

**STRATEGIC CHANGE MANAGEMENT PRACTICES BY THE
KENYA PRISONS SERVICE**

MERCY KAINYU ZABLON

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DECLARATION

This Management Research Project is my original work and has never been presented for the award of a degree in any other university or institution of learning.

Signed.....Date.....

MERCY KAINYU ZABLON

REG. NO: D61/71372/2008

This Management Research Project has been submitted for examination with my approval as the university supervisor.

Signed.....Date.....

PROFESSOR MARTIN OGUTU

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This management research project is dedicated to my dear husband for encouraging me and giving me both moral and financial support during the entire period of my study.

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LIST OF ABBREVIATIONS AND ACRONYMS

RPC	-Regional Prisons Commander
OIC	-Officer in Charge
NGOs	- Non Governmental Organizations
CAP	-Chapter
MTEP	-Medium Term Expenditure Programs
GJLOS	-Governance Justice Law and Order Sector
RRI	-Rapid Result Initiative
GHRIS	-Government Human Resource Information System
ICT	-Information Communication System
CUC	-Court Users Committee
KNCHR	-Kenya National Council for Human Rights
CID	-Criminal Investigation office
HIV	-Human Immune virus
AIDS	-Acquired Immune Deficiency Syndrome
NARC	-National Rainbow Coalition
PRI	-Penal Reform International

ABSTRACT

This study set out to establish strategic change management practices by the Kenya Prisons Service and also to investigate the challenges affecting strategic change management by the Kenya Prisons Service. The study was conducted through a case study of the Kenya Prisons Service. The study targeted 5 interviewees from the organisation who were section heads at senior level management and whose length of service was more than 10 years. They were interviewed using a well prepared interview guide. Both secondary and primary data were collected which formed the basis for content analysis. The findings of the study indicate that employee involvement, consultation, obtaining executive level commitment, effective communication, encouraging participation, delegation of duties, teamwork, use of change agents and intervention by outsiders, stakeholders' engagement, collaboration and transparency played a big role in strategic change management practices by the Kenya Prisons Service. The findings also indicate that the performance of the strategic change management encountered a number of challenges such as resource constraints, inadequate funding, and problems with the government legislation, capacity problems, transnational crimes and influence by the institutions within the administration of justice sector. The study revealed that the Kenya Prisons Service did not have structural, cultural, political influence and ICT problems. The study further revealed that the Kenya Prisons Service did not experience lack of leadership commitment to change or stakeholders being not adequately involved and informed. The study revealed that the resistance to change was minimal and was adequately dealt with. A major success of the strategic change management by the Kenya Prisons Service was the increased efficiency in management, improved prisons staff and prisoners' welfare, introduction of recreation activities for prisoners and a shift from punitive to rehabilitative prison management. The study concludes that strategic change management practices in an organisation play a significant role in any strategic change management process. The recommendations for the study of strategic change management by the Kenya Prisons Service have implications for theory, managerial policy, managerial practice and scholarly work.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change is inevitable. It is part and parcel of nature. Firms are facing an even more complex new environment due to the increasing importance of information, technology, deregulation, the changing face of competition and patterns of employment, political influence, trends in fashion, lifestyle change, the rise of knowledge economies, firms add value more than before by increasing the scale and scope in fixed capital, and by commercializing innovations (Teece, 2000; Banwet & Pramod, 2010). These external and internal forces affect the main strategies and objectives of the business as well as the internal functioning (Balogun & Hailey, 2008; Burnes, 2004). This necessitates change in business practices by firms in order to meet the changing needs and tastes of their customers.

In order to understand the study of strategic change management, three theories have been advanced. One is the resource based theory which rests on the idea that firms create sustainable competitive advantage by developing and applying idiosyncratic firm-resources (Barney, 1991), two is the resource dependence theory which argues that the procurement of external resources is an important tenet of both the strategic and tactical management of any organization (Pfeffer & Solancik, 1978) and three is the stakeholder theory which builds on the traditional stockholder and shareholder theory and states that there are other parties involved: employees, customers, suppliers, financiers, communities, government bodies, political groups, trade associations and trade unions (Freeman, 1984).

In the last decade there has been an acceleration of the magnitude and pace of change across the country. The Kenya Prisons Service has not been left behind either. Unfortunately though, the Prisons Service has struggled with a legacy of oppression and wanton human rights abuses acquired during the colonial days and carried over the post-independence period. It also faced the challenge of the growing population of prisoners which resulted into overcrowding leading to congestion and deplorable conditions for prisoners. The prison staff also lacked basic infrastructure and basic necessities. The reform process was started through a Round Table Conference on Prison Policy in 2001 at Mt. Kenya whose aim was to improve prison conditions in Africa. The result was a shift in policy direction with a focus on systems, structural, programmatic and human resource developments. There was a paradigm shift in focus from retributive to rehabilitative system of management. Following the victory of NARC in the 2002 general elections, the newly appointed Minister for Home Affairs began pursuing a policy of opening up prisons to public scrutiny in 2003 thus ushering in a fundamental shift in policy direction through what is famously known as the “Open Door Policy”. This allowed members of public especially Human Rights Activists and the Press access to prisons. Around the same time the Governance Justice Law and Order Sector (GJLOS) program was initiated by the Government and donors with a specific focus on Penal reforms and provided for resources for the same. These kinds of developments required decisive and large scale strategic change to regain congruence between the organizational goals, the environment and the organization.

1.1.1 Strategic Change Management

Change is defined simply as a transition from one state to another with a focus on being different. Changing people and the way they behave requires more than a plan

and some changes to organisational structure and systems (Johnson & Scholes, 2002). Price and Chahal (2006) points out that organizational change at an operational or process level requires simple changes on day to day tasks, thus incrementally improving performance. He further argues that change at a strategic level, impacts on the direction of a company and the people it employs, thus requiring step changes at operational or process levels.

Strategic change has a greater impact in the mind with changes that affect top to bottom of the organization at most (Naghibi & Baban, 2011). It is a way of changing the objectives and vision of a company in order to obtain greater success (Johnson & Scholes, 1999). It is long term in nature, affects the entire organisation and aims at achieving effectiveness. It is the transition that results from the implementation of organisation strategy. Management of strategic change therefore is how to create conditions that make proactive change a natural way of life (Omari, Ateka & Nyaboga, 2013). Managing strategic change is increasingly a way of life for organizations faced with the turbulent economic, political, and cultural forces (Tichy, 1982). These environmental influences and trends on strategic development work by creating opportunities and threats. This leads to the adjustments of strategic capabilities. Strategic change management is important in organizations, as it involves developing change approaches and implementing the transition process.

A successful change management process involves many human factors such as leadership, communication, employee motivation, training and development (Balogun & Hailey, 2008). Different scholars have come up with change management practices such as employee participation and employee involvement (Burnes, 2004; Benson, Michael & Edward, 2013). Gekonge (1999) observed that change management practices were common standard practices in stable business environments.

Most researchers reveal that resistance to change, poor business processes, financial constraints, lack of supportive organizational culture and effective structures, staff capacity gaps, poor communication, political interference and low customer satisfaction were the key challenges (Gekonge, 1999; Mwanza, 2012; Bruch, Garber & Maier 2005; Aplin, 1978). Lack of leadership commitment to the agreed change sends mixed messages to stakeholders (Senior & Fleming, 2006).

1.1.2 The Ministry of Interior & Co-ordination of National Government

The Ministry of Interior & Coordination of National Government was formed in 2013 by the ruling coalition Government upon its ascent to power. The Cabinet Secretary to the Ministry is Hon. Joseph Ole Lenku. The two Principle Secretaries are Amb. Raychelle Omamo (Interior) and Ms. Josephtha Mukobe (Co-ordination). The Ministry hosts the following departments: National Police Service, General Service Unit, Administration Police Service, Betting, Control and Licensing, Government Press, Directorate of Criminal Investigations, Probation and Aftercare Services, Kenya Prisons Service, Department of Refugee Affairs, National Registration Bureau and finally Civil Registration.

The mandate of the Ministry is as follows: to provide strategic leadership and policy direction, a secure environment and set the agenda for achieving socio-economic and political development of the citizen, to enhance national security and social economic development by maintaining a comprehensive population database, proper migration management and timely registration and issuance of secure identification documents and to promote just, secure, and good governance through containment, rehabilitation and reintegration of offenders, and finally to offer a well coordinated and functional Government. The ministry's work is to provide secure living and working

environment, protection of citizens and property, enhance peace, provide better services for containment and rehabilitation of offenders, secure international passage of Kenyan citizens and foreigners, and to mitigate socio economic impact of disaster on the society.

1.1.3 The Kenya Prisons Service

The Prison system in Kenya was introduced by the British East Africa Company following the enactment of the East Africa Prisons Regulations in April 1902. The first modern prison by the colonial administration was Fort Jesus in Mombasa which was established in 1895. Therefore more prisons were established throughout the country. In 1911, the Prisons Service was created. The post of the Commissioner of Prisons was created in 1917 and both control and management of Prisons became his sole responsibility (The Prisons Service, 2009).

Today the Kenya Prisons Service comprises approximately 110 prisons, 2 Borstal Institutions and 1 Youth Training Corrective Centre (YCTC). It has a staff establishment of approximately 20,000 against 55,000 inmates. It's a uniformed and discipline force established under Prisons Act, Cap 90 and Borstal Institutions Act, Cap 92 of the laws of Kenya with the mandate to contain offenders in safe custody, rehabilitation and reformation, facilitation of administration of justice, controlling and training of young offenders and finally provision of facilities for children aged four years and below accompanying their mothers in prison.

The Kenya Prisons Service is headed by the Commissioner General of Prisons, deputized by an acting Deputy Commissioner General of Prisons. Under the Commissioner General of Prisons are 10 directors who are at the rank of the Deputy Commissioner of Prisons and an Administrative Secretary. The Department is

currently divided into ten directorates. These directorates are headed by directors as follows:- Director of Administration and Personnel, Director of Operations, Director of Legal/Human Rights/Research and Statistics, Director of Planning and Development, Director of Rehabilitation and Welfare, Director of Prisons Enterprises, Director of Prison Health Services, Director of Gender/NGO/Sports, Director of Inspection & Complaints, and the Commandant Prisons Staff Training College. Under the directorates there are sections which are headed by section heads. Regions are headed by Regional Commanders of Prisons (RCP) whereas Counties have County Commanders of Prisons (CCP). Each prison is headed by an Officer in Charge (OIC). In the stations are various section heads and the Prison Constables forming the lowest level of management. The service is organized as a discipline force with the military/police ranking style.

The democratization and enlightenment on human right issues in the 1990s made it apparent that the Prisons Service capacity to effectively discharge its mandate was dwindling. The service was facing systemic problems both touching on poor prisoners and staff welfare, inefficient criminal justice system, inhuman and degrading treatment of offenders, financial mismanagement and poor governance. The process of the reform was started through a Mount Kenya Round table Conference on Prison Policy in year 2001. This ushered a fundamental shift in policy direction with a focus on systems, structural, programmatic and human resource development with the aim of adopting best practices which promote human rights based approaches, good governance and democracy in prison management (Penal Reform International & Kenya Prisons Service, 2003). Around 2003 the Governance Justice Law and Order Sector program was initiated by the Government and donors with a specific focus on prison reforms.

1.2 Research Problem

The success and future of any institution largely depends on proper management of strategic change. Successful change is dependent on: alignment of change efforts to organizational goals, maintaining executive commitment, creating and maintaining a superior change team and planning for continuous improvement (Omari, Ateka & Nyaboga, 2013). Organizations are perpetually seeking change and hence use learning, experimentation and communication to renew themselves (Senge, 1990).

In the last decade Kenya Prisons Service has been implementing Reforms. The widespread perception is that the reforms process has lost momentum. Some reports reveal that prisons in Kenya have problems touching on financial mismanagement, poor governance, congestion and overcrowding, rights abuses, emerging technologies putting pressure on the organization and warders are still living miserably in ramshackle houses across the country, as reforms started in 2003 are painstakingly slow (Mathangari, 2010; Ombati, 2011; Omboto, 2013; The People Daily, 2013). Further more; the leadership both at the ministerial and departmental level has gone tremendous change.

Foreign studies have been conducted in organisations looking into strategic change management practices. These studies have provided useful insights into how various organisations approach strategic change in different contexts and how they respond to the same (Benson, Kimmel & Lawler, 2013; Price & Chahal, 2006). Numerous studies have also been conducted in various organisations at local level (Kihara, 2010; Mwirigi, 2012; Mbuthia, 2012; Mwanza, 2012; Kiraithe, 2011). These studies in Kenya concur with foreign studies on various prescribed approaches, principles, models, practices and responses generally used in strategic change management.

While there are various studies on strategic change management practices in Kenya, they cannot be assumed to explain strategic change management practices by the Kenya Prisons Service. Kiraithe (2011) studied strategic change management in the Kenya Police Service. His findings cannot be generalized to those of the Kenya Prisons Service as there is a significant difference. The core functions, the nature of the client, the circumstances and the reasons for initiating change are different. The Kenya Police Service fails to take account of rehabilitation, reformation and containment of offenders in safe custody.

Various companies have adopted change management practices in order to compete in the new and turbulent business environment. The prisons Service is not an exception since it is implementing reforms. This implies that the department has an obligation to apply strategic management principles. This makes the study of strategic change management important in this organization. Therefore the study seeks to answer two questions: what are the strategic change management practices being adopted by the Kenya Prisons Service? What are the challenges experienced in managing strategic change by the Kenya Prisons Service?

1.3 Research Objectives

The study has two objectives:

- i. To examine the strategic change management practices adopted by the Kenya Prisons Service.
- ii. To establish the challenges of managing strategic change by the Kenya Prisons Service.

1.4 Value of the Study

The study seeks to make a contribution at linking theories and practices. The organizational theorists will be able to understand the field of strategic management and find out the relevance of the theories even as the study of strategic management evolves. Future studies could test the theories used and find their applicability in other public and private organizations.

The study seeks to contribute to the managerial policy in the field of strategic management in general and the management of strategic change in particular. It will enable managers to consider involvement of the stakeholders in policy formulation, monitoring and evaluation in order to enhance support and ease of implementation.

It will provide guiding managerial practices especially to the management of Kenya Prisons Service having been triggered by the inherent need to change and realign itself with vision 2030. The study will also be of importance to the other institutions whose interest lies in improved service delivery for customer satisfaction.

The study will be useful to the other scholars. It will provide a platform for further research in the area of strategic change management. It could be a source of reference material for future researchers on other related topics. It is also expected to be of help to other academicians who undertake the same topic in their studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature by other scholars in regard to strategic change management in organisations. It analyses the theories advanced in understanding the topic, and presents models advanced in understanding the management of both planned and emergent change. It also looks into strategic change management practices and finally, the challenges of managing strategic change.

2.2 Theoretical Foundation

Resources affect strategic change and its outcomes. The study of the organizational resources and competences has a long history in strategic management and more generally in organizational studies (Kraatz & Zajaac, 2001). Most recent this basic concern has surfaced in the resource based view of the firm, which has directed attention to important differences in the resource endowments of firms within industry (Wenerfelt, 1984; Barney, 1991). The resource based view of the firm created a new era of ferment by affirming that the main source of sustainable competitive advantage resides in the development and use of valuable resources. Wernerfelt (1984) built on the work of Penrose (1959) with respect to the growth of the firm, developing the resource based view of the firm. The resource based view rests on the idea that firms create sustainable competitive advantage by developing and applying idiosyncratic firm resources. Firm specific resources are the basis of sustainable competitive advantage when they are costly, rare and non-replicable (Barney, 1991). Since 1991, resource based theory has evolved from nascent upstart

perspective to one of the most prominent and powerful theories for understanding organizations (Barney, 2011).

Organizations depend on their environment for the resource they need to survive and grow (Jones, 2010). According to resource dependence theory the goal of an organisation is to minimize its dependence on other organizations for the supply of scarce resources in its environment and to find ways of influencing them to secure needed resources. Thus an organisation must manage two aspects of its resource dependence. Firstly, it has to exert pressure over other organizations so it can obtain resources and secondly, it must respond to the needs and demands of the organizations in its environment. The procurement of external resource is an important tenet of both the strategic and tactical management of any organization (Pfeffer & Solancik, 1978). The supply of resources however is dependent on the complexity, dynamism, and richness of the environment (Jones, 2010). According to Pfeffer and Solancik (1978) numerous nonprofit making organizations are externally controlled by environmental forces such as dominant funding sources, commanding service recipients and powerful competitors. However, they further argue that avoidance of powerful and demanding stakeholders is virtually impossible. The resources one organisation needs are thus often in the hands of other organisations. The resources are a basis of power, making the organizations to depend on each other. Power and resource dependence are directly linked (Hillman, Shropshire & Cannella, 2007).

Stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. In the traditional view of the firm and the shareholder view, the shareholders are the owners of the company and the firm has a binding legal duty to put their needs first, to increase value for

them. Stakeholder theory argues that there are other parties involved: employees, customers, suppliers, financiers, communities, government bodies, political groups, trade associations and trade unions (Freeman, 1984). According to Johnson and Scholes (1999), organizations must manage the interest of the stakeholders including public interest groups, strategic partners and public monitoring bodies. They rightly observe that organizations operate within a complex system of interest, influences and groupings which depend on the organisation to fulfill their objectives and on whom, in turn, the organisation depends. Johnson and Scholes (1999) term stakeholder management as primarily concerned with long term strategic decisions.

More recent scholarly work on the topic of stakeholder theory that exemplify research and theorizing in this area include Mitchell, Agle and Wood (1997) who based stakeholders on the attribute of power, legitimacy and urgency. Donaldson and Preston (1995) argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. Phillips (2003) distinguishes between normatively distinct stakeholders and derivatively legitimate stakeholders.

2.3 Strategic Change Management in Organisations

Change has always been a feature of organizations, though many argue that the frequency and magnitude of change are greater now than ever before. The global business environment is changing faster than ever. We are living in an era where business constantly needs to reshape their ideas merely to survive. Increasing environmental instability and uncertainty are forcing companies to change continuously (Bruch et al., 2005). Constant change is a business reality and organizations must continuously adapt to the very environment to stay competitive or risk becoming obsolete (Buckley, 2013). An appreciation of whether organizational

change is to be a continuing feature, or a one-off event, whether it is on a small skill or large scale, and whether change is slow or faster, plays a key role in judging the appropriateness of particular approaches to managing change (Burnes, 2009).

Strategic change is the actions, processes and decisions that are executed by an organization's members to realize their strategic intentions (Hardy, 1985). It involves managing the unfolding non-linear dynamic processes during strategy implementation (Kotter, 1995). According to Johnson and Scholes (1999) strategic change is a way of changing the objectives and vision of a company in order to obtain greater success. It is the transition that results from the implementation of an organization's strategy. Management of strategic change therefore is how to create conditions that make proactive change a natural way of life (Omari et al., 2013). The fit between an organisation and its external environment determines its performance and hence it is important to watch on prevailing opportunities and threats in the external environment to quickly adapt. Organizations change their strategy in response to environmental change (Johnson & Scholes, 1999). The key objective of strategic change is to enhance the competitiveness of the organisation and continuous adaptation of the organisation to various environmental turbulent levels.

Rouse (2010) argued that that change management is a systematic approach to dealing with change both from the perspective of an organisation and on the individual level. Rouse further argued that change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities. Organizational change at an operational or process level requires simple changes in day-to-day tasks, thus incrementally improving performance. However, change at a strategic level, impacts on the direction of a company and the people it employs thus requiring step changes

at operational or process level and is long term in nature (Price & Chahal, 2006). As the external and the internal environments change organizations also need to change their strategies in order to achieve a strategic fit (Thompson & Strickland, 2003). Kotter (1996) portrays the change process as a linear progression through successive stages. Successful change requires sufficient resources to support the process (Burnes, 2004; Pfeiffer & Salancik, 1978).

Price & Chahal (2006) argues that if change managers are to develop effective implementation plans for change they need to understand the different types of change: crises change which is a reactive approach driven by external factors and fear of failure and chosen change which is more a proactive approach driven by workforce commitment to the success of an organisation. Johnson and Scholes (1999) described four states of strategic change in terms of development: continuity, punctuated equilibrium, incremental and transformational. On the other hand, Pritchett and Pound (1996) described three types of organisational change, which are slightly different from those provided by Johnson and Scholes as developmental, transitional and transformational change. Developmental change: doing more of or better than, what currently exists; transitional change: implementation of a new desired state requiring dismantling existing ways; transformational change: implementing an evolutionary new state, requiring major and ongoing shifts in organizational strategy.

2.4 Models of Change Management

There are a number of theoretical models that drive strategic change each attempting to describe the process through which organizations successfully alter their business practices, or their organizational climate. According to Burnes (2009) organizational change can be planned or emergent, reactive or proactive.

Action Research model was coined by Lewin (1946). Action research is research on an action with a goal of making that action more effective. It's based on proposition that an effective approach to solving organization problems must involve a rational, systematic analysis of the issues in question. It refers to programs and interventions designed to solve a problem or improve a condition. It is an iterative process whereby research leads to action, and action leads to evaluation and further research (Bennett, 1983).

Lewin's three steps model; Lewin (1947) explains that a permanent change in behaviour involves three aspects: unfreezing previous behaviour, changing and refreezing the new patterns. The first step is unfreezing. Lewin believed that the stability of human behaviour was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. He argued that the equilibrium needs to be destabilized before old behaviour can be discarded. The second step is moving. One should take into account all the forces at work and identify and evaluate on trial and error basis all the available options. The third step is refreezing. This seeks to stabilize the group at new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression (Burnes, 2004).

Bullock and Batten (1985) emphasizes on planned change drawn on the discipline of project management. He developed an integrated four phase model based on a synthesis of over 30 models of planned change. The phases are exploration, planning, action and integration. Exploration phase involves the need for change and acquiring any specific resources (such as expertise) necessary for the change to go ahead. Planning phase involves key decision making and technical experts. A diagnosis is completed and actions are sequenced in a change plan. The plan is signed off by management before moving into action phase. Action phase is completed by making

arrangements for managing change according to plan with feedback mechanisms that allow some re-planning if things go off track. Finally the integration phase involves consolidating and stabilizing change, and reinforcing behaviour.

In Kotter's 8 steps model, Kotter (1996) argued that his 8-steps are a process and not a checklist. Successful change goes through all the 8-steps. The first step involves creating a sense of urgency. Second is forming a powerful guiding coalition. This involves convincing people that change is necessary. Third step is creating a vision. A clear vision can help everyone to understand why you are asking them to do something. Fourth step is communicating the vision. The vision needs to be communicated frequently and powerfully, and embedded within everything that you do. Fifth step is empowering others to act on the vision. It involves removing obstacles, and putting in place the structure for change and continually checking for barriers to it. Sixth step is planning for and creating short term wins. It involves creating short term targets but not just overall long term goal. Seventh step is building on the change. This involves consolidating improvements and producing still more change. Eighth step is institutionalizing new approaches by anchoring the change into corporate culture.

Processual model was advanced by Dawson (1996) who supported the Lewin's (1951) approach. In this model, aspects of change are used as a means of breaking down the complex process of organizational change into manageable portions. It involves conception of the need for change which could be in response to some external or internal pressure for change (reactive) or through a belief in the need for change to meet future competitive demands (proactive), then the process of organizational transition whereby strategic decisions are made on different tasks, activities and decisions for individuals and groups inside and outside the organization. Finally there

is the operation of new work practices and procedures whereby new organization arrangements and systems of operation begin to emerge and stabilize.

2.5 Strategic Change Management Practices

Employee involvement is a major part of high-performance work systems that have successfully transformed a large number of organisations and have become standard practice in many new organisations (Benson et al., 2013) and it's very crucial to successful change especially in situations that require attitudinal and cultural change. The level of involvement required in any change project is dependent on the impact of change on the people concerned. It is therefore necessary to link levels of involvement to the types of change proposed. The key is that the greater the effect on the individual, especially in terms of psychological constructs and values, the deeper the level of involvement required if successful behavior change is to be achieved (Burnes, 2004). By staying actively involved, top-level executives demonstrate their support of a change, which will help it to succeed.

Communication is the most effective tool an organization can use to obtain acceptance of a change (Senior & Fleming, 2006). Such communication should be face-to-face since passive participation (e.g., written memos) typically does not demonstrate the necessary commitment. Burnes (2004) argued that communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change. Communication is particularly important during all phases of the transition (Senior & Fleming, 2006).

Senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation. Price and Chahal (2006)

pointed out that a greater degree of consultation and worker participation, both in the development of the strategic vision and the implementation of change should increase ownership thus reducing anxiety and stress that often drives resistance to change. The most important critical practice is obtaining executive-level commitment for a change effort. Top management support and commitment to change play an especially crucial role in successful change (Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001; Kotter, 1995; Nadler & Nadler, 1998; Yukl, 2002).

Coercion involves imposition of change or the issuing of the edicts about change. According to Senior and Fleming (2006), it is the explicit use of power and may be necessary if the organization is facing crisis situation or rapid transformational change. The implementers possess some form of power and that power strategies are used in a situation where the change must be implemented quickly and a few resources are available for programs of education or negotiations (Burnes, 2004). According to Burnes (2004) change is also managed by direction. This involves the use of personal managerial authority to establish a clear strategy and how change will occur. It's usually a top-down management of strategic change associated with clear vision or strategic intent and may also be accompanied by similar clarity about critical success factors and priorities. It has a risk of lack of acceptance and ill conceived strategy. Burnes also points out that the case for the general adoption of organizational learning is based on the assumption that all organizations operate in a fast-moving and unpredictable environment.

Teamwork is useful in the implementation of change and is also necessary to keep the organisation adaptable for future. According to Jaca, Santos, Errasti and Viles (2013) teamwork helps encourage worker participation when implementing change. Change agency is also used to manage change. This is an individual or group that effects

change in an organization (Johnson & Scholes, 2002). A change agent or a group of change agents may be from within or from outside, such as consultants who have a whole team working on a project. Intervention is the coordination of and authority over processes of change by a change agent who delegates elements of a change process to project teams or taskforces (Nutt, 1987). Johnson (1992) argued that the individuals who are not part of the mainstream culture bring new perspectives to the organization and they see the context of the organization afresh. Thompson and Sanders' (1997) analysis of change within the Veterans Benefits Administration suggests that success may require bottom-up participatory elements, such as delegating decision making to middle management and granting frontline workers greater discretion to implement changes. Nutt (1992) argues that change agents delegate elements of a change process to project teams or task forces.

2.6 Challenges of Managing Strategic Change

Deciding how to change an organisation is a complex matter, not least since it disrupts the status quo and poses a threat prompting employees to alter work relationships and procedures. There are many managerial challenges in change management which require an individual who will motivate the different type of people in a way that ensures the change management process proceeds as smoothly as possible.

According to Aplin (1978) ineffective structures and processes seriously impair the organization's ability to achieve its goals. More importantly, poorly designed structures may fail to not only direct actions towards goals but also reduce the real value of the inputs. Aplin further explains that increased absenteeism, turnover and

lowered productivity are common by-products of lowered morale, motivation, and commitment associated with structural imperfections.

Inadequate resources to execute planned organizational change are a problem. Often, as a result of large number of concurrent change programs, many resources will already be allocated (Franken, Edwards & Lambert, 2009). Redeployment or redirection of scarce organizational resources toward a host of new activities, including developing a plan or strategy for implementing the change, communicating the need for change, training employees, developing new processes and practices, restructuring and reorganizing, testing and experimenting with innovations is necessary (Nadler & Nadler, 1998).

Price and Chahal (2006) argued that failure in most change processes can be traced to poor communication. Communications are important as changes are planned and carried out. In order to pursue a desire and willingness to embrace change among employees, inspirational communication by the leadership team to persuade others to support and accept the organization's new direction should be achieved (Franken et al., 2009). According to Kinuu, Maalu and Aosa (2012) inadequate and less effective communication is a major factor that impacts on the change management process.

Change processes are only successful if they fit a company's current culture (Bruch et al., 2005). Traditions, norms and shared values within a company must be included in the deliberations regarding the selection of a change program (Burnes, 2004). Critical to successful change is not only the development of more efficient and effective processes but alignment of organizational culture to support these new processes. Where processes and organizational culture have been well established, the workforce tends to operate within a comfort zone (Price & Chahal, 2006).

Failure to harmonize the strategic leadership team to support a change portfolio affects the change process. The strategic leadership team needs to internalize and collectively demonstrate commitment to the agreed change portfolio to avoid sending “mixed” messages to stakeholders (Franken et al., 2009). Leadership is very important in the management with emphasis on established direction, aligning, motivating and inspiring people (Senior & Fleming, 2006).

Ansoff and McDonnell (1990), define resistance as a multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of a strategic change. Resistance to change may take the form of procrastination and delays in triggering the process of change, unforeseen implementation delays and inefficiencies which slow down the change and make it cost more than originally anticipated, efforts within the organization to sabotage the change or to absorb it in the welter of other priorities. One of the reasons change processes fail is because companies underestimate the importance of the individual involved in the change and their interaction (Kotter, 1996). Price and Chahal (2006) argued that resistance to change by employees is due to lack of a greater degree of consultation and worker participation both in the development of the strategic vision and in the implementation of change thus creating anxiety and stress.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, data collection and data analysis which have been adopted by the researcher.

3.2 Research Design

The research adopted a case study design with the Kenya Prisons Service as its unit of study. The design aimed at equipping the researcher with in depth information on how the Kenya Prisons Service manages change. A case study provides a rich understanding of an organization that is being studied.

Yin (2003) explained that a case study design is appropriate for examining a process and its challenges within the real-life context, especially when the boundaries are not evident. According to Mugenda and Mugenda (1999) a case study is a very powerful form of qualitative analysis that involves a careful and complete observation of a social unit, be it a person, family, institution or even an entire community.

3.3 Data Collection

Primary and secondary sources were used to collect data for the study. The primary data was obtained directly from individual interviewees by taking notes during the face to face interviews, and recording. After reviewing previous empirical studies as well as theory in order to gain insight into the research problem, the researcher developed a carefully designed interview guide to gather data. To ensure the

trustworthiness of the study, academic and staff members conducted a validation of the field notes.

The study targeted five (5) top level managers at Kenya Prisons Service who had been in the organisation for the last ten (10) years or more and had witnessed or had been involved in the changes that have taken or are taking place. Heads of sections were interviewed since they are the people who are charged with overall goals, strategies, operating policies and represent the Kenya Prisons Service to the external environment. The interviewees were chosen on a simple random sampling procedure. This method of sampling has fewer errors with small sample sizes unlike large sample sizes.

Secondary data was derived from relevant reports, the strategic plans, web site, magazines, newsletters, newspapers and other internal documentation relating to change management program. This enabled the researcher to see the prevailing thoughts about his/her area of study.

3.4 Data Analysis

Data obtained from the interviews formed a basis for content analysis. Content analysis was used to extract key themes, concepts and arguments in qualitative data. The qualitative data was then reduced and transformed through selection, sharpening, sorting, focusing, discarding, organizing and summary or paraphrasing in such a way that the final conclusion was drawn and verified (Miles & Huberman, 1994). Content analysis method was chosen because it systematically describes the form or content of a written or spoken material. A classification system was developed to record the material.

Content analysis was a preferred method of analyzing data because the information that was intended to be collected needed to be described and interpreted, and the subject matter may not have allowed for numerically objective analysis. According to McBroom (1992) the researcher is able to examine data during individual years as well as over the span of all the years under study. Content analysis has been successfully used in other similar studies.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

Discussions and findings of the study with reference to the research methodology are presented in this chapter. Findings on strategic change management practices adopted by the Kenya Prisons Service and the challenges affecting strategic change management at the Kenya Prisons Service are presented. Data was collected from 5 interviewees working in different capacities through use of an interview guide and recording as the instruments of research.

4.2 The Background Information

4.2.1 Interviewees' Designation, Section and Department

The interviewees' job titles and the sections of work at the Kenya Prisons Service were sought in this study. As per the findings the interviewees' positions were as follows: Director of Prison Enterprises, Director of Rehabilitation and Welfare, Director of Planning and Development, Director of Administration and Personnel, Director of Gender/Sports/NGOs and finally the Head of Human Resources. All the interviewees were at the level of section heads and are directly involved in making key decisions at the Kenya Prisons Service. They are charged with overall goals, strategies, operating policies and represent the Kenya Prisons Service to the external environment. Being involved in the implementation of change thus they were better placed and aware of changes which had taken place or were taking place in the organisation.

4.2.2 Interviewees' Length of Service

An inquiry was made on the number of years the interviewees had worked at the Kenya Prisons Service. It was clear from the interviews conducted that all the interviewees had worked for more than ten (10) years. This clearly implies that information collected was from employees who had adequate experience and familiarity with strategic change management practices adopted by the Kenya Prisons Service.

4.2.3 The Current Ongoing Changes

The interviewees were asked to name the current ongoing changes at the Kenya Prisons Service. They revealed that the changes which are taking place currently at the Kenya Prisons Service as follows: the review of the legislation or the Act of parliament governing the Kenya Prisons Service (Cap 90 and the Borstal Act Cap 92 laws of Kenya); review of the standing orders; implementation of the new operational uniform for staff; housing and accommodation for staff through private public partnerships; implementation of a strategy and programme for financial and food sustainability in prisons; technological development and finally professionalization of the service.

4.2.4 Anticipation and Planning For Change

The interviewees were asked if the Kenya Prisons Service anticipated change. They replied that change was highly anticipated. When asked how change was anticipated they argued that the push for the prisons reforms had started way back in the mid 1990s when the civil society and the media started publishing the plight of the

incarcerated prisoners. The NARC government had also made it clear in their campaign manifesto for 2002 election that they would initiate the Prisons reforms.

On the question of whether there was any planning for change they replied that the change by the Kenya Prisons Service was planned. They were asked if there was any prove for planning and they explained that specific commitments to change were made as documented in its strategic plan 2002-2007 and 2008-2012. Following the expiry of that period another document was formulated, strategic plan 2013-2017.

4.2.5 How Change was carried out and if it was systematic

The interviewees were asked how change was carried out and they said that the change came in form of reforms and that these reforms were implemented with reference to the strategic issues as outlined in the strategic plan and the International Standard Minimum Rules for the Treatment of Prisoners (ISM RTP). When asked if the reforms were systematic or not the interviewees said that they were systematic.

4.2.6 Preparations for Change

The interviewees were asked if there were any preparations for change and they said that the preparations were there. When asked to explain how such preparations were done they said that the Kenya Prisons Service management was supportive and had shown full commitment for change. They explained that brainstorming sessions were used to obtain major change ideas. They also said that external stakeholders were questioned and consultative meetings were conducted at different forums between the institution, the government and the Penal Reform International (PRI).

The interviewees were asked whether there was any vision driving the reforms and at what point the vision was created. They replied that there was a vision driving the

reforms and that the vision was coined after establishing the willingness of the employees to change. Further they argued that the executive took time to communicate that vision to others. The interviewees added that training and sensitization workshops were conducted to empower the staff and finally the resource mobilization was made.

4.2.7 The Initiation and the Pace of Change

The interviewees were asked when the reforms were initiated. They replied that the call for reforms was initiated by the work of the civil society organizations and the media which began monitoring closely prison conditions in the mid 1990s. The civil society and the media were able to publicize the plight of prisoners and bring to the attention of both national and international bodies. They all said that the penal reforms began around 2003. They said that following the victory of the National Rainbow Coalition (NARC) government in 2002 the newly appointed Minister for Home Affairs at that time Hon. Moody Awori began pursuing the reform process. At first there was little or no formality in the process of change. Later the reforms took a methodological structure when the vision and mission were coined, and the strategic plan 2002-2007 began being implemented. They all said that the pace of the reforms was high until around 2006.

The interviewees argued that around 2006-2007 the pace of the reforms decreased citing lack of commitment by the NARC government to the broader reform agenda. They claimed that this was heightened by the strike that was conducted by the prison personnel in 2008 when they reacted to poor pay, poor working and living conditions claiming that the reforms were biased towards prisoners. They said that a task force that was created to investigate the cause of the strike presented a report which called

for wide spread change. The interviewees claimed that gradual improvements of systems and processes have been taking place since then and that at the moment the reforms have lost momentum and that the little available funds attend only to the priority needs.

4.2.8 Strategic Changes since the Advent of the Reforms

The interviewees were asked to mention the strategic changes which had taken place since the advent of the reforms. They mentioned that the Kenya Prisons Service did not implement any radical change but rather gradual improvements of systems, infrastructure, programs and processes. They also mentioned major changes in the service structure whereby the directorates were increased from 5-10 to increase efficiency and improve operations; human resource development; and the adoption of Information Communication Technology (ICT). They added that there was a significant shift in focus towards the integration of punishment and rehabilitation of prisoners through training, education and counseling in order to change their behaviour so that on re-integration to the free society they would make meaningful contributions. The reforms also aimed at treating prisoners in a humane and disciplined way.

The interviewees were asked if there were any structures that were put in place to ensure that the change implementation process took place smoothly. They answered that there was an introduction of the Open Door Policy, a move that came with programs such as the remote parenting and open days for prisoners. Asked why the Open Door Policy was introduced, they said that it was meant to increase transparency and accountability. There was also professionalizing of the Service to

boost the capacity for change and boosting the image of the officers by introducing the operational uniform.

Other changes that the interviewees mention were security system enhancement by purchasing sniffer dogs and horses for patrols, human resource development by reorganizing training programmes, curriculum improvement and collaboration with Kenyatta University to offer programmes in correctional management; focused and responsive engagement with stakeholders; transport system improvement; creation of more prisons and the expansion of the existing ones to ease congestion and finally an introduction of a HIV/AIDS work place policy.

4.3 Strategic Change Management Practices

The interviewees were asked if they were involved in the change process and they replied that they were involved. They explained that the executive encouraged staff to be involved in the stakeholder dialogue and negotiation. They were asked if they were consulted and they said yes. When asked whether that was important they answered that it affected the ownership and the way they felt about change.

The interviewees were asked if they participated in the change programs and they acknowledged that in deed they participated. When asked how they participated they said that they attended seminars and consultative meetings soliciting inputs as well as providing clear directions and vision to facilitate the reform process. The interviewees were also asked if the executive demonstrated any commitment to change and they said that there was top leadership commitment to change.

The interviewees were asked if there was any communication that was done during the change management process. They replied that communication was done both to

the executive and the junior staff. They were also asked how such communication was done and they answered that it was done through use of signals, emails, loose minutes and memos on the notice boards, timaam parades and morning parade briefings. They were asked if such communication had any impact on change and they said that it was very important because it demonstrated commitment. They were asked how often communications were done and they answered that communication was done frequently. However, they explained that the level of open communication was not seen in lower functional levels primarily because of the rigid organizational structure. Open communication some what improved after the prison staff strike in 2008 which resulted to employees being taken on training and refresher courses.

The interviewees were asked if there was delegation of duties and they argued that delegation of some noncore duties to junior staff was done by the management to make them feel that they were part and parcel of the change. The interviewees were asked if they encouraged team work. They argued that teamwork was highly encouraged. Asked why it was necessary they answered that it was a necessary thing to keep the organisation adaptable for future. They also added that team work helps to encourage worker participation when implementing change and also to encourage the spirit of unity and togetherness.

The interviewees were asked if they used change agents to bring about change in the organisation. They revealed that the change agents whom they also called the reforms champions or crusaders were Hon. Moody Awori, the then Minister for Home Affairs together with the Commissioner of Prisons Mr. Abraham Kamakil at the time and the Kenya National Commission for Human rights (KNCHR).

The interviewees were asked if there were interventions by outsiders in managing change. They replied that the bringing in of the Commissioner General of Prisons Mr. Isaya Osugo from the Kenya Police Criminal Investigation Service (CID) in September 2008 and his deputy from the Administration Police Mr. Mark Ogoye was thus viewed as an intervention by outsiders. This happened after the sacking of the former Commissioner of Prisons Mr. Gilbert Omondi when the prison personnel went on strike. When asked why that had to happen they argued that the Kenya Prisons Service needed persons who were totally new to the institutions culture in order to make the change process more successful.

The interviewees were asked if they used coercion to bring about change and they said that it was not used. They were asked whether there were any other change management practices that were used. They mentioned transparency citing that it was important in ensuring a smooth transition. They also mentioned collaboration with NGOs and Donors who gave both material and financial support.

4.4 The Challenges of Strategic Change Management

The interviewees were asked if they had any problems with the organisational structure. They replied that structural problems were not experienced because they had earlier been dealt with through restructuring when the directorates were increased from 5- 10 and the reporting made easier. They also said that the organisational culture did not impede the change process and that it had no effect on the reform process. They were asked if they had a problem of lack of commitment to change by the executive. They said that the leadership commitment to change had been acquired and maintained. When they were asked how this was achieved they said that great leadership was required and this involved spending more time in the stations

communicating the vision to the staff and prisoners face to face and this enabled the stakeholders to know that change was a serious thing.

The interviewees were asked if there was any political influence during change and they replied that there was none. They were asked if there was any resistance by the employees to change and they said that it was very minimal. They were also asked why this minimal resistance was there and they said that there were a few people who just wanted to maintain the status quo. When asked how they dealt with that they said that they encouraged participation and ensured that such people were always involved in the change process.

The interviewees were asked if access to the Information Communication Technology (ICT) was a problem to the Kenya Prisons Service and they replied that it was not because most of the prisons were networked and communications could be done via emails. They also added that the data base for staff was adequately handled by the Government Human Resource Information System (GHRIS) whereas the one for the prisoners was not there. When asked if that affected strategic change management they said that lack of a database for prisoners made it difficult to make informed decisions because the manual method was cumbersome. They also added that most prisons did not have CCTV cameras to boost their security. They were asked how they handle such problems and they said that the organisation has continued to appeal for more funds from the government in order to deal with the ICT problem. It also solicits funds and donations from donors. The respondents cited an example of a prison such as Athi River where the French Embassy donated computers.

The interviewees were asked if the government legislation was a problem in the change process and they said yes. They explained that the current legal infrastructure

of the Kenya Prisons Service was a challenge to its intended change since it limits its capacity and scope of operations. They said that some government policies and regulations created serious administrative difficulties which impact on the outcome for change. For instance the Open Door Policy was not fully entrenched into law. When asked how they deal with the problem they said that the Kenya Prisons Service is conducting a review of the Act governing Kenya Prisons Service and the Standing Orders in order to expand its mandate and also to be in tandem with other Acts of Parliament like the children Act of 2001 which should govern the operations of the Borstal institutions and the Youth Corrective Training Center (YCTC).

The interviewees were asked if they had a problem with the Resource constraint and they said that it was their biggest challenge. They explained that continued inadequate funding from the treasury to procure basic requirements is a serious impediment in the provision of quality services to the clients of the Kenya Prisons Service. They claimed that funding is the single most important tool in any change process. The interviewees were asked how they deal with the problem and they said that the Kenya Prisons Service is focused on a responsive engagement with NGO's, local and international agencies and religious organisations that help with donations and financial support. For instance Father Grol's foundation assists in paying for the prisoners Trade Tests in industrial training.

The respondents were asked what they considered as the aspects of capacity and they mentioned skills resources and competences. They were also asked to say the problems they faced with the different aspects of capacity and also explain how they affected strategic change management. The interviewees said that lack of adequate funds to implement reform programs such as training and development of staff affected strategic change management. They also said that some specific competences

were inadequate especially in the areas of monitoring and evaluation, and audit. They also reported lack of adequate technical skills especially in farms and industry section to oversee the training and rehabilitation of prisoners and finally lack of managerial skills for some officers heading the stations. The interviewees were asked how they deal with the problem of capacity and they replied that senior staff is taken for senior management courses to improve their managerial skills while on the other hand more professionals are being recruited. Also the management is involved in making proposals to the government appealing for more funds.

The interviewees were asked if there were any other challenges known to them. They said that transnational crimes have emerged as the single most serious threat to the many prison systems within the African region citing things like Terrorism, drugs and piracy which are some of the crimes which place a heavier responsibility to prison staff in Kenya. They explained that these crimes divert the attention of the Prison Management from reforms as they seek better ways to handle such kind of problems. On the same they added that the prison officers have often been sent on training for security related courses and strategies have also been developed which deal with the treatment of these new categories of prisoners.

The interviewees also mentioned that the institutions within the administration of justice sector have a greater influence on strategic change management by the Kenya Prisons Service. They said that there is a significant level of interdependence between the Kenya Prisons Service, the Police and the courts. For instance, delays in prosecution and determination of cases for accused persons contributed to increase in prison population hence congestion. This overstretches the budget because most of the budgetary allocation caters for the prisoners' ration rather than funding the strategic change programs. They said that the Kenya Prisons Service addresses this

problem of overcrowding through the Court Users Committee (CUC) comprising of the prisons, the police, probation department and the court officials.

4.5 Discussion of the Findings

The study set out to examine strategic change management practices by the Kenya Prisons Service and to establish the challenges of managing strategic change by the Kenya Prisons Service. From the background information provided by the interviewees the researcher established that most of the changes were both planned and emergent and initiated by top management. To ease the process of change there was an adjustment in the organisational structure. The directorates increased from 5-10 to improve operations and coordination within the service. The establishment of the Directorate for Legal/Human Rights/Statistics was meant to follow up on the recommendations contained in the Madoka report on the recovery of the grabbed prison land and also help in the review of the Act governing the Kenya Prisons Service. The Directorate of Prison Enterprises was introduced to run both prison farms and industries. Others were Directorate of Gender/NGO/Sports and the Directorate of Welfare and Rehabilitation. The findings of the study were consistent with those of Aplin (1978) who found out that ineffective structures seriously impair the organisation's ability to achieve its goals.

The rehabilitation programs for the inmates were also reviewed and programs such as formal education, remote parenting, open days and other social and psychosocial programs were added to the vocational training. The transport system was modernized. Buses were introduced to transport prisoners to and from courts and hospitals. The security system was enhanced through installation of CCTVs and laser wires and the process is ongoing, introduction of the canine unit and horse unit for

patrols. In the area of ICT computers were introduced to all the prisons. Communication through the emails and data processing improved service delivery.

Currently the service is having a focused and responsive engagement with stakeholders such as NGOs to help support the reforms and also engaging in public private partnership in housing and accommodation of staff. The Kenya Prisons service is also professionalizing the service by a continuous recruitment of professionals such as agriculturalists, lawyers, medical and veterinary doctors, engineers, industrial developers, teachers, clinical officers and many others. The service is also reviewing the Act governing it (Cap 90 and Cap 92 laws of Kenya together with the standing orders)

As a result of these changes there was need for the Kenya Prisons Service to adopt strategic change management practices. The study found out that executive level commitment was obtained. These findings were consistent with the findings of several scholars who revealed that top management support and commitment to change plays an especially crucial role in successful change (Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001; Kotter, 1995; Nadler & Nadler, 1998; Yukl, 2002).

The study revealed that the employees were consulted and involved in the change process. These findings were also consistent with those of Benson et al. (2013). He found out that employee involvement is a major part of high performance work systems that have transformed a large number of organisations and it's very crucial to successful change especially to situations that require altitudinal and cultural change. The findings also agree with those of Johnson and Leavitt (2001), Nadler and Nadler (1998) who found out that involving organisational members help reduce barriers to

change by creating psychological ownership, promoting the dissemination of critical information, and encouraging employee feedback for fine-tuning the change during implementation. The findings are also consistent with the findings of Burnes (2004) who found out that a deeper level of involvement is required if successful behaviour change is to be achieved.

The study revealed that adequate communication was done both to the top level management and to the junior staff. This was through use of emails, signals, loose minutes, timaams parades and morning parade briefings. Adequate communication about change was found to be consistent with the findings of Senior and Fleming (2006) who found out that communication is the most effective tool an organisation can use to obtain acceptance of a change. The findings were also consistent with those of Burnes (2004) and Kinuu, Maalu and Aosa (2012) who found out that adequate communication were major factors that impact on the change management process.

The study revealed that the Kenya Prisons Service encouraged teamwork. This was achieved through meetings and participation in group events to encourage the spirit of unity and togetherness. These findings were consistent with those of Jaca, Santos, Errasti and Viles (2013) who found out that teamwork is useful in the implementation of change and is very necessary to keep the organisation adaptable for future. The study also revealed that delegation of non core duties was done to the junior officers and this too was consistent with Thompson and Sanders (1997) analysis of change within the Veterans Benefits Administration and suggested that success may require bottom-up participatory elements, such as delegating decision making to middle management and granting frontline workers greater discretion to implement changes. Nutt (1992) advanced his argument which also supported the findings of the study by

arguing that change agents delegate elements of a change process to project teams or task forces.

It was noted that senior level management encouraged participation by the stakeholders through seminars and consultative meetings soliciting inputs as well as providing clear directions and visions to facilitate the reform process. These findings were consistent with those of Abramson and Lawrence (2001) together with Young (2001) who asserted that widespread participation in the change process is perhaps the most frequently cited approach to overcoming resistance to change. The findings are also consistent with the findings of many scholars who focused on private organizations and asserted that planned change requires extensive participation by members at multiple levels of the organization during all stages of implementation (Bunker & Alban, 1997; Greiner, 1967; Johnson & Leavitt, 2001; Nadler & Nadler, 1998; Pasmore, 1994). The finding of Rossetti (2005), for instance, recounts a continuous process of meetings with all types of stakeholders and this is in support of the study findings. Direction was often given to establish a clear strategy and also to clarify on certain critical success factors and priorities. This was consistent with the argument advanced by Burnes (2004) and Kotter (1995) that change is also managed by giving directives and to avoid unrelated and confusing directives the basic elements of a vision should be organised into a strategy for achieving that vision so that the transformation does not disintegrate.

It was very evident that the Kenya Prisons Service had borrowed a lot from the change management models discussed in the literature review. The Porter's 8 steps model is one example. When the Open Door Policy was adopted in 2001, it was meant to usher in reforms. A sense of urgency to change for Kenya Prisons Service was created. Leadership and expertise were brought on board to aid in realizing of the

change hence forming a powerful guiding coalition. A vision for Kenya Prisons Service which is, “To be a Correctional Service of Excellence in Africa and beyond” was created to help everyone understand why they were being asked to change. The vision was communicated to all the employees. The Vision and Mission statement were hanged in all the offices, entrances and gates. The vision was frequently communicated to all the employees during morning parade briefings and Timaams. Empowering of the employees was also done through training and providing the necessary tools of work. Five years Strategic planning (strategic plan 2003-2007, 2008-2012 and 2003-2017) for change was done and short term wins were created through Rapid Result Initiatives (RRI). Improvements were consolidated as more change was produced and finally the change was institutionalized. This clearly reveals that the findings were consistent with Kotter’s (1996) eight (8) steps model. He found out that the 8 steps are a process and any successful change goes through all the 8 steps.

Although change management practices were used, challenges of managing the change process were evident. Inadequate resources to execute planned organisational change were a big challenge. Implementing change with inadequate resources was inconsistent with the findings of the policy implementation scholars who have long recognized this need for adequate resources (Goggin et al., 1990; Matland, 1995). It is believed that the key funding for the prisons reforms comes from the treasury. Looking at the question of the pace of the reforms the study revealed that when the reforms began funding increased and the reforms were being implemented at a high speed. The change of leadership and the government in 2007 and the expiry of the GJLOS program which was a 3 year term led to the slow pace of the reforms.

With the current national leadership regime the Kenya Prisons Service reforms have lacked the necessary support unlike the previous governments. The findings were consistent with the findings of the studies of public sector reform which also stressed the importance of external political support (Berman & Wang, 2000; de Lancer & Holzer, 2001). However the study revealed that the stakeholders were adequately informed and involved and this made them very supportive. These findings were also consistent with those of other scholars who found out that support from other key external stakeholders figures prominently in successful change efforts (Abramson & Lawrence, 2001; Rossotti, 2005) and that is why they should be adequately informed and involved.

The study revealed that the Kenya Prisons Service experienced resource constraints. The study therefore found out that resource is an important factor in implementing change. These findings were consistent with the findings of Boyne (2003) and Rossotti (2005) who emphasized on the importance of adequate resources. The fact that the Kenya Prisons Service did not seek an assurance from the treasury of the budgetary support for the reforms was the reason for the slow pace of the reforms. These findings were consistent with the findings of Rossetti (2005) who heavily invested resources in major changes at the IRS and expressed regret that he had not sought at the outset stronger assurances of budgetary support for the reforms from Treasury Department officials. Rossetti further found out that ample funding is necessary to staff implementing agencies and to provide them with the administrative and technical capacity to ensure that they achieve statutory objectives. Similarly, students of administrative reforms found out that resource scarcity can hinder organizational changes (Berry, Chackerian & Wechsler, 1999; Bingham & Wise, 1996; Chackerian & Mavima, 2000; Kemp, Funk, & Eadie, 1993).

The legislation has been seen as a problem to strategic change management. The legal framework as it is now was seen to impede certain change processes. The operation of the Kenya Prisons Service is governed by Acts of Parliament Cap 90 and 92 laws of Kenya. For instance a move towards financial and food sustainability reform program will require a review of certain parts of the law governing Kenya Prisons Service because the Act governing prisons does not grant them autonomy.

The professionalization of the service has been viewed as a move towards increasing the capacity for change. Quite a good number of professionals were recruited in the past 10 years. Even though the professionals are not adequate this move has led to an improved service delivery. The human resource section has also come with programs for staff capacity building. Over the last 3 years more than 10,000 prison personnel have gone through training and development courses.

The study also revealed a challenge of transnational crimes such as terrorism, drugs and Piracy which place a heavier responsibility to prisons staff hence diverting the attention of the management from concentrating on the prisons reforms. The study revealed that the institutions within the administration of justice sector have a greater influence on the strategic change management by the Kenya Prisons Service. The courts have a role to play in deciding how long it would take to determine and conclude cases. The Police too have a role to play in compiling investigatory reports for criminal cases. Each and every day prisoners are brought into prisons either convicted or unconvicted. These stakeholders which are within the criminal justice system have a greater role to play in determining the performance of the Kenya Prisons Service. The findings were consistent with Johnson and Scholes (1999) who found out stakeholders being very powerful people.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's findings, outlines the conclusions derived from the analyzed data and lastly draws recommendations. The chapter further describes the implications of the study for theory, managerial policy and practice, and scholars. It also highlights the limitations of the study and suggests areas that need further research. All these are in the light of the study objectives.

5.2 Summary

The main aim of the study was to examine the strategic change management practices adopted by the Kenya Prisons Service and to establish the challenges of strategic change management. In the light of the above it was found that the Kenya Prisons Service has been undergoing reforms and others are ongoing in order to adapt to the changing environment and to achieve its set goals and objectives. These changes continue to be felt even today hence change is a continuous process.

The major change was a paradigm shift from punitive to rehabilitative justice. This therefore meant that the people's ability to handle change was very crucial to its implementation. The study found out that the department was not well equipped with professional and technical skills. More professionals were recruited into the service ranging from teachers, social workers, psychologists, agriculturalists, doctors, lawyers, nurses, artisans, surveyors, engineers etc.

In order to prepare for the change, officers were taken to workshops and seminars for sensitization. Consultative meetings were made at the Prisons Headquarters and at Ministerial level. Signals for communication and directives were sent by the Commissioner General of Prisons to the regions and the stations. A lot of reporting by the media was going on through the efforts of the Civil Society which is also a stakeholder in prisons. Officers of both high and lower cadre were taken for capacity building courses. Through this training the officers' competences were made stronger through continuous learning, nurturing and development which resulted into many employees feeling motivated. According to the interviewees, programs at the Kenya Prisons Staff Training College were re-adjusted and tailored to incorporate changes which were taking place. For instance Human Rights based courses, law, guidance and counseling, computer courses and public relations.

All the interviewees revealed that creating awareness through seminars and workshops has been a common practice. Seminars have been used to inform and remind the officers about the achievements made, what more needs to be done and most important to make them own the reforms through consultations and encouraging participation. The study also revealed that change management practices such as employee involvement and participation were also adopted. Officers in charge of stations were asked to make proposals for change. They in turn consulted the officers working under them. Delegation of certain duties was done. Team work was encouraged. Collaboration with stakeholders was encouraged and direction was given to the junior staff to ensure that the change process was done in the right way.

According to the interviewees the greatest threat to the reforms and the transformations taking place at the Kenya Prisons Service is the loss of the momentum for change. Although a directorate of reforms was introduced headed by a

Deputy Commissioner of Prisons to spearhead the reforms and to keep check of the activities within the Kenya Prisons Service and also to ensure that they were directed towards the achievement of the set goals, the study revealed that the changes experienced faced financial constraints. It is believed that the key funding for the Prisons Reforms comes from the treasury. The Kenya Prisons Service is struggling with a debt of approximately 2.3 Billion owned to contractors. Things may not get better soon since the exchequer has made an indication that the burden of feeding the prisoners is big. The Kenya Prisons Service has therefore been called upon to come up with strategies for financial and food sustainability by making use of the inherent resources such as land in order to be food sufficient.

The legal infrastructure as it is now was discovered to be a challenge itself by the Kenya Prisons Service. The study revealed that the Open Door Policy is not properly entrenched into law. There were attempts to review the prisons Act by the Kenya Prisons Service but the proposal was never enacted by parliament. Although the last time the Service Standing Orders were reviewed was in 1979 it was reported that the review is in progress. The Borstal Institutions Act, Cap 92 laws of Kenya is being reviewed to conform to the Children's Act of 2001.

The courts and the police were seen to contribute a lot to the problems of the Kenya Prisons Service. The Police are charged with the responsibility of prosecuting the wrong doers whereas the courts are charged with the responsibility of determining the cases presented by the prosecution. Delays by the Police in compiling their investigations as it has been a common phenomenon leads to unconvicted prisoners (remanded) spending more time in prison unnecessarily. This leads to congestion and overcrowding as more and more people are brought into prisons hence putting pressure on the budget.

Most of the allocated funds for the Kenya Prisons Service from the treasury go to cater for food and the related needs for the prisoners. The rate of crime is high in Kenya and keeps increasing day by day. 60 % of the incarcerated prisoners are unconvicted (remanded) whereas the convicted prisoners account for 40%. This means that a higher proportion of prisoners are not engaged in labour hence unproductive. This in turn affects the funds for the reforms. The bureaucracy involved in obtaining the funds and the necessary materials is long such that the organization depends on the district procurement officers and the accountants. This makes the implementation of projects to take a lengthy time.

5.3 Conclusions

According to the interviewees many changes which have taken place at the Kenya Prisons Service were for the better. This is clearly indicated by the improved service delivery; increased efficiency in management; improved prisons staff welfare; improved self esteem for prison staff; improved prisoners nutrition, health, hygiene, sanitation, beddings and uniforms; improved rehabilitation and reformation programmes; television sets (TVs) for prisoners recreation and contact with the outside world; mobile courts in prisons; use of computers and reduction in paperwork and finally improved transport system.

The study concludes that an organisation should obtain executive commitment and encourage involvement of the top management at all levels of the change process. Creating a vision of the future organization and communicating that vision to the organisation is very important. Prior to change and during the implementation of change constant consultation with stakeholders should take place to allow change implementation with relative ease. Failure in most change processes can be traced

back to poor communication and failure to appreciate the amount of retraining that is required. Although the workforce has become more change co-operative, organizational change is still fraught with risk due to the complex nature of many organizations that has resulted from increased client demands, competition, technology and legislation, all of which have to be taken into account. Mobilization of resources is very vital in implementing change programs.

Successful change usually requires sufficient resources to support the process. Planned organizational change involves a redeployment or redirection of scarce organizational resources toward a host of new activities, including developing a plan or strategy for implementing the change, communicating the need for change, training employees, developing new processes and practices, restructuring and reorganizing the organization, and testing and experimenting with innovations (Burke, 2002; Nadler & Nadler, 1998). Failure to provide adequate resources in support of a planned change leads to feeble implementation efforts, higher levels of interpersonal stress, and even neglect of core organisational activities and functions.

The greatest challenge for the managers of strategic change today is the threat of losing the momentum for change. Before change is initiated the managers of change should ensure that they have mobilized adequate resources and where the organisation depends on the external resources it should seek an assurance of the availability of adequate resources to implement change. Implementation of change with inadequate resources leads to stress, blame, and lack of morale by the employees. A report by the People Daily (2013) revealed that the slow pace of the reforms was due to inadequate funding by the treasury.

The study finally concludes that the challenges experienced by the Kenya Prisons Service primarily dwell on the resource constraints and inadequate funding and not financial mismanagement and poor governance as revealed by Mathangari (2010) and Omboto (2013). These are actually the major culprits for the slow Prisons reforms.

5.4 Recommendations

The findings of this study have a number of change management implications. Firstly, it reveals implications for theory, secondly, implications for managerial policy, thirdly, implications for managerial practice and fourthly, implications for scholars.

5.4.1 Implications for Theory

This study contributes to the existing body of knowledge in theory development of strategic change management practices in that it further tests the theories used in the study. First it tests the resource based theory in that it argues that firms possess resources, a subset of which enable them to achieve competitive advantage, and a subset of those that lead to superior long term performance (Barney, 1991). Resources and capabilities drive strategic change. The resource based view of strategy derives from the observation that business success cannot be explained wholly by market factors (Carnall, 2003). The resource based view emphasizes on strategic choice, charging the firm's management with the important task of identifying, developing and deploying key resources to maximize returns (Barney, 1991). Penrose (1959) contributed to the resource based view field when she argued that a firm is a mere than an administrative unit; it is also a collection of productive resources the disposal of which between different users and over time is determined by administrative decisions.

The study revealed that while implementing reforms, the Kenya Prisons Service suffered a challenge of organizational change capacity. This was noted by lack of adequate resources for recruiting professionals, training and developing staff, motivation, building the morale and for succession planning. As part of the strategic process of change management, adequate resources should be set aside to see change through (Goggin et al., 1990; Matland, 1995). The Kenya Prisons Service possesses unique resources such as big parcels of agricultural land most of which are in agricultural potential areas and of which 90 % have a river passing by hence easy to do irrigation, cheap labour from prisoners in vocational training, skilled and competent instructors in prison industries and farms. If all these resources are harnessed properly they could result in great productivity hence making the Kenya Prisons Service survive the environmental turbulence and achieve financial and food sustainability.

Secondly, the study tests the resource dependence theory in that the theory argues that organizations are dependent on their environment for the resources they need to survive and grow. The resources one organisation needs are thus often in the hands of another organisation. The supply of the resources however is dependent on the complexity, dynamism, and richness of the environment (Jones, 2004). Organisations try to manage their transactions with the environment to ensure access of the resources on which they depend.

Resource dependence theory explains how external resources of organizations affect the behaviour of the organisation. The procurement of external resources is an important tenet of both the strategic and tactical management of any organization. A resource dependence theory has implications regarding the optimum divisional structure of organisations, recruitment of board members and employees, production

strategies, contract structures, external organisational links and many other aspects of the organisational strategy.

Kenya Prisons Service depends on the treasury, NGOs and Donors to implement reforms. Within the first half of the reform process, the Kenya Prisons Service received increased funding from the government. Governance Law and Order Sector (GJLOS) program also had a special focus on Prisons within the period between 2008- 2010 and provided funds for the reforms. From 2011 to date the funding from the government has decreased and the Governance Justice Law and Order Sector (GJLOS) program which was a 3 years Medium Term Expenditure Program (MTEP) ended. This has in turn resulted to resource constraints.

Implementing strategic change in a resource constrained situation is a recipe for change and decaying morale. As part of the strategic process for change management, adequate resources should be set aside to see change through. Kenya Prisons Service has to manage how to exert influence over the government, NGOs and the donors so that it can obtain resources and must respond to the demands of these organizations. An organizations success depends on its ability to acquire and maintain resources (Pfeffer & Solancik, 2003).

Thirdly, the study tests the stakeholder theory in that the Kenya Prisons Service delivery spurs a wide spectrum of stakeholders. For instance service providers, regulators, donors, law enforcers, the judiciary, policy makers, employees, customers, community, and other government bodies. According to Johnson and Scholes (1999), organisations must manage the interest of the stakeholders including public interest groups, strategic partners and public monitoring bodies. They rightly observe that organisations operate within a complex system of interest, influences and groupings

which depend on the organisation to fulfill their objectives and on whom, in turn, the organisation depends. Johnson and Scholes (1999) term stakeholder management as primarily concerned with long term strategic decisions.

The study revealed that the perception that the management was no longer committed to the implementation of the broader reform agenda 5 years later after the reforms were initiated was evident and as a result the reforms process slowed. It was reported that the reforms were biased towards improving the welfare and the living conditions for the prisoners. The prison officers began demanding better pay and good working and living conditions. This was heightened by the strike that was staged by the prison staff in 2008 hence exposing the fragility of the penal reforms. The stakeholder theory does not give primacy to one stakeholder group over another, though there will surely be when one group will benefit at the expense of another (Freeman, 1984). In general management should keep the relationships among stakeholders in balance. When these relationships become imbalanced the survival of the firm is in Jeopardy.

The stakeholder theory claims that the purpose of the firm is to maximize the welfare of the stakeholders, perhaps subject to some moral or social constraints, either because such maximization leads to the greatest good or because of property rights. Depending on the nature of the organisation, stakeholder management is a key success factor of successful implementation of strategic change. Buthman (2008) argues that stakeholder management involves identifying stakeholders, assessing their altitude, power and interest. That is what the management of the Kenya Prisons Service could have done to mitigate against the strike of 2008 which paralyzed the court proceedings for nearly a week due to failure to produce the remanded persons to court and also caused the sacking of the Commissioner of Prisons who was rather a CEO of the organisation together with some other senior management staff.

5.4.2 Implications for Managerial Policy

The study reveals that any change management process will experience challenges. In this study the challenges were evident in the pace and rhythm of the reforms particularly in the financing, organizational capacity and in the laws governing the operations of the Kenya Prisons Service. To deal with financial constraints the parent ministry should marshal political support for the financing of the change process through the national budget and donations from NGOs and donor groups.

Lack of morale was also evident when the Prison staff went on strike in year 2008. This was mainly due to the failure to remove obstacles and putting in the structures for change while continually checking the barriers to it. A reward system should be introduced in order to motivate the best performing employees. The main elements for achieving both motivation and participation have proved to be training, team work, promotions and recognition. The management of the Kenya Prisons Service should lay emphasis on such things.

5.4.3 Implications for Managerial Practice

The study supports existing studies on strategic change management practices in organizations in that it confirms that respecting cultural, structural and political aspects of the organisation are crucial for successful change. Gekonge (1999) found that culture greatly affected management processes and most of the firms adopted strategies with little orientation. The study revealed that the Kenya Prisons Service did not have problems with the structure, culture and political influence for strategic change. These aspects for change require an incremental and participative approach to change management which is confirmed in certain change processes. The study showed that the involvement and commitment of top management is an effective

strategic change management strategy. This can be adopted by other organizations and not necessarily in penal institutions.

The study further confirmed that effective communication before and during the change process was crucial. According to Senior and Fleming (2006) communication is the most effective tool an organisation can use to obtain acceptance of a change. Effective communication will help the workforce better understand what the change is, the motivation for the change, and how it affects them. Such understanding will help the workforce to accept the change. The study however adds to the existing studies in that it reveals the importance of integrating the needs of the stakeholders and embracing transparency in organizational change in order to ensure a smooth transition.

5.4.4 Implications for Scholars/Academicians

The study serves as a basis for further research in the area of strategic change management practices in future. This being the first study of its kind in the Kenya Prisons Service, it's a useful reference for future researchers. The study has contributed to filling the knowledge gap in regard to the adoption of strategic change management practices by the Kenya Prisons Service.

Despite the challenges faced by the Kenya Prisons Service, this study adds to existing studies on change management in prisons and will hopefully initiate a debate on how such service organizations can successfully initiate and implement change over time. The question of how to reform prisons has taken a greater interest all over the world. The key questions many policy makers face when implementing major reforms such as the ones the Kenya Prisons Service attempted is how to identify champions who will become change agents in the organisations.

Future researchers will benefit from the knowledge of strategic change management practices by the Kenya Prisons Service. The scholars of strategic change management will be able to appreciate that effective change management depends on how the change initiators and agents are able to encourage practices such as executive commitment, communication, employee involvement, consultation, worker participation and team work.

5.5 Limitations of the Study

The interviewees being top officials at the Kenya Prison Service had very limited time for the interview due to the nature of their jobs and tight schedules. Most appointments with the interviewees were being postponed. This caused a delay in data collection. As a result the interviews were done in a rush hence not able to complete the research on time.

The researcher had to request for permission to conduct research in the Kenya Prisons Service by writing. The institution being a discipline service the information is guarded with at most caution. Vetting was done by the training committee and the letter granting permission was availed after two months of waiting. This led to a delay in data collection causing the researcher to complete the research in a hurry.

The research methodology was limited to a case study giving a drill down rather than a cast wide design. Other research designs could be used for comparison. The interview method of data collection that was used targeted only 5 interviewees. It was assumed that being senior managers they had the knowledge of the changes that were taking place.

5.6 Suggestions for Further Research

A cross sectional study across all the discipline forces could be conducted in order to make a comparison of how these organizations implement change. This could further be extended to the institutions that Kenya Prisons Service rely on in order to function. These could probably be the institutions within the Criminal Justice System such as the police, the courts and the probation.

It is recommended that a validation of the findings of this study with responses from the employees' rank and file, contractors, suppliers' civil society and other stakeholders be done at a later date. This is because the study focused only on 5 interviewees who are senior managers of the Kenya Prisons Service and who are stationed at the Prisons Headquarters. The people on the ground may have a different opinion of the same study.

A descriptive study could be conducted at a later date in order to compare the results of the case study. This is because a case study does not cast wide. With a large sample the margin of error could greatly be reduced. Also another study could be conducted at a later date to establish if the Kenya Prisons Service has the capacity to implement the financial and food sustainability reform agenda which was launched a month ago.

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APPENDICES

Appendix I: Interview Guide

Part A: The Background Information

Name of the organization:

Current title:

Section:

Length of service:

1. What are the current ongoing changes at the Kenya Prisons Service?
2. Were such changes anticipated? Were you able to plan for them?
3. How were the changes carried out? Were they systematic?
4. Were there any preparations for such changes? How were you able to prepare?
5. When were the reforms started in the Kenya Prisons Service?

6. How would you describe the pace of the reforms?

7. Which are the strategic changes that have taken place since the advent of reforms?

Part B: Strategic Change Management Practices

1. Are you involved in the change process?

2. Were you consulted? If not, does that affect ownership of change?

3. Do you participate in the change programs?

4. Do you use change agents to bring about change in your organisation?

5. a) Was the change communicated to the lower cadre staff?

b) How was such change communicated?

6. Do you use coercion to bring about change? If yes, why is coercion used?

7. Is direction given by the executive during the change process? If yes, why?

8. Do you have interventions by outsiders in managing change? If yes, why?

9. a) Do you delegate certain aspects of the change management? If yes, to whom do you delegate and why?

10. Do you encourage team work in your organisation? If yes, how and why?

11. What other strategic change management practices do you have at the Kenya Prisons Service?

Part C: The Challenges of Strategic Change Management

1. a) Do you face problems related to your organisation's structure?

b) What kind of problems did you face in relation to the structure?

c) How is strategic change management affected by the structure?

d) How do you deal with the problems related to the structure?

2. a) What would you consider to be the key aspects of culture in your organisation?

b) Do you have problems with these aspects of culture? Explain

c) How do these aspects of culture affect strategic change management?

d) How do you deal with these aspects of culture?

3. a) What would you consider to be the key aspects of capacity in implementing reforms at the Kenya Prisons Service?

b) Do you have problems with these aspects of capacity?

c) How do these aspects of capacity affect strategic change management?

d) How do you deal with the capacity problems?

4. a) Do you have resource constraints in implementing reforms?

b) What kind of resource constraints do you face?

c) Do resource constraints affect strategic change management? Explain

d) How do you deal with resource constraints?

5. a) Do you have problems with the funding of the reforms?

b) What kind of problems do you experience with funding?

c) How do the funding problems affect the management of reforms?

d) How do you handle these funding problems?

6. a) Do you encounter any problems with stakeholders being not adequately informed and involved?

b) What kind of problems do you encounter with stakeholders being not adequately informed and involved?

- c) How do the problems affect the reforms management?
 - d) How does the Kenya Prisons Service respond to the problem of stakeholders being not adequately informed and involved?
7. a) Do you have problems with the leaders not being committed to reforms at the Kenya Prisons Service?
- b) What kind of problems do you have with the leaders not being committed to reforms?
 - c) How is strategic change management affected by the leaders being not committed to reforms?
 - d) What does the organisation do to ensure leaders are committed to reforms?
8. a) Do you have problems with the government legislation in implementing reforms?
- b) What kind of problems do you have with government legislation?
 - c) How do the problems with government legislation affect reforms?
 - d) How do you deal with the problems of legislation?
9. a) Does the Kenya Prisons Service experience problems in the access to ICTs?
- b) What kind of problems do you experience in the access to ICTs

c) How do the problems in the access to ICTs affect strategic change management?

d) How do you deal with the problems in the access to ICTs at the Kenya Prisons Service?

10. a) Do you have problems resulting from political influence?

b) What kind of problems do you have resulting from political influence?

c) How do the problems resulting from political influence affect strategic change management at Kenya Prisons Service?

d) How do you deal with the problems resulting from political influence?

11. a) Does the Kenya Prisons Service encounter resistance to change?

b) What kind of resistance does the organisation encounter?

c) How does resistance affect strategic change management?

d) How does the organisation deal with resistance?

12. a) What other challenges do you experience in the management of strategic change?

b) How do you deal with such challenges in the Kenya Prisons Service?

Thank you very much for your participation!

Appendix II: Letter of Introduction



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2359162
Telegrams: "Varsity", Nairobi
Telex: 23095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE...17/7/2014

TO WHOM IT MAY CONCERN

The bearer of this letter...MERLY KAINYU ZABION.....


Registration No. D61/71372/2008.....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



Appendix III: Letter Granting Authority to Research

**OFFICE OF THE PRESIDENT AND MINISTRY OF INTERIOR AND
COORDINATION OF NATIONAL GOVERNMENT
KENYA PRISONS SERVICE**

Telegrams: "COMPRISONS" Nairobi
Telephone: +254 02 2722900-6
E-mail: Comprisons@yahoo.com
When replying please quote:



PRISONS HEADQUARTERS
P.O. BOX 30175
NAIROBI

REF: PRIS/t/2t/VOL III/96

Date 5th September, 2014

Mercy Kainyu Zablon
P. O. Box 30175 - 00100
NAIROBI

RE: APPLICATION TO UNDERTAKE RESEARCH.

We acknowledge receipt of your letter requesting for permission to carry out research for your project at prisons headquarters, Athiriver Prison and Jamuhuri.

This is to inform you that your request has been approved. The information obtained is to be used for academic purposes only. You are expected to provide this prisons headquarters with a copy of your research project on completion.

You are required to adhere to prison rules and regulations during your research study.

By a copy of this letter, The Director Administration-PHQ, Officers in Charge; Athiriver and Jamuhuri Prisons are requested to accord you the necessary assistance.

**B. O NJOGA EBS, ndc (K) DCP
DIRECTOR LEGAL AFFAIRS, HUMAN RIGHTS AND TRAINING**

Cc.
Director Admn. PHQ
OIC Athiriver
OIC Jamuhuri

