level of satisfaction level with the involvement in decision making regarding the project's strategy process.
The responses from local community are summarized in the following table.

Table 4.7: Level of satisfaction of local community with involvement decision making regarding the project's strategy process

RESPONSE	FREQUENCY	PERCENTAGE
Very high	2	1.6
High	8	6.4
Moderate	26	20.8
Low	3	2.4
Very Low	2	1.6
N/A	79	63.2
Total	120	96
System	5	4
Total	125	100

The level of satisfaction ranged from 1.6% for very high, 6.4% for high, 20.8% for moderate with 2.4% saying their satisfaction level was low, and lastly 1.6% saying it was very low.

Responses from members of the Technical Committee (TC) members are as below

Table4.8: Level of satisfaction of TC members with involvement in decision making regarding the project's strategy process

SATISFACTION	FREQUENCY	PERCENTAGE
Very high	2	13.3
High	2	13.3
Moderate	3	20.0
Low	5	33.3
Very low	3	20.0
Total	15	100.0

13.3% of TC members felt that their level of satisfaction with involvement was very high, an equal 13.3% high, 20% moderate with 33.3% saying their satisfaction level was low, and lastly 20% saying it was very low.

As for KenGen staff, the level of satisfaction with involvement in the project is captured as from high to very high while the satisfaction levels for Provincial Administration respondents ranged from moderate to high. All respondents from the Contracted Partners felt that the satisfaction level with their contribution was high whereas the level of satisfaction for the one respondent from Civil Society Organization who was involved in decision making was low.

4.8   Community's expectations from the project

The respondents were asked to describe the surrounding community's expectations from the project.

The responses from local community are summarized below.

Table 4.9: Community's expectations from the project according to Local community

RESPONSE	FREQUENCY	PERCENTAGE
Highly Unrealistic	5	4
Fairly Realistic	92	73.6
Below the projects potential	23	18.4
Other	2	1.6
Total	122	97.6
System	3	2.4
Total	125	100

73.6% felt the community expectations are fairly realistic, while 18.4% felt it is below the project's potential.

The responses from the Technical Committee members were as below:

Table 4.10: Community's expectations from the project according to TC

RESPONSE	FREQUENCY	PERCENTAGE
Highly Unrealistic	4	26.7
Fairly Realistic	8	53.3
Below the projects potential	2	13.3
Total	14	93.3
System	1	6.7
Total	15	100.0

26.7% felt the community expectations were highly unrealistic 53.3% felt that they were fairly realistic with 13.3% feeling they were below the project potential.

All the respondents from Kengen project staff were of the opinion that the surrounding community's expectations from the project were fairly realistic.

3 of the CBO/NGO representatives felt that the community expectations from the project were fairly realistic with 2 feeling that the project could do more.

All the provincial administration respondents felt that the surrounding community's expectations from the project were fairly realistic. 4 of the Service Providers felt that the surrounding community's expectations were fairly realistic with 1 of the opinion that they were highly unrealistic.

4.9 Procedures used to ensure that community participation does not derail strategy implementation

The respondents were asked what procedures were laid out to ensure that community participation does not derail strategy implementation

The table below gives a summary of the Local community members' responses.

Table 4.11: Procedures used to ensure that community participation does not derail strategy implementation according to Local Community

RESPONSE	FREQUENCY	PERCENTAGE
Use of few representatives	56	23.4
Not involving them in all decision making	22	9.2
Educating them on key issues	70	29.3
Doing and then updating them	58	24.3
Other	33	13.8
Total	239	100.0

Use of few representatives had a 23.4% response with educating them on key issues having a 29.3% response. Not involving them in all decision making had the lowest percentage with 9.2%. Doing and then updating them had 24.3% of the responses.

The table below gives a summary of the responses from TC members.

Table 4.12: Procedures used to ensure that community participation does not derail strategy implementation according to Technical Comittee

RESPONSE	FREQUENCY	PERCENTAGE
Use of few representatives	7	30.4
Not involving them in all decision making	2	8.7
Educating them on key issues	10	43.5
Doing of few representatives and then updating them	4	17.4
Others	0	0.0
Total	23	100.0

Use of few representatives had a 30.4% response with educating them on key issues having a 43.5% response. Not involving them in all decision making had the lowest percentage with 8.7%.

4 of the Kengen Project Staff respondents felt that the use of representatives and educating the community on key issues were some of the procedures laid to ensure community participation did not derail the project implementation with 1 respondent feeling that there was doing then informing the community. Meetings through the Chief's *barazas* for awareness creation were also mentioned. Site tours were also used.

4 respondents from Civil Society Organizations were of the opinion that use of few representatives was one of the procedures, with 2 saying educating the community on key issues were some of the procedures laid to ensure community participation does not derail strategy implementation. One respondent added that doing and then updating community members as one other preferred option.

All the provincial Administration respondents indicated that the procedures laid to ensure community participation does not derail strategy implementation included use of few representatives, not involving them in all decision making, educating them on key issues Use of few representatives and doing and then updating them.

All respondents from Contracted Partners said that use of few representatives and educating the community on key issues were some of the procedures laid to ensure community participation did not derail the project implementation. 1 Service provider added that not involving them (the community) in all decision making was an additional suitable procedure.

4.10   Incorporation of human resource in Project implementation

The respondents were asked how the project implementers had incorporated human resource to listen to their suggestions on the implementation of the project.

Respondents from the local community indicated that the formation of the Technical Committee and a Community Liaison Officer as two of the processes implemented, in addition to public meetings. One respondent added that the recognition of the Workers' union by the implementers was a contributing factor.

Respondents from the Technical Committee indicated the formation of the TC and a community liaison officer as two of the processes implemented, in addition to public meetings.

1 respondent from KenGen project staff mentioned the employment of a Community Liaison Officer as incorporation of human resource to listen to their suggestions, with the other noting that there was a Project Implementation Team consisting of staff from the implementer in addition to the TC. The inclusion of the local administration was also mentioned by 1 respondent. Another felt that the employment of locals by the project was a means of incorporating human resource to listen to their suggestions.

All the respondents Civil Society Organizations said the TC was one way the project implementers had incorporated human resource to listen to your suggestions on the implementation of the project. 2 added that the implementers also used field officers.All the provincial administrators interviewed noted the importance of the TC as a bridge between the project implementation team and the local communities and mentioned it as a means of incorporating human resource to listen to their suggestions.

All the Contracted Partners interviewed indicated that use of few representatives and educating the community on key issues were some of the procedures laid to ensure community participation did not derail the project implementation. 1 Service provider added that not involving them (the community) in all decision making was an additional procedure laid down.

The service provider added that the employment of a community Liaison Officer by the project implementers was one way of incorporating human resource to listen to their suggestions.

4.11   Resistance from the community or other stakeholders touching on strategic decision making

The respondents were asked whether the project management ever faced resistance from the community or other stakeholders touching on strategic decision making.
The responses from Local Community members are summarized below.

Table 4.13: Resistance from the community or other stakeholders touching on strategic decision making according to Local community

RESPONSE	FREQUENCY	PERCENTAGE
Yes	93	74.4
No	26	20.8
Total	119	95.2
System	6	4.8
	125	100

74.4% of the respondents were aware that the project had faced resistance, while 20.8% said there had been no resistance.

The responses from Technical Committee members are summarized below.

Table 4.14: Resistance from the community or other stakeholders touching on strategic decision making according to TC

RESPONSE RATE	FREQUENCY	PERCENTAGE
Yes	12	85.7
No	2	14.3
Total	14	100.0

85.7% said there had been resistance while 14.3% thought there had been no resistance.

All KenGen Staff respondents were aware that the project management had faced some resistance from the community and other stakeholders. 3 out of the 5 CSOs interviewed were not aware of any resistance from the community on project implementation.

All Provincial Administrators interviewed were aware that the project management had faced some resistance from the community and other stakeholders. All the Contracted Partners interviewed were aware that the project management had faced some resistance from the community and other stakeholders.

4.12   Factors that may have facilitated such resistance

The respondents were further asked what main factors they thought facilitated such resistance.

The responses from the Local Community are summarized below.

Table 4.15: Factors that may have facilitated such resistance according to local community

RESPONSE	FREQUENCY	PERCENTAGE
Resettlement	43	16.4
Project jobs	69	26.3
compensation of lost property	67	25.6
Feeling of segregation	37	14.1
Others	46	17.6
Total	262	100

16.4% of the respondents thought issues relating to resettlement had facilitated the resistance. 26.3% said project jobs contributed with 25.6% saying compensation of lost property was a factor. Feeling of segregation had 14.1%.

Others included Environmental degradation, Noise pollution, effects of blasting, dust emissions, Health and Sanitation and Accidents in the project.

The responses from Technical Committee members are summarized below.

Table 4.16: Factors that may have facilitated such resistance according to TC

RESPONSE	FREQUENCY	PERCENTAGE
Resettlement	5	14.7
Project jobs	11	32.4
Compensation of lost property	10	29.4
Feeling of segregation	5	14.7
Other	3	8.8
Total	34	100.0

The respondents thought issues relating to resettlement (14.7%) contributed. The other issues were project jobs (32.4%), compensation of lost property (29.4%), Feeling of segregation (14.7%) while other issues including neglect of the affected community and lack of economic opportunities (8.8%).

Factors mentioned by KenGen project staff as having facilitated such resistance included Resettlement, project jobs, with 3 respondents including compensation of property and feeling of segregation. Remuneration of workers and pollution were added as factors that may have facilitated resistance.

Of Civil Society Organizations, those who were aware of the resistance identified the causes of the upheaval as jobs and compensation of lost property.

As for the respondents from Provincial Administration, resistance from the community or other stakeholders in decision making was attributed to resettlement, Project jobs, compensation of lost property, the effects of blasting in the project and dust produced due to project activities and the feeling of segregation.

The respondents from Contracted Partners indicated that the factors that facilitated such resistance included Resettlement, project jobs, compensation of property (1 service provider), feeling of segregation (1 service provider), and environmental issues.

4.13   How management and stakeholders dealt with the resistance

Respondents were asked to mention the ways that the project implementers had dealt with the resistance to project implementation.

The respondents from Local Community were unanimous that establishment of the TC was one of the effective ways management dealt with resistance. Community meetings were also given as one of the ways management dealt with the resistance. Other solutions mentioned include creation of awareness, watering of roads to reduce dust emissions and appointment of community representatives in committees.

Members of the Technical Committee indicated establishment of the TC at a stakeholders meeting as the way the management and other stakeholders dealt with the resistance.

 All Kengen Project Staff noted that the management and other stakeholders dealt with the resistance through the formation of the TC.

One CBOs/NGOs representative said the project implementers did not do much to deal with the resistance.

The Provincial Administration respondents and those from Contracted Partners stated resistance was resolved through coming together for talks (stakeholder meetings) and control of the environmental issues e.g. sprinkling of water on the loose surface roads to reduce dust emissions as well as formation of TC and appointment of Community representatives in Committees.

4.14 Extent to which resistance affected success in the project's strategy Implementation schedule

The respondents were asked to what extent they felt the resistance had affected success in the project's strategy implementation schedule.

The responses from Local Community are summarized in the following table

Table 4.17: Extent to which resistance affected success in the project's strategy implementation schedule according to local community

RESPONSE	FREQUENCY	PERCENTAGE
High Extent	1	0.8
Moderate Extent	26	20.8
Low Extent	41	32.8
No Idea	32	25.6
Total	100	80
System	25	20
Total	125	100

Most of the respondents were of the opinion that the project's strategy implementation schedule was affected to a low extent (32.8%). 20.8% thought it was to a moderate extent while 0.8% thought it was to a high extent.

The responses from Technical Committee members are summarized in the following figure.
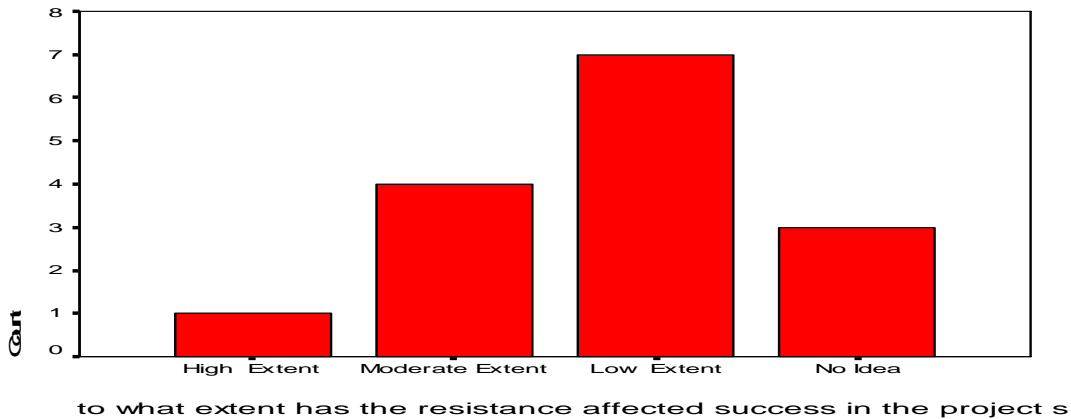
Figure 4.3: Extent to which resistance affected success as per TC

3 respondents from KenGen staff felt that the resistance affected the project's implementation schedule by a high extent with 1 of the opinion that it affected implementation schedule moderately, while 1 felt the effect was to a low extent.

The respondents from Civil Society Organizations were not aware of the effect of the resistance on the project's strategy implementation schedule.

The provincial administration representatives felt that the extent to which the resistance affected success in the project's strategy implementation schedule was low. All 5 respondents from Contracted Partners felt the effect of resistance was low.

4.15 Impact of the project's operations on the socio-cultural life prevailing in the surrounding community

The respondents were asked how they would describe the impact of the project's operations on the socio-cultural life prevailing in the surrounding community.

The responses from Local Community are summarized in the following table.

Table 4.18: Impact of the project's operations on the socio-cultural life prevailing in the surrounding community according to Local Community

RESPONSE	FREQUENCY	PERCENTAGE
Life has adversely been affected	31	24.8
Life has positively been affected	71	56.8
No significant change in socio-cultural life	19	15.2
Others	1	0.8
Total	122	97.6
System	3	2.4
Total	125	100

56.8% of the respondents say that Life has positively been affected with24.8% saying that life has adversely been affected. 15.2% thought there was no significant change.

The responses from Technical Committee members are summarized in the following table.

Table 4.19: Impact of the project's operations on the socio-cultural life prevailing in the surrounding community as per TC members

RESPONSE	FREQUENCY	PERCENTAGE
Life has adversely been affected	2	13.3
Life has positively been influenced	11	73.3
No significant change in socio-cultural life	1	6.7
Others	0	0.0
Missing	1	6.7
Total	15	100.0

73.3 % felt that life has positively been influenced, 13.3% that life has adversely been affected with 6.7% feeling there was no significant change in socio-cultural life and another.

All respondents from KenGen Staff felt that life had been positively influenced, with 1 respondent indicating that there were both adverse and positive influences.

The CSOs have a varied impression on the impact of the project's operations on the socio-cultural life of the surrounding community.

Three out of the five provincial administration representatives felt that life had adversely been affected with the remaining two of the opinion that the impact had been positive.

All 5 respondents from Contracted Partners felt that life had been positively influenced by the project.

4.16 Local administration and politicians' role in improving community participation in the project

The respondents were asked if in their opinion they thought the local administration and politicians were doing enough to improve their (community's) participation in the project.

The responses from Local Community members were as follows:

Table 4.20: Whether local administration and politicians are doing enough to improve participation of community in the project according to Local Community

RESPONSE	FREQUENCY	PERCENTAGE
Yes	66	52.8
No	59	47.2
Total	125	100

52.8% felt that the local administration and politicians were doing enough with 47.2% saying no.

The responses from TC members were as follows:

Table 4.21: Whether local administration and politicians are doing enough to improve participation of community in the project according to TC

	RESPONSE RATE	FREQUENCY	PERCENTAGE
	Yes	10	66.7
	No	5	33.3
Total		15	100.0

66.7% felt that they were doing enough with 33.3% saying no.

All but 1 KenGen Staff felt in their opinion that the local administration and politicians were doing enough to improve their participation in the project.

All the respondents from CSOs believe that the provincial administration and the politicians were doing enough to improve the participation of community members in the project.

The respondents from Provincial Administration believe that their role and that of the politicians are improved participation of the local communities.

3 Contracted Partner thought that the local administration and politicians were doing enough in improving community participation in the project. 1 did not think so. 1 Contracted Partner did not respond to this question.

4.17 Activities that have been enforced by the project's management to assist the community residents in adopting high living lifestyles

The respondents were asked in their opinion what evident activities had been enforced by the project's management to assist the community residents in adopting high living lifestyles.

The respondents from Local Community mentioned improved education standards by constructing schools and classrooms in the project area, with the project implementers offering scholarships to high performing students around the project area, provision of piped clean water,

improved communication through construction of roads and bridges and provision of seedlings for social forestry. They also said that the management had assisted them in accessing electricity. Some of the community members were employed by the project. The company had involved the local community in recreational activities like sports.

The respondents from Technical Committee mentioned improved education standards by constructing schools and classrooms in the project area, provision of piped clean water, improved communication through construction of roads and bridges and provision of seedlings for social forestry.

Respondents from KenGen Staff mentioned the provision clean drinking water to the community, water for local irrigation, improvement of education through the construction of schools and sponsorship of students, improvement of infrastructure, electricity provision, use of local contractors, employment and involvement of community in company recreational activities like sports assist the community in adopting higher living standards.

All respondents from Civil Society Organizations appreciated the fact that the project implementers were improving on their standards of life by providing them with piped clean water, improved infrastructure through construction of roads and bridges and provision of tree seedlings for social forestry. Respondents of the CSOs noted that the project implementers had improved education standards by constructing schools and classrooms in the project area.

All 5 respondents from Provincial Administration appreciated the fact that the project implementers are improving on their standards of life by providing them with piped clean water, improved communication through construction of roads and bridges, provision of seedlings for social forestry and improving education standards by construction of schools and classrooms in the project area. All the five respondents from Contracted Partners were of similar opinion.

4.18   Forms of communication prevailing between the management and the surrounding community

Respondents were asked what forms of communication prevailed between the management and the surrounding community.

The responses from Local Community were as indicated in the following table:

Table 4.22: Forms of communication prevail between the management and the surrounding community according to the local community

RESPONSE	FREQUENCY	PERCENTAGE
Use of Scheduled meeting	89	35
Communication Desk to deal with any concern	47	19
Use of Field officers	77	30
Others	40	16
Total	253	100

Use of Scheduled meeting was the highest form of communication seen to be used with 35% followed by use of field officers with 30%. Communication desk to deal with any concern had 19%. Other forms of communication mentioned included use of the Provincial Administration, use of Media services and Posters.

The responses from TC members are indicated below.

Table 4.23: Forms of communication prevailing between the management and the surrounding community according to TC

RESPONSE	FREQUENCY	PERCENTAGE
Use of scheduled meeting	10	37.0
Use of communication desk to deal with any concern	5	18.5
Use of field officers	9	33.3
Others	3	11.1
Total	27	100.0

All the forms of communication that had been given were indicated by the respondents as being used by the project management in varying degrees.

5 respondents from KenGen Staff said that use of scheduled meetings was a prevailing form of communication method between the management and the surrounding community. 3 noted the use of a communication desk to deal with the community's concerns, and 4 noted the use of field officers by the project implementers. The use of the local provincial administration was also mentioned.

All the respondents from CBOs/NGOs noted that there is information flow through scheduled meetings, communication desks and use of field officers. All 5 respondents from Provincial Administration appreciated that scheduled meetings were meetings is a prevailing form of communication. All 5 Contracted Partners indicated that use of scheduled meetings was a prevailing form of communication between the management and the surrounding community. 2 added that the use of a communication desk to deal with the community's concerns, and 1 noted the use of field officers by the project implementers.

4.19　Future role of stakeholder participation in strategy implementation

The respondents were asked what they thought was the future role of stakeholder participation in strategy implementation.

The responses from Local Community were as follows:

Table 4.24: Future role of stakeholder participation in strategy implementation according to local community

RESPONSE	FREQUENCY	PERCENTAGE
Expanded	84	67.2
Constrained	26	20.8
Not Varied	14	11.2
Total	124	99.2
System	1	0.8
	125	100

67.2% felt stakeholder participation would be expanded, 20.8% thought it could be constrained, while 11.2% felt it could not vary.

The responses from TC members were as follows:

Table 4.25: Future role of stakeholder participation TC members

RESPONSE	FREQUENCY	PERCENTAGE
Expanded	9	60.0
Constrained	2	13.3
Not varied	4	26.7
Any other	0	0.0
Total	15	100.0

60% felt stakeholder participation would be expanded, 13.3% thought it could be constrained, while 26.7% felt it could not vary.

3 respondents from KenGen Staff felt that the future role of stakeholder participation in strategy implementation would be expanded with 1 of the opinion that it could be constrained. 1 felt that it would not be varied. One explanation was that after the project there would be an operational station, and this would exist for a long time. This required expanded participation. Another respondent felt that employment and general decision making should be regionalized to capture the unique social requirements of the community around the project.

All respondents from CSOs agreed that the future role of stakeholder participation in strategy implementation would be expanded with reasons varying from participation to service provision.

The provincial administration respondents believe that their role and that of the politicians is to improve participation of the communities by acting as arbitrators between the community and the project implementers in addition to playing the role of advisers for both parties.

2 of the Contracted Partners felt that the future role of stakeholder participation in strategy implementation would not be varied with 1 of the opinion that it could be constrained. The one who felt that it would not be varied explained that the current role of the stakeholders was satisfactory and was serving the project adequately, while the other felt that the project would move from construction to operational and maintenance phase , and this would see minimal community participation.

4.20   Interaction with the community in implementing the project duties

All the respondents from KenGen project Staff indicated that they interacted with the community in their duties of implementing the project.

2 of the respondents of Contracted Partners have been contracted to provide service in implementing the project hence are direct project employees. In their duties, they interact with the community through meetings, capacity building, and awareness sessions and in conflict resolution.

4.21   Strategies by the company to increase community participation in project implementation

4 of the respondents from Kengen were aware of the project's intention to increase participation

of the local community with formation of the TC being cited as one the strategies

1 respondent from Contracted Partners said he was aware of strategies by the management to increase community participation in project implementation through carrying out of socio-economic surveys and organizing of field trips to related projects as a tool in capacity building.

4.22   Training

4 respondents indicated that the company had taken them for training to improve their interactions with other stakeholders. They all said the training had been beneficial to them in communication skills and conflict resolution.

None of the respondents from Contracted Partners had been taken to any training to improve their interactions with the community.

4.23   Methods used to capture customer feedback on implementation of the project

Only 1 respondent from KenGen answered the question on methods used to capture customer feedback on implementation of the project and mentioned communication from the TC, provision of suggestion boxes and employment of a Community Liaison Officer while respondents from Contracted Partners indicated that feedback on implementation is received through scheduled stakeholders meetings and from the Liaison Officer's desk.

4.24   Conflict of interest

3 of the respondents from KenGen Staff felt that their official role and that of being a stakeholder could bring conflict of interest. One respondent explained that living among the community implied that where the official stand and that of the community were in conflict, the perception by the community members could be negative towards discharge of his duties.

One of the respondents suggested that the roles to be played by each party be clear cut (stakeholders and employees), while another suggested meetings for planning and resolutions.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

This chapter provides a summary of the findings, conclusions and recommendations on the significant challenges that face implementation of the Sondu Miriu Hydro-Electric Project from a strategic change management perspective of the stakeholder participation.

5.2   Summary

The objectives of the study were to establish the extent to which the surrounding community's degree of expectations and that of other stakeholders on the project is a challenge to its planned implementation, to evaluate the impact of resistance to change by local residents on the strategic achievement of the project and to assess the benefits if any of stakeholder participation both to the project and stakeholders.

The study has captured six stakeholder groups; the surrounding community, members of the Technical Committee (TC), staff employed by the project, Civil Society Organizations (CBOs/NGOs), the Provincial Administration and Contracted Partners.

The research had targeted all the stakeholders without concentrating on those affected by relocation. As a result, the data captured covered those who were relocated and those who were affected one way or another, but were not relocated. The analyses show that the majority (up to 90%) of those relocated by the project were satisfied with the relocation process hence implying that dissatisfaction could have resulted from other sources other than relocation.

Majority of the respondents indicated that they have been stakeholders in the project for over 5 years. The implication is that the interviewees had a very good understanding of the project. Their responses can be used for analysis without the fear of little knowledge on the subject matters.

An interesting outcome of the data analysis is that up to 66% of the community members said they were not involved in decision making regarding the project's strategy process, yet they are aware of the presence and functions of the TC. This may be as result of most respondents

assuming involvement to mean participation in the everyday running of the project. The rest of the community and the other stakeholders recognized their involvement in the process with most indicating that they were involved at the level of implementation. The area with the least involvement was in monitoring. This again is a surprising outcome, considering that the TC's main function is monitoring and evaluation. The TC comprises of representatives from the different stakeholders. This could only imply that the flow of information from the project implementers through the TC does no effectively reach the main target, the community.

Results on the level of satisfaction with involvement in decision making regarding the project show that the stakeholders feel it is moderate to very high. This implies that the stakeholders are satisfied with being involved in the processes of formulation and implementation.

The stakeholders all unanimously agree that the surrounding community's expectations from the project are fairly realistic. The stakeholders said the community members were involved in implementing the project's strategy through provision of land for the project, provision of labour, provision of housing, provision of security and in implementation through the TC.

Significant reasons informing community participation in the project's rather internal operations included   include financial gains through provision of supplies and housing, desire for successful completion of the project   and improvement I the standards of living.

The procedures laid to ensure that community participation does not derail strategy implementation include educating them on key issues, use of representatives and doing then updating them. Not involving them in all decision making scored the least.

The stakeholders interviewed unanimously noted that the creation of the TC and employment of a Community Liaison Officer were ways the project implementers had incorporated human resource to listen to their suggestions on the implementation of the project.

Over 75% of the respondents were aware that the project management had faced resistance from the community or other stakeholders touching on strategic decision making. This was attributed mainly to project jobs, compensation, resettlement, feeling of segregation and other issues which included environmental degradation (pollution through dust, blasting) and declining moral standards.

The creation of the TC is noted by all stakeholders to have been a way of dealing with the resistance. Other ways mentioned included, awareness meetings, employment of locals and sprinkling of road with water to reduce dust emissions are some of the ways that the resistance was dealt with.

All of the respondents were of the opinion that the effect of the resistance to strategy implementation of the project was low to moderate.

Most of the respondents interviewed were of the opinion that the impact of the project's operations on the socio-cultural life prevailing in the surrounding community is positive.

In their opinion, the respondents felt that the local administration and politicians were doing enough to improve their participation in the project.

Evident activities which had been enforced by the project's management to assist the community residents in adopting high living lifestyles included construction of schools and classrooms in the project area, provision of scholarships for students, provision of treated water for domestic use, provision of water points for local irrigation, electrification of the area, improvement of the infrastructure through construction/improvement of roads and bridges, employment of locals, provision of a market for local produce and provision of seedlings for social forestry. The management has also involved the local community in recreational activities such as sports to improve the social lifestyles.

Forms of communication prevailing between the management and the surrounding community included use of scheduled meeting, use of field officers and use of communication desk to deal with any concern. Other forms mentioned by the respondents were use of the provincial administration, use of posters around the project area and use of the media e.g. newspapers and radio. The majority of the respondents felt that the future role of stakeholder participation in strategy implementation was expanded. They explained that the project implementation stage would change to operation and maintenance, and this could still require their participation. The personnel engaged by the station would be integrated into the community, and, there were opportunities for supply of provisions (labour, foodstuff).

All the employees and project implementers interact with the community in their duties in implementing the project. They also interact through forums like meetings where community members or their representatives attend.

The respondents were aware of strategies by the company to increase community participation in project implementation. These included the facilitation and participation in the TC, carrying out of socio-economic surveys and organizing field trips for capacity building for the local community and their representatives.

All the respondents who had undergone training were unanimous that the training had been beneficial to them. They said the training improved their communication skills and introduced them to conflict resolution techniques.

Methods used to capture customer feedback on implementation of the project include use of the TC, suggestion boxes and feedback from the Community Liaison Officer.

On whether their official role and that of being a stakeholder could bring any conflict of interest, the respondents unanimously agreed that there was conflict of interest. However, the respondents could not clearly suggest ways that they thought this conflict interest could be resolved, though holding of meetings and awareness creation were noted as some of the ways this conflict of interest could be resolved.

5.3   Conclusion

The study shows that the surrounding community's degree of expectations and that of other stakeholders on the project is a challenge to its planned implementation. All respondents are aware of resistance to implementation of the project, and all are unanimous that the issues that led to the resistance were issues raised by the surrounding community. Eventually, the best solution in addition to addressing the issues of complaint that may have been raised was to incorporate the community into the implementation. Being participants in the implementation makes the community's expectations more realistic in addition to being aware of the capacity of the project implementers in addressing some of their demands.

The project has not met any resistance to change by local residents on the strategic achievement of the project. This can be concluded from their response to whether resistance had affected the success in the project' strategy implementation schedule. The respondents were unanimously of the opinion that the effect was low. This suggests that all the changes that were encompassed after the initial resistance have successfully enabled the implementers and the community communicate effectively and in cooperation to achieve the strategic goals.

The benefits have been enormous for both the project and stakeholders. For the project, implementation was paramount. Stakeholder participation resulted in the formation of the TC, which in turn has acted as the bridge between the two parties and has ensured that any issues that may affect progress of the implementation are dealt with appropriately. Implementation means successful completion, which in turn results into the ultimate goal, power generation.

In addition, co-operation between the implementers and the community means there is assured security for the implementer. The goodwill and co-operation of the community has ensured that the project implementation does not suffer interruptions due to insecurity issues and plundering.

On the other hand, the community has benefited immensely from cooperating with the project implementers. Out of goodwill, there has been construction of classes and dormitories in schools in the project area. This has resulted in general improved academic performances by these schools. The community receives treated water for domestic use and untreated river water for local irrigation, washing and their animals.

Infrastructure has improved in the whole project area. There are new roads, with old ones improved. Electricity has been made accessible by the implementers connecting the project area to the distribution grid.

Community participation in recreational activities organized by the implementers has resulted in bonding between the project staff and the community. Bonding results in to better mutual understanding, resulting in a serene stress-free environment. The implementer has gone further in improving the standards of living of the community members by supplying them with tree seedlings. These they plant in their farms and in the surrounding institutions. As a result of these, the standards of living in the community are raised.

5.4 Limitation of the study

The study concentrated on the affected community in the project area. For clearer and more comprehensive analyses, there should have been a control, to be used for comparison. This should have been a community that was not affected by the project.

Secondly, the study confined itself to Sondu Miriu Hydro power project. The research should have covered more than one project of similar nature, so that the outcomes could be ruled to be independent of community behavioral patterns and customs.

5.5 Recommendation

The research has shown clearly that for the successful implementation of any project, all stakeholders must be taken on board. The stakeholders should be involved from the formulation period through to implementation. The community should participate in monitoring and evaluation throughout during implementation of the project.

It is recommended that a similar study be carried out during the operation and maintenance in the project (station) to capture the relevance of stakeholders during this phase.

5.6 Areas for further research

Further studies should be carried out in other sectors to capture the importance of stakeholders in project implementation.

As noted in the recommendations, the studies should start from the formulation stage through to operational stage. This will enable project implementers incorporate the stakeholders' expectations into the projects where practical and feasible.

It is also recommended that the same research be carried out for projects of a similar nature which were implemented without the participation of the stakeholders, especially the local community. This would give a clearer picture to the role played by the stakeholder in the successful implementation and running of projects. This would act as a controlled case.

5.6 Implications on Policy and Practice

Organizations implementing projects will need to draw from the Sondu Miriu case whereby it was

more of the people (social and environmental) side of change that slowed down implementation

as opposed to technical challenges and this can be used to put in place policies that ensure

synergy in project implementation between internal processes and the external environment. It is

to be appreciated that more and more of stakeholders not only know their rights but demand for

their rights real or imagined and project implementer must find a way to respond to emerging challenges

REFERENCES

Abrams, D.J. (2003). *Citizen Participation and Environmental Risk*: A Survey of Institutional Mechanisms. Science, Technology, and Human Values. Volume 15. Pages 226 to 243.

Atkinson, A, Renn, O., Webler, T., Wiedemann, P. (1997). *Fairness and Competence in Citizen Participation*. Dordrecht: Kluwer Academic Publishers

Bache, P.R. and Jay, W.L. (1999). *Organization and Environment*, Boston: Harvard Business Press.

Brody, S.D. (1998). *An Evaluation of the Establishment Processes for Marine Protected Areas in the Gulf of Maine:* Understanding the Role of Community Involvement and Public Participation. Marine State Planning Office Gulf of Maine Council on the Marine Environment, Augusta, ME. Web site: www.gulfofmaine.org/library/mpas/ process_eval_0798.PDF.

Brody, S.D., Godschalk, D.R. and Burby. R.J. (2003). *Mandating Citizen Participation in Plan Making: Six Strategic Planning Choices*. APA Journal. Volume 69, Number 3. Pages 245 to 262.

Burnes, B. (2004). *Managing Change*: A Strategic Approach to Organizational Dynamics (4th edn). Harlow: Prentice Hall.

Callahan, K. (2007). *Citizen participation*: Models and methods, International Journal of Public Administration 30:1179–1196.

Chambers, S. (1997). *The Politics of Participation in Watershed Modeling* Environmental Management: 161-176.

Chandler, H. (1992). *Firm Resources and Sustained Competitive Advantage*, Journal of Management, 17, pp. 99-120.

Cleaver, F. (2001): *Paradoxes of Participation: Questioning Participatory Approaches to Development*. Journal of International Development 11, 597-612.

D'Aprix, R. (2006). *Communicating for Change – Connecting the Workplace with the Marketplace*. San Francisco: Jossey-Bass.

D'Aveni, Richard A. (1994). *Hypercompetition:* Managing the Dynamics of Strategic Maneuvering, New York: The Free Press.

Dietz, T. and Stern, P. C. (2008). *Public Participation in Environmental Assessment and Decision Making*. Washington D.C.: The National Academies Press.

Donaldson, D.A. and Preston, J., (1995). *Can Organizations Change*? Washington, DC: Brookings Institution.

Egonmwan, J. A. (2001). *Public Policy Analysis: Concepts and Applications,* Benin City: S.M.O. Aka and Brothers Press.

Faleye, G. O. (2009). *Women and Accountability*: A Case Study of the Family Support Programme in Osun State. MPA Project, Department of Public Administration, Obafemi Awolowo University, Ile Ife, Nigeria.

Freeman, J., (1994). *Deliberative democracy and beyond*. Liberals, Critics, Contestations. Oxford University Press, Oxford.

Gardner, L. and Lewis, C. (2001). *Breaking the Impasse:* Consensual Approach to Resolving Public Disputes. New York, NY: Basic Books.

Graetz, F. (2000). *Strategic change leadership*. Management Decision, 38(8), pp. 550–562.

Hiatt, B. and Creasey, R. (2002). *Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage*. (2nd edn). London: Thomson Learning.

Hickey, L. and Mohan, A. (2004). *Stakeholder Partnerships as Collaborative Policymaking:* Evaluation criteria applied to watershed management in California and Washington. *Journal of Policy Analysis and Management* 21: 645.

Honadle, G. (2007). *Implementation Analysis: The Case for an Early Dose of Realism in Development Administration in, International Development Administration*: Implementation Analysis for Development, George Honadle and Rud Klauss. New York: Praeger.

Irvin, R. A., and Stansbury, J. (2004). *Citizen Participation in Decision Making*: Is it worth the effort? Public Administration Review 64: 55-65.

Jentoft, S., McCay, B.J. and Wilson. D.C. (1998). *Social Theory and Fisheries Co-management*. Marine Policy. Volume 22. Pages 423 to 436.

Johnson, G, Scholes, K, Whittington, R (2008). *Exploring Corporate Strategy, (*8th edition). London. FT Prentice

Kaler, A. (2002). *Citizen science*: A study of people expertise and sustainable development. Routledge, London.

Kapiyo Raphael, Ahawo Omondi, Oloko Michael and Oswago Robert (November 2006). *Basic Study for SMHPP Supported Supply Projects in the Depleted Area of the River Sondu/Miriu*

Katz, D., and Kahn, R. (1966). *The Social Psychology of Organizations*. New York: Wiley.

Kaza, S. (1988). *Community Involvement in Marine Protected Areas*. Oceanus. Volume 31, Number 1. Pages 75 to 81.

Kelly, D and Amburgey, T. L. (2001). *Organizational inertia and momentum*: A dynamic model of strategic change. Academy of Management Journal 34: 591–612.

Kendall, R. M. (2003). *When Giants Learn to Dance*: Mastering the Challenges of Strategy, Management, and Careers in the 1990s. London: Routledge.

Kimilu, S. (2008). *Environmental factors influencing strategy implementation at Kenya Wildlife Services.* Masters Thesis. Nairobi. United States International Univesity.

Kotter, J. (2000). *The general manager*. New York: Free Press.

Kotter, J. P. (1998). *Leading change*. Boston Massachusetts: Harvard Business School Press.

Kotter, B. and Best, H. (1996). *Management by Policy*: How Companies Focus Their Total Quality Efforts to Achieve Competitive Advantage, Milwaukee: ASQC Quality Press.

Leal, P. A. and Opp, M. W. (2005). *The Advocacy Coalition Framework*: Innovations and Clarifications. In Theories of the Policy Process, 2nd edition, ed. Paul A. Sabatier, 189-220. Boulder, CO, Westview Press.

Lewin, A.Y., Volberda, H.W. (1999). *Prolegomena on Co-evolution*: A Framework for Research on Strategy and New Organizational Forms, *Organization Science,* 10 (5).

Llewellyn,R (2009). *Stakeholder management overview.* Htpp://www.bsu.edu/mcobmn/majb/?p=123

McKee, T. (1998). *Managing Strategic Change.* London: Kogan Page.

McShane, J. and Von Glinlow, V. (2004). *Exploring Strategic Change*. (2nd edn). London: Prentice Hall.

Michener, J. (1998). *The Public Participation Handbook:* Making better decisions through citizen involvement. San Francisco: Jossey-Bass.

Mitchell, M., Webler, T., S. Tuler, and R. Krueger. (2001). *What Is a Good Public Participation Process? Five Perspectives from the Public*. Environmental Management. Volume 27, Number 3. Pages 435 to 450.

Mosse H. (2001). *Opening up and "closing down" power, participation, and pluralism in the social appraisal of technology*. Science, Technology, & Human Values 33(2):262-294.

Newig, J. and Oliver F. (2009). *Environmental governance*: Participatory, multilevel and effective? Environmental Policy and Governance 19:197-214 .

Nickols, Fred. (2000). *Change Management 101 a Primer* [on-line]. Available: www.home.att.net/~nickols/change.htm.

Nippon Koei Co. Ltd. and Mangat I.B. Patel & Partners (July 1998). *Resettlement Programme. Report on Field Survey to Assess Preferred Options for Relocation of Landowners Affected by the Sondu/Miriu Hydropower Project.*

Nippon Koei Co. Ltd. (July 1991). *Detailed Design and Preparation of Tender Documents for Sondu/Miriu Hydropower Project. Environmental Impact Assessment, Data Book (5)*

Nippon Koei Co. Ltd. and Mangat I.B. Patel & Partners (July 1999). *Resettlement Programme. Report on Workshops Held for Community Awareness and Judicious Investment of Compensation Money*

Ogolla, K. (2007). *Participatory efforts in Water Resource management at Lake Victoria South Water Services Board.* Masters project. University of Nairobi. Kenya.

Ogolo, J. O. (2007). *Better Life Programme and Family Support Programme in Osun State*: A Comparative Study in Osogbo Zone. MPA Project, Department of Public Administration, Obafemi Awolowo University, Ile-Ife, Nigeria.

Oketch, M.S. (2007). *Stakeholder involvement in HIV/AIDS management in Nyanza Province:* An inception report on National Aids Strategy. Nairobi Concern Consultants.

Omoke, J. (2003). Why Public Strategies fail to realize expectations within desired time frame: A case Study of the City of Nairobi. Masters Project. University of Nairobi. Kenya.

Orewa, M. (2007). *Challenges facing Strategy Implementation in Developing Nations.* A case of the Kenyan Republic. Working Paper on the Pro- Poor Strategy. Nairobi Grecko.

Oroni, J. A. (2008). *Factors contributing to failure by CBOs in meeting Predesigned Objectives.* A case Study of West Karachuonyo in Nyanza. Kenya.

Osano, R. (2004). *Policy Development and Water Catchment Management in Kenya.* Ministry of Water and Irrigation Policy Document. Nairobi.

Pearce J. A. & Robinson, B. R. (2007). *Strategic Management: Strategy Formulation and Implementation,* 10th edition. New York. McGraw Hill Irwin.

Pirk, S. (2002). *Expanding Public Participation in Environmental Justice*: Methods, Legislation, Litigation and Beyond. Journal of Environmental Law and Litigation. Volume 17. Pages 207 to 240.

Pomeroy, R.S. (1995). *Community-Based and Co-Management Institutions for Sustainable Coastal Fisheries Management in Southeast Asia*. Ocean and Coastal Management. Volume 27, Number 3. Pages 143 to 162. Web site: www.comanagement. org/download/reprint1.pdf.

Rahman, T. (1995). *The craft and theory of public participation*: A dialectical process. Journal of Risk Research 2(1):55–71.

Renn, O. and Pia-Johanna S. (2009). *Inclusive risk governance*: Concepts and application to environmental policy making. Environmental Policy and Governance 19:174–185.

Ruf, T., De Jong, W., Sheil, D., Kusumanto, T., Evans, K. (2007). *A review of tools for incorporating community knowledge, preferences, and values into decision-making in natural resources management*. Ecology and Society 12(1):5 (online). <http://www.ecologyandsociety.org/vol12/iss1/art5/>.

Salm, R.V., Clark, J.R. and Siirila. E. (2000). *Marine and Coastal Protected Areas:* A Guide for Planners and Managers. Washington, DC: International Union for the Conservation of Nature and Natural Resources.

Savage, T., Sultana, P. and Abeyasekera, S. (2007). *Effectiveness of participatory planning for community management of fisheries in Bangladesh*. Journal of Environmental Management 86, 201–213.

Schuler, R. (2003). *Contemporary Strategic Management*. Basingstoke: Palgrave MacMillan.

Senior, B. (2002). *Organizational Change*. (2nd edn). London: Prentice Hall.

Simon, H.W. (1996) *Building the Flexible Company:* How to Remain Competitive, Oxford: Oxford University Press.

Sunstein, C. R. (2001). *Designing Democracy*. Oxford, UK: Oxford University Press.

Sutinen, J.G., and Kuperan. K. (1999). *A Socio-Economic Theory of Regulatory Compliance*. International Journal of Social Economics. Volume 26, Number 11. Pages 174 to 193.

Ulwich, T. and Stalker, G.M. (1999). *The Management of Innovation*, Oxford: Oxford University Press.

White, L. (2000). *Changing the "whole system" in the public sector*. Journal of Organizational Change Management, 13(2), 162-177.

Zajac, F. J, Kraatz, M. S. (2003). *A diametric model of strategic change: Assessing the antecedents and consequences of restructuring in the higher education industry*. Strategic Management Journal 14: 83–102.

APPENDIX 1

QUESTIONNAIRE

1. Which stakeholder group do you represent?

   Technical committee   [ ]

   Project staff   [ ]

   CBOs/NGOs   [ ]

   Provincial Administration[ ]

   Any other :…………………………………………………………………………...............

2. Were you relocated by the project?

   Yes [ ]   No[ ]

3. If yes, are you satisfied that there was need for the relocation?

   Satisfied   [ ]

   Not satisfied   [ ]

4. If no, suggest ways you think the project would have been implemented without your

   relocation.

   …………………………………………………………………………………………………

   …………………………………………………………………………………………………

   …………………………………………………………………………………………………

   ………………………………………………………………………………………………….

5. For how long have you been in the stakeholder group you are representing?

   …………………………………………………………………………………………………

6. Have you ever been involved in decision making regarding the Sondu-Miriu HEP project's

   strategy process?

   Yes   [ ]   No[ ]

   If Yes, at what level were you involved?

   Formulation   [ ]

   Implementation   [ ]

   Monitoring and evaluation   [ ]

All stages   [ ]

7. How would describe your satisfaction level with the involvement?

Very high   [ ]

High   [ ]

Moderate   [ ]

Low   [ ]

Very low   [ ]

8. In your opinion, how would you describe the surrounding community's expectations from the projects?

Highly unrealistic   [ ]

Fairly realistic   [ ]

Below the project's potential [ ]

Any other (Specify):……………………………………………………………………….

9. In what ways are community members involved in implementing the project's strategy?

(i) …………………………………………………………………………………….

(ii) …………………………………………………………………………………….

(iii)…………………………………………………………………………………..

10. What significant reasons inform community participation in the project's rather internal operations?

(i) …………………………………………………………………………………………

(ii) …………………………………………………………………………………………

(iii)…………………………………………………………………………………………

11. What procedures are laid to ensure that community participation does not derail strategy implementation?

Use of few representatives   [ ]

Not involving them in all decision making [ ]

Educating them on key issues   [ ]

Doing and then updating them   [ ]

Others (Specify):

(i) …………………………………………………………………………

(ii) …………………………………………………………………………

(iii)   ……………………………………………………………………………………………

12. How could you say the project implementers have incorporated human resource to listen to your suggestions on the implementation of the project?

……………………………………………………………………………………………

……………………………………………………………………………………………

………….

13. Has the project management ever faced resistance from the community or other stakeholders?

Yes   [ ]   No   [ ]

If Yes, what main factors facilitated such resistance?

Resettlement   [ ]

Project jobs   [ ]

Compensation of lost property   [ ]

Feeling of segregation   [ ]

Other (Specify):

(i)   ……………………………………………………………………………………

(ii)   ……………………………………………………………………………………

(iii)   ……………………………………………………………………………………

14. How did management and other stakeholders deal with the resistance?

(i) ……………………………………………………………………………………………

(ii) ……………………………………………………………………………………………

15. To what extent has resistance affected success in the project's strategy implementation schedule?

High extent   [ ]

Moderate extent   [ ]

Low extent   [ ]

No idea   [ ]

16. How would you describe the impact of the project's operations on the socio-cultural life prevailing in the surrounding community?

Life has adversely been affected

Life has positively been influenced

No significant change in socio-cultural life

Others (Specify):

(i) …………………………………………………………………………………………

(ii) ………………………………………………………………………………………

(iii)…………………………………………………………………………………………

17. In your opinion, do you think the local administration and politicians are doing enough to improve your participation in the project?

    Yes [ ]   No [ ]

18. If yes, explain how.

    …………………………………………………………………………………………
    …………………………………………………………………………………………
    …………………………………………………………………………………………
    …………………………………………………………………………………….

19. If no, suggest ways you think they would improve your participation.

    …………………………………………………………………………………………
    …………………………………………………………………………………………
    …………………………………………………………………………………………
    ………………………………………………………………………………………

20. Which evident activities have been enforced by the project's management to assist the community residents in adopting high living lifestyles?

    (i) …………………………………………………………………………………………
    (ii) ……………………………………………………………………………………...…..
    (iii)…………………………………………………………………………………………

21. What forms of communication prevail between the management and the surrounding community?

    Use of scheduled meeting   [ ]

    Use of communication desk to deal with any concern   [ ]

    Use of field officers   [ ]

Others (Specify):

(i) ……………………………………………………………………………………………………

(ii) ……………………………………………………………………………………………………

(iii)…………………………………………………………………………………………………

22. What is the future role of stakeholder participation in strategy implementation?

Expanded   [ ]

Constrained   [ ]

Not varied   [ ]

Any other (Specify):…………………………………………………………………………....

23. What reasons do you attribute to your response?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

QUESTIONS TO THE EMPLOYEES & PROJECT IMPLEMENTERS

24. Do you interact with the community in any way in your duties in implementing the project?

25. Please explain

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………

26. Are you aware of any strategies by the company to increase community participation in

project implementation?

    Yes [ ]   No [ ]

27.   If yes, please explain

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………

28. Has the company undertaken any training to improve your interactions with other stakeholders?

Yes [ ]   No [ ]

29. Please explain

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………….

30. Do you think this training was beneficial to you?

Yes [ ]   No [ ]

31. If yes, please explain

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………

32. If no, suggest ways that may be incorporated in the training to improve stakeholder participation in the management of the project.

………………………………………………………………………………………………
………………………………………………………………………………………………
…………

33. What methods do you use to capture customer feedback on implementation of the project?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
…………………………………………………………………………………………………..

34. Is there a chance that your official roleand that of being a stakeholder can bring any conflict of interest?

Yes [ ]No [ ]

35. If yes, please explain

……

……

……

………………………………………………………………………………………

36. Please suggest ways this conflict of interest can be resolved.

……

……

……

………………………………………………………………………………………

Thank you very much for your time

APPENDIX 2

TIME SCHEDULE

Study Activity	Time taken to Complete an Activity								
		July 2010	August 2010		September 2010		October 2010		Submission of Report
	Pilot study	■							
	Instrument validation		■						
	Actual data collection		■	■					
	Data coding, entry and analysis				■				
	Report writing and corrections					■	■		

APPENDIX 3

STUDY BUDGET

ACTIVITY	COST @ PIECE (Kshs)	CALCULATION	TOTAL (Kshs)
Data Collection	**Pilot study** Duplication: 30 Assistants: 1000 Travelling: 1000	(30 *16 copies) + (1000 * 2) + 1000	**3480/=**
	Actual Collection Duplication: 30 Assistants: 4000 Travelling: 3200 Subsistence: 1000	(30 * 160 copies) + (4000 * 4 Assit.) + 3200 + (1000 * 4 Assist)	**28000/=**
Data Coding and Entry	Computer Software (SPSS): 1500 Assistants: 500	1500 + (500 * 1)	**2000/=**
Report Writing	Printing and Duplication: 4000		**4000/=**
Total Cost			**37480/=**

APPENDIX 4
LETTER OF INTRODUCTION

DATE……………………………….

TO WHOM IT MAY CONCERN

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

The bearer of this letter, Mr. Abiero Otieno Alfred is a Master of Business Administration (MBA) student of the university of Nairobi.

He is required to submit as part of his coursework assessment, a research project report on some management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would therefore, appreciate if you assist him to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you

Coordinator, MBA program

APPENDIX 5: SONDU MIRIU TECHNICAL COMMITTEE MEMBERSHIP
2005 – 2007

A	ELECTED MEMBERS	MEMBERSHIP STATUS
1.	Hon. Peter Odoyo	MP Nyakach Constituency
2.	Hon. Paddy Ahenda	MP Kasipul Kabondo Constituency
3.	Hon. Dr. Adhu Awiti	MP Karachuonyo Constituency
4.	Hon. Eng. Erick Nyamunga	MP Nyando Constituency
5.	Mr. Tom Owako	Cllr. S.W. Nyakach Ward
6.	Mr. Simon Akach Olang'	Cllr. Thurdibuoro / W. Nyakach ward
7.	Mr. Renix Otieno Odida	Cllr. Kabondo East Ward
8.	Mr. S. Okoth Odawo	Cllr. Kabondo West Ward
9.	Mr. Peter Okuta Ogot	Cllr. Kobuya Ward
10.	Mr. Alfred Apuoyo	Cllr. Lower Nyakach Ward
B PROFESSIONALS		
11.	Dr. Raphael Achola Kapiyo	Chairman School of Environmental. Studies-Maseno Univ.
12.	Eng. Paul Nyagaya	Consultant – Mechanical Engineer
13.	Dr. Paul MacOkech	Pharmacist – Director, Monipa Pharmaceuticals
14.	Dr. T. M. O. Ayodo	Senior Lecturer, Education-Maseno University
15.	Dr. Odera Ongudu	Consultant, Human Resources and Administration
16.	Dr. Judith Miguda-Attyang	Senior Lecturer, Communications/Gender expert
C COMMUNITY REPRESENTATIVES		
17.	Mr. Tom Odede	S.W. Nyakach
18.	Mr. Harrison Oswago	Kabondo West
19.	Mr. John Ouko Oyoo	Kabondo East
20.	Mr. George Ondego	Thurdibuoro Basecamp/Power station
21.	Mr. Joshua Otete Odongo	Oboch location

D	CIVIL SOCIETY ORGANISATIONS	
22.	Mr. Japheth Kokal	Chief Executive Officer, NYAKODA
23.	Mr. Fanuel Tolo	Programme Officer, Climate Network Africa
24.	Mr. John Odingo	Chief Executive, SOMNADO
25.	Mr. John Rasare Gome	Nyakach Elders Development Group
26.	Mr. Ramjius Ombogo Abeti	Kabondo Environmental Organisation
27.	Mr. J. Otieno Mwalo	Kabondo Elders Development Group
28.	Mr. Adel Kitoto	RIDOKAM
E	GOVERNMENTAL ORGANISATIONS	
29.	Mr. Nicholas Opinya	Regional Planner, Lake Basin Development Authority
30.	DC Nyando	Provincial Administration
F	KENGEN REPRESENTATIVES	
31.	Mr. Joseph Ng'ang'a	DMD & Head of Business Development-TC Chairman
32.	Mr. Mike Njeru	Communications Manager
33.	Mr. Joe Okoto	Chief Manager, Administration
34.	Alfred Abiero	Senior Projects Engineer
35.	Mr. James Obondo	Community Liaison Officer
36.	Ms. Florah Mwawughanga	Environmental Scientist
37.	Mrs. Jenipher Oduor	Property Officer
	JBIC MEMBERS	
38.	Mr. S. Iwamoto	Chief Representative
39.	Ms. Carr	JBIC -Nairobi
H	NIPPON KOEI CONSULTING	ENGINEERS
40.	Mr. Akiro Shiroya	Project Engineer
41.	Mr. Chris Ashdown	Contract Engineer

Source: Sondu Miriu HEP, 2010

FIGURE: LOCATION OF THE SONDU MIRIU HYDRO POWER PROJECT

Lower Zone

Main Road

Thurdibuoro Location

Outflow channel

South West Location

Odino Falls

Oboch Location

Depleted Zone

Intake

R Sondu Miriu

0   4   8

kilometres

Rawuor Location

West Kodhoch Location

Upper Zone