

**MANAGEMENT OF STRATEGIC CHANGE AT EWASO NYIRO  
SOUTH DEVELOPMENT AUTHORITY, KENYA**

**BY**

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## DECLARATION

This Research project is my original work and has not been presented for a degree in any other university

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The project has been submitted for examination with my approval as the university supervisor

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## **DEDICATION**

This project is dedicated to God for giving me the strength and favor throughout my MBA programme. It is also dedicated to my parents, the late Mr. John Nyongesa Okwako & Mrs. Rophina Nekesa Nyongesa for giving me the gift of education and for having shaped my life. And to my Loving wife, Stella Ann Kasobya Nyongesa, my children and family members who have given me both moral and financial support.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CDA</b>	:	Coast Development Authority
<b>ENNDA</b>	:	Ewaso Nyiro North Development Authority
<b>ENSDA</b>	:	Ewaso Nyiro South Development Authority
<b>IRMP</b>	:	Integrated Regional Master Plan
<b>ICT</b>	:	Information communication Technology
<b>KVDA</b>	:	Kerio Valley Development Authority
<b>LBDA</b>	:	Lake Basin Development Authority
<b>MEW&amp;NR</b>	:	Ministry of Environment Natural Resources
<b>MORDA</b>	:	Ministry of Regional Development Authority
<b>OD</b>	:	Organization Development
<b>PPP</b>	:	Public Private Partnerships
<b>PPB</b>	:	Programme Based Budgeting
<b>RDA</b>	:	Regional Development Authority
<b>TARDA</b>	:	Tana and Athi Rivers Development Authority

## **ABSTRACT**

Organizational change is an important aspect in management due to the unpredictable and ever changing environment. In order to survive and prosper in such an environment, organization should adjust their internal strategy to effectively react to external changes in the environment. It involves managing both business and people in a changing environment so that organization changes can be successful. Ewaso Nyiro South Development Authority (ENSDA) has been planning and transforming its internal control systems and restructuring, implementing structural transformation, revamping and creating performance standards, and implementing sustainability strategy in order to achieve its mandate. This research project sought to find out management of strategic change at ENSDA and the challenges the institution has been facing in managing strategic change. The objectives were to establish how ENSDA managed strategic change, find out challenges faced and measures taken to deal with challenges. A case study design was used to determine the state of change management at ENSDA. Primary and secondary data was collected and analyzed using content analysis. The study findings indicate that employee training, seminars, workshops, team building, communication, restructuring, culture change and changes in the physical infrastructure are some of the change management practices that have been instrumental in management strategic change at ENSDA. It is therefore concluded that ENSDA is capable of managing change and should continue implementing all planned changes in ICT and GIS projects to realize complete change. The study recommends that ENSDA should pursue sustainability strategy to raise internal sources of funds to sustain its operations and order to achieve its mandate.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Organizational change is critical aspect in management of organization today due to unpredictable and ever changing environment, the forces in the turbulent environment requires organizational fitness which can only be guaranteed by ease with which organizations adapt to the changing environment. Burnes, (2004) posits that change is always constant feature of organizational life and ability of management to manage change it is seen as a core competence of successful organization. Lombard and Crafford, (2003). It is argued that organizations can be successful in managing strategic change if they put in efforts to manage to changes in the environment and adapt accordingly.

According to Campbell and Craig, (2005), systems theorists agree that realistic way is to see an organization as a total system which takes into account holistic context both inside and outside an organization. Gulshan, (2012) states that systems approach considers business unit as an open system which has continuous interactions with external environment for its survival and growth making it essential for business to understand the environment and how to cope with it. Group dynamic school emphasizes on bringing change through teams and work groups .while according to Cummings & Worley, (2005) they argue that there is no need to focus on changing the behavior of individuals, because an individual in isolation will be forced by team members to conform.

Organization Development according to Bennis, (1960) is a response to change, a training strategy intended to change the beliefs, attitudes, values, and structure of the organization so that they are able to cope with new technologies, markets challenges and managing change. To address the above French and Bell, (1990) concludes that Organization development (OD) is a planned systematic process where applied behavioral science principles and practices are introduced by management in order to drive organizational improvement, enhance competences and effectiveness.

Fiedler, (1967) says that the contingency theory emphasizes the importance of both the leader's personality and the situation in which that leader operates, the theory states that there is no one correct type of leadership style because the best leadership style will depends on the situation the leader finds himself in. For instance, when a manager needs to make quick decisions, which style will be best in such situation? When a manager requires full support from his or her team what will he do to gain support? What is best way to lead people?

Ewaso Nyiro South Development Authority (ENSDA) is a state corporation, established in 1989 by Act of parliament Cap 447. The Authority is charged with the mandate of spurring integrated regional development in the Mara Basin. ENSDA has been implementing reforms and various strategic changes, some of which have been fully implemented while some are still in process, this changes emanates from its five year strategic plan ENSDA (2012) and anchored on Vision 2030 aimed at delivery of their mandate in line with current government structures and the needs and expectation of

customers, employees and stakeholders in the area of their jurisdiction. However how these changes were undertaken is what is not known.

### **1.1.1. The Concept of Strategic Change**

Strategic change can be described as changes in the content of an organization's strategy in respect to context and content of the organization, their competitive advantage and strategic focus. Handy (1989), defines strategic change as the activities, processes and decisions, which should be undertaken by management' to achieve organizations strategic objectives or goals Johnson and Scholes, (2008), Thompson *et al.*, (2003) argue that a organization's strategy is management game plan for grow business and these Strategic plans are meant to achieve competitive advantage for the organization and they are long term in nature.

Johnson *et al.* (2008) agree that there are various types of strategic change, depending on context of the organization, the scope and the extent to which this changes will bring paradigm shift or whether they can be achieved through incremental changes or through implementation of emergent changes. In addressing this Hill & Jones, (2001) identified innovation, re-engineering and re-structuring as kind of strategic change that can be undertaken in the organization. However, it's important to note that the success of strategic change depend on an organization's ability to implement new structures and processes, but the organization's ability to convey the new mission and strategies to the stakeholders for buy in and adoption. Finally Gioia & Chittipeddi, (1991) concludes by saying that strategic change should involve refocusing organization priorities and

reengineering old established relationships and structures in order to bring the intended change. For strategic intent to become a reality, it is important for the organization to change the way individuals within an organization behave which may require more than restructuring and putting new systems in place, but it may also require a shift in the organization culture, attitude and behavior of the employees.

### **1.1.2. Management of Strategic Change**

According to Davis & Holland, (2002), change management is defined as systematic approach in management of organization change which must be planned in cost effective way with agreed implementation time frame. Johnson& Scholes, (2002) agrees that, strategic decisions made by management are meant to achieve specific competitive advantage for the organization in order to drive long-term survival for the organization. Moran & Brington, (2011) conclude by stating that change management is the process of continually reviewing an organization's direction, structure and capabilities to serve the ever changing needs of the external and internal customers.

Strategic management exists in two basic forms: planned strategic change and emergent strategic change. Planned change is planned by management while emergent strategic change is concerned with the ever-changing, unpredictable business environment. It is open ended and constantly keeps on aligning the firm with its external turbulent environment. Paton and McCalman, (2008) agrees that managing the change process includes evaluation, planning and implementing operational, tactical and strategic plans which must be undertaken in order to achieve the expected change in the organization.

Hiatt and Creasey, (2003) conclude that, due to turbulent external environment; organization must constantly review their business strategies, processes and systems to cope with changes in the environment. Therefore there is need for an organization to understand the effect of business changes will have on the employees due their culture, values, history and capacity to change.

### **1.1.3. Regional Development Authorities in Kenya**

There are six Regional Development Authorities (RDA) charged with the mandate of spurring integrated regional development in Kenya, they have existed through various ministries and currently as a department in the ministry of planning and devolution , these are Tana and Athi Rivers Development Authority (TARDA) Cap 443 of 1974; Kerio Valley Development Authority (KVDA) Cap. 441 of 1979, Lake Basin Development Authority (LBDA) Cap 442 of 1979, Ewaso Nyiro North Development Authority (ENNDA) Cap 448 of 1989, Ewaso Nyiro South Development Authority (ENSDA) Cap 447 of 1989 and Coast Development Authority (CDA) Cap 449 of 1990.

The Regional Development Policy of 2007 was developed to assist RDAs deliver their mandate and achieve their goals and objectives. The policy was again reviewed in 2010 which required all RDAs to realign their strategic focus and operations by revising their functions and goals towards achieving Vision 2030 three pillars; political, social and economic MORDA, (2008), with coming up of new county governments in 2013 the Ministry is currently reviewing the Regional Development policy (2010) to address the new functions and transfer roles that are undertaken by the county governments. The

Presidential Taskforce on Parastatals Reforms (2013) that was mandated with the responsibility of reviewing management and governance structures of parastatals, have proposed far reaching recommendations that have seen merging and scrapping those parastatals seen to be duplicating roles. However RDAs have been retained as National Government agency.

#### **1.1.4. Ewaso Nyiro South Development Authority**

Ewaso Nyiro South Development Authority (ENSDA) is a public corporation established in 1989 by the act of parliament cap 447 of the laws of Kenya, to coordinate and promote integrated sustainable and equitable socio-economic development. The Authority covers an area of 47,000sq km consisting of Nyandarua, Nakuru, Kajiado and Narok Counties (Strategic plan, 2012). The Authority has operated during the wind of democratic change in 1990s, the Structural Adjustment Policies changes, Globalization and Liberalization of business, Public Service Integrity Policy changes, Civil Service Reform Programmes 1993-1998, 1998-2001 and 2003-2007 (G.O.K 2008), Performance Improvement Programmes (GOK2. 2002), , the implementation of Vision 2030 (GOK1. 2007) Regional Development Policy of 2007, adoption of Performance contracting system, Constitution 2010, program based budgeting (PBP), public private partnership (PPP) initiatives among others

In March 2013 a change in political leadership and implementation of 2010 constitution especially plan to transfer of some of RDAs functions to devolved county governments units pushed ENSDA initiate strategic changes in order to retain their mandate (ENSDA,

2012). Reduced funding from the Exchequer to all government agencies meant that the Authority had to come up with sustainability strategy to address the shortfall in their annual budget allocation (ENSDA, 2012). Therefore (ENSDA) has been planning and transforming their internal control systems and restructuring their process, revamping and creating performance ethics, and implementing sustainability strategy to sustain their operations and improved service delivery to stakeholders in the Mara basin, however how these changes were managed is what is not known.

## **1.2. Research Problem**

Organizations exist to achieve certain goals in a given point in time. To achieve these leaders must be aware that besides embracing change, creating sustainable change is very important and otherwise they will wither and die (Greenfield, 2012). The desire to understand how organizations manage change makes subject interesting to study. Johnson & Scholes, (2002) agree that, there is no ‘best’ practice or right ‘formula’ for management of strategic change because organizational context and roles in the change process will always differ because, strategic leaders, managers and other stakeholders will perceive changes in their own way. Various approaches to managing change are required due to differences in the context of organizations such as resources and skills that need to be preserved, the degree of diversity in the organization, the capacity, and readiness for change and the power to make change happen are very critical (Newton et al., 2003).

In the last six years ENSDA has been implementing various reforms and changes, as documented in its five year strategic plan ENSDA (2012) and anchored on Vision 2030.

Faced by turbulent changes from the external environment, the institution has undergone a lot of transformation both planned and emergent changes. The restructuring of processes has assisted in formulation of a number of policies in areas of new corporate governance, organization structures, compliance statutory requirement and performance monitoring and risk management.

Foreign studies have been conducted in organizations looking into strategic change management practices, these studies have provided useful insights into how various organizations approach strategic change in different contexts and how they respond to the same (Benson, Kimmel & Lawler, 2013; Price & Chahal, 2006). Studies done in Kenya on strategic management by researchers like Arumonyang (2009) survey of strategy implementation challenges facing Regional Development Authorities, Kisaka (2010) Strategy Implementation by Lake Basin Development Authority agree to the fact that the finding cannot be generalized to all organizations. Otieno (2014) studied Management of Strategic Change at Lake Basin Development Authority but the context of organization and how management approach to management of strategic change cannot be the same. On the other hand Mbuwa (2015) studied, Strategic Responses Adopted by Tana and Athi Rivers Development Authority (TARDA) to turbulent external environment however the study was narrow in content and context, while Kiumbuku, (2015) study on management of strategic change at Kenya Forest Service (KFS) concluded that finding at KFS cannot be generalized to all parastatal bodies in Kenya because they are unique in terms of content and context. However they concur with foreign studies on various prescribed approaches, principles, models, practices used in strategic change management.

From the above studies therefore, it is clear that although some studies have been done regarding change management practices in Kenyan organizations none of the studies have focused on the unique context of ENSDA. Therefore studies are yet to be carried out to find out how ENSDA has been managing the change process and the challenges the organization is facing since it began implementing strategic change. This study sought to address the gaps in knowledge gaps.

### **1.3. Objectives**

The broad objective of this study was to establish the management of strategic change practices adopted by ENSDA Kenya and specifically, the study aimed:

- i. To establish how ENSDA managed strategic change
- ii. To find out challenges that were encountered in management of strategic change
- iii. To establish measures that were undertaken to manage challenges

### **1.4. Value of the Study**

In area of academic research, it is hoped that the study findings will equip learners with more knowledge on management of strategic change, the study will provide theory for further research and source of literature review for other scholars on management of strategic change and challenges facing Government institutions or any other institution anticipating change.

The findings from the study will be useful to the government of Kenya when formulating policies towards RDAs as national government agencies mandated with regional

development. It is therefore expected that this study was significant to management and staff at ENSDA, it will provide information regarding change management practices to the organization.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter presents the past study on management of strategic change and ways of evaluating change management in organizations. The specific areas covered here are theoretical foundations, management of strategic change and approaches to change management and challenges.

### **2.2. Theoretical Foundation**

To study strategic change management, the following theory and schools of thought that form the foundation for change management has been anchored on this study, these are Organization Development, Open System theory, Group Dynamics School of thought and contingency theory. According to Bennis, (1969) Organization Development is a response to change, training strategy aimed at changing the beliefs, attitudes, values and structure of organizations to enable them to adapt new technologies, enhance competencies and deal with challenges management of strategic change. It is also important to develop internal capacity, research and development and use of gathered information to come up with strategies that will assist the organization to remain competitive (Argyris 1970). While Schmuck and Miles, (1971) posit that OD is a planned and sustained effort by the organization aimed at improving organization sub-systems. These efforts includes interventions in the organization's processes and other change perspectives, systems, and self-analysis required to bring out required changes.

According to Campbell and Craig, (2005), systems theorists agree that an organization should be seen as a system with interrelated subsystems which takes into account the holistic context of the organization. While Burnes, (2009) view an organization as open systems, this theory approach states that for change take place a framework should be put in place to analyze and evaluate these sub-systems to determine how they should be changed to improve the overall performance of the organization. Gulshan, (2012) agree with other scholars that business unit are open systems which continuously interacts with others for their survival and growth. Therefore any change to one part of the system will affect other parts of the system, which will in turn affect the overall performance of the organization (Scott, 1987).

Group dynamics school of thought comes from the work of Kurt Lewin, (1947) who noted that group behavior is set of symbolic interactions and forces that affect group structures, but also modifies individual behavior, his rationale was that people should work in teams where individual behavior must be, modified in light with the organization anticipated change. According to Mullins (1989), group dynamics school has been proved to be very important in developing both the theory and practice of management of strategic change. Burnes, (2009) acknowledged the work of other researchers like Cummings and Worley, (2005), French and Bell, (1999), Smith *et al*, (1982) in their arguments that it is not important to push for behavioral change of individuals, because group pressures will push an individual to conform.

Fiedler, (1967) says that leader's personality and the situation in which that leader operates is very important. Contingency theories states that there is no one correct type of

leadership style theories states that the best leadership style depends on the situation. The theory also predict which style is best in which circumstance. Should a leader be more people-oriented or task-oriented? Strategic leadership presumes a shared vision of what an organization is to be, so that the day-to-day decision making or emergent strategy process is consistent with this vision. Managerial influence only the actions and decisions of those with whom they work with. They are also involved in situations and contexts characteristic of day-to-day activities and are concerned with functional areas of their responsibilities.

Nadler and Nadler (1998) emphasized the need for leaders to maintain good climate for change to take place within organizations and to encourage participation of all stakeholders. Strategic leaders formulates the vision and mission of the organization, provide resources to support change efforts and provide leadership that drive achievement of competitiveness and sustainability of the organization operations. The leader should control directs, protects, manage conflicts and norms within the organization's systems. The three required elements of leadership are therefore ability to influence, drive a common goal and support employees to work toward achievement of organization vision.

### **2.3 Management of Strategic Change**

Organizations operates in ever changing and turbulent environment it follows that the organization will require put up mechanism of detecting current and future environment changes and contingency plans be put in place to deal with these changes in the environment. According to Hill & Jones (2001), strategic change management is defined

as the plans implemented by an organizations with the main objective of achieving overall strategic goals to give the organization competitive advantage in the market. Hiatt and Creasey, (2003) defines change management as way of managing people and business dimensions in order for the organization to achieve their desired goals.

Change happen in many of ways, it has different meaning across people, situations, and contexts. Because times change, people change, situations change and so do organizations (Sharma, 2007). Hiatt and Creasey, (2003) agrees that during change phase management and other stakeholders have different priorities, different capability and different motivations, therefore for change to happen this differences should be addressed first. To remain competitive, organizations must constantly re-examine their business strategy, internal processes and systems, to understand what changes need to be made. At the same time, an organization must also understand the impact of a new business changes on their employees, given their old organization culture, values, history and their capacity to change (Hiatt and Creasey, 2003).

### **2.3.1 Approaches to Management of strategic Change**

There are two approaches to management of strategic change. These are planned and emergent approach. Planned change is a structured way of implementing organizational changes, a new policy, goal, or a change in operating procedures, (Stoner & Freeman, 1995). Johnson *et al.* (2008) says that organizational change management should start with a systematic analysis of the current situation to determine what should be changed and the capability to change it. The objective and change process need be specified as part of a

popular approaches that include linear, step by step methods exemplified by Lewin's (1947) classic three-phase model of change; unfreeze, move or change, and refreeze. According to Kotter (2007) popular eight step change model that is: increasing the urgency, building the guiding team, getting the vision right, communicating for buy-in, empowering action, creating short-term wins, will, make change management stick. However, no one approach is "best" for all situations.

Emergent change approach view forces of change coming from outside the organization and suggests that managers need to know the environment around them to manage change appropriately (Nadler & Nadler, 1998). Therefore change is a continuous process, very dynamic that emerges in an unpredictable and unplanned fashion (Burnes, 2009). Change is seen as a process that unfolds through the interaction of various variables within an organization, especially in terms of context and political behavior (Burnes 2011). The emergent features for successful change include: changes in organizational structure, organizational culture, organizational learning, managerial behavior, power and politics. The emergent approach is change driven from bottom up rather than from the top down; and continuous process where adaption to changes takes place and sees process of change as a process of learning process of changing conditions and learning and (Burnes, 2009).

Kotter, (1996) proposed eight stages for management of strategic change. First climate setting for change to take place must be done. the process, includes setting up a sense of urgency is very important because this reduces complacency even if it entails creating a crisis; creating the guiding coalition encompasses assembling a team or core group with enough power block, responsibility and authority, possessing leadership and management

attributes and experts in their various disciplines, are required to be credible, should come up with a common objective, and institute guiding team; an intent should be developed and a strategy formulated to set the direction of the change. Strategy should be formulated and be flexible enough; communicating the changes should be done using all channels possible, it is of necessity that the guiding coalition leads by example as they become the role model for the employees.

Empowering employees through training to change their behavior, social skills and attitudes, challenges are addressed by communicating the vision, systems and structures are realigned, non-cooperating members are removed to prevent the change from being delayed and action is taken to effect change, innovation should be encourage good performance are recognized and rewarded, this helps in evaluating the visions and strategies and may also bring those resisting change on board; change must be consolidated to create transformational the change process. Last stage involves changing the organizational culture. This involves consolidating the change by enhancing competencies and improve performance through better customer focus and quality product and service-orientation, leadership development and succession planning is instituted in the organization.

The approach that is taken should match the situation the organization find itself in, management tent to use best change approaches which adapt to various models to suit the culture of the organization. This approaches of managing strategic change need to differ according to content and context of the organization (Newton *et al.*, 2003). Different approaches and means of managing change are likely to be required for different types of

change. Wider aspects of organizational context such as resources and skills that need to be preserved, the degree of homogeneity or diversity in the organization, the capacity, capability and readiness for change and the power to make change happen are important.

### **2.3.2 Strategic Change Management Practices**

There is no 'best' practice or right 'formula' for the management of strategic change because various actors are involved in the change process, this includes customers and other stakeholders (Johnson & Scholes, 2002). Success in management of strategic change will depend on the way the change process is taking place (Johnson *et al*, 2008). Effecting change in organizations may require careful analysis and implementation process. Both people and business dimension may experience transformation on various levels. People dimension of change may involve adopting new attitudes and resistance to developments that may bring unforeseen consequences. There are various views on the way such issues should be dealt with and the way change should be implemented (Eriksson and Sundgren, 2005). To succeed with a change effort, management must successfully support the change programs.

Accordingly Kotter (1996) states the change team should create a vision and strategy for each process it expects to change. The change team should document the processes to enable the organization focus and monitor the change process. Top-level executives should actively be involved in the change process (Queensland, 2009; Burnes, 2009; Greenfield, 2012). Change should be effectively and frequently communicated to all stakeholders (Johnson *et al*, 2008; Cabrey and Haughey, 2014). Communication to

stakeholders such as customers and those with controlling influence over the change process is will crucial (Dolny, 2001). Kandt, (2005) identified several key practices to help support the change process. First, its important to articulate the need for change, once an organization carry out situational analysis and identifies its desired state, then management should successful manage change efforts. One way is for leaders to embrace change, adhere to this changes and compare an organization against its competitors and bench mark with the best it the industry for change will be realized.

Communicating the change effectively to all stakeholders (Kandt, 2005; Johnson *et al*, 2008; Cabrey and Haughey, 2014) is very important because stakeholders such as customers have a controlling influence over the change process (Dolny, 2001). Leaders therefore need to create an atmosphere where their followers can listen to them as well as create a feedback mechanism that enhance teamwork. (Johnson *et al*, 2008).

Change in organization happen in three phases during a change effort (Kandt, 2005) once the vision is developed and objectives are created and plans should be made to manage change effort. According to Kotter, (1996) the change team should create a vision and strategy for each process for change to happen, this should include capabilities to implement change process and the expected results. The change team should come up with procedures for each change process to enable the organization to remain focused and monitor the change process. Lastly top-level executives should stay actively involved (Queensland, 2009; Burnes, 2009; Greenfield, 2012).this will require strong leadership to lead the way through demonstration of their commitment and support for the change programme.

Customer's expectations are very crucial because the success of the organization performance will depend on their willingness to buy their products or not. The organization should address these expectations through periodic customer feedbacks and promote confidence and good will with customers (Kandt, 2005; Johnson *et al*, 2008). The organization must realign its infrastructure, and other resources to enable the organization to achieve its mission and strategy (Queensland, 2009). Organizations should put up systems and structures to support innovation and continuous improvement processes to foster a creative and innovative environment which will enhance production of quality products that will drive customer satisfaction and value to the organization. The organization needs to put up research functions within their processes by testing and validating these findings. Innovation research promotes innovation (Kandt, 2005; Johnson *et al*, 2008).

Successful change management practices therefore require a commitment to transform what an organization is into what it wants to be (Cabrey and Haughey, 2014). Any proposal for change will always generate resistance; therefore, managing resistance is important. Managers should counter resistance from the employees and any other stakeholder and align their efforts in addressing them. Resistance to change can effectively be managed by: diagnosing the nature of change, building a launching platform, building a supportive climate, designing behavioral features into the plan for change, behavioral management of the process (Ansoff and McDonnell, 1990).

Celebrating and recognizing success is important because it motivates sub-systems and individuals to be enthusiastically committed to executing strategy and achieving

performance targets. Thompson and Strickland, (2003) pointed out that managers should promote organization wide commitment in the implementation of strategic change through motivation and rewards for good performance. Recognition to staff is important component of change because sustainable change can only be achieved when senior management becomes involved in the process.

### **2.3.3 Dimensions in Management of Strategic Change**

Change takes place in following dimensions; the business dimension and the people dimension. For any mean full change to take place both dimensions should be undertaken simultaneously. Nandeshwar & Jayasimha, (2010) posit that business dimension of change should include both infrastructural and structural elements; it entails identification of key business processes or opportunities; defining the project's scope and objective, new work instructions and procedures, change of systems and organizational structure and implementation of projects and programmes.

Effective management of the people dimension of change requires managing five key goals that form the basis of ADKAR model. ADKAR is an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. According to Hiatt (2006), all this model must be taken into consideration for effective change to be realized. Awareness must be created in order people in the organization to understand the nature of change, why they need to change and the risk associated with changes. Awareness also enhances support of the process by stakeholders; instructions must be provided while training and education should be conducted, it is also necessary to know how to manage and reinforce changes in

order sustain required change (Hiatt, 2006). Effective communication, innovation, culture change, training, performance evaluation are important aspect in managing strategic change.

Desire is willingness to support and engage in change. Knowledge represents the information, training and education necessary to know how to change. Ability represents the realization or execution of the change. Reinforcement represents those internal and external factors that sustain change.

#### **2.3.4 Stakeholders Issues in Management of Strategic Change**

A Stakeholder according to Freeman, (1984) is any group or individual who can be affected by implementation of strategic change, these are stakeholders to the organization and their complexity and range will depend on organization's size and activities. The operation and performance of organizations have come to close watch from various stakeholders .As observed by Battelle, (2007) strong economic and knowledge and free information have made stakeholders to the demand for involvement in business strategic changes.

Mitchell *et al*, (1997) defines stakeholders as key role players in management of an organization. They include staff and non-staff such as managers, directors, administrative clerks, general workers, the government and society at large. Stakeholders are at times viewed as foot-draggers by being responsible for significant time delays thus preventing

implementation of viable sustainable solutions. These this include interests and the need to maintain status quo for fear of the unknown (Donaldson and Preston, 1995).

Bryson, (1995) agrees that carrying out stakeholder analysis is a key. Stakeholders within organizations can influence changes in strategy and the organization's objectives. The most important issue relates to who the organization should serve as well as why the organization exists. The power to influence the purposes, accountability and also the processes, supervising executives' decisions and actions. The extents to which organizational stakeholders are interested in or able to influence organizations' purposes vary and their differences in power and interests underscore these variations (Johnson and Scholes, 2002).

Booz (2011) pointed out on the need to constitute a change team composed of all the stakeholders in the change process and the entire process should be communicated throughout the organization to drive a sense of urgency. This shows how important contribution of stakeholders to the success of management of change process in any organization. The development of meaningful relations with stakeholders adds value to an organization's operations therefore it is important that key players be engaged because their contribution to the success of any initiative or project is key. It also gives management and stakeholders an opportunity to discuss and agree on the expectations and set of common values and principals in the interest of the organization.

## **2.4 Challenges in Management of Strategic Change**

Resistance can be systemic as a result of systemic overload due to imbalance in priority between strategic and overload work, capability gap and strategic overload resulting in delays, cost overruns. Ansoff & McDonnell, (1990) defined resistance as a multifaceted phenomenon, which introduces unanticipated delays, costs, and instabilities into the process of strategic change of an organization. Organizational resistance can be attributed to structural inertia, lack of focus on management of strategic change, group inertia, threat to expertise, threat to established power relations and threat to established resource allocation.

Resistance to change is not confined to introduction of strategic planning but occurs whenever an organizational change introduced discontinuous departure from well-known organizational behavior, culture and power structure Kotter, (1996). Major challenge in achieving strategic change is due to difficulties of changing longstanding mindsets which might be taken for granted (Johnson *et al.* 2008). The perception that the need for change by executives does not necessarily imply that others will hold or agree (Lombard and Crafford, 2003).

Burnes, (2009). Consequently, the process of implementing strategic change generates a great deal of uncertainty in the organization which, in turn triggers off political and social activity as groups and individuals seek to cope with the organization and results in triggering off greater uncertainty (Johnson and Scholes, 2002).

According to Robbins and Judge (2007), organization entrenched culture may no longer be of importance, culture change requires a transformation of the entire integrated system. It touches individual mindset and behavior; relationship and team the organizations, structures, and how the organization interfaces with its market place. However, this may create a problem to the organization and fail to respond to changes in the environment, “business as usual” attitude can clog the system affect implementation of changes. Culture change is required if they are mismatched to the environment. But changing an organization culture can generate resistance because culture of an organization is a set of “unwritten rules”. When beliefs and norm are embedded in an organization’s culture may the way organization behave for example it may originate from one influential individual, work group, department, or division from the bottom of the organizational hierarchy or the top. Thompson and Strickland, (2003) argue that a strong culture can be valuable asset to an organization when it matches strategy and a liability when it doesn’t.

Leadership is the process of influencing an organization effort towards achieving its set of objectives or goals (Stodgill, 1950). People want to be shown the way all through Peters and (Waterman, 1982). Hill and Jones (2001) noted that resistance can manifest itself through, a refusal to recognize new dimensions of reality, failing to reason logically. Therefore strategic leader change must show the way to get support of the change process Good managers may also be bad leaders, to direct the change management process in an organization which is automatic. Bad leaders are those who lack wisdom inspire the employees to march ahead.

Government may interfere with or present business environment by changing the terms and introducing laws that affect business operation. Kobrin, (1982) posits that governments' change, sometimes dramatically both philosophy, in leadership style and operational management. Complexity of policy change creates challenges for coordinating actions at various administrative levels within the government, as well as between government and external partners and stakeholders.

According to Aurum, (2005). Armstrong (2011) the new rules of survival and sustainable competitiveness in a rapidly changing global marketplace demand redefining business visions and organizational agility. Rapid rate competition pressures for speed implementation of strategies, efficiency and flexibility therefore close working relationships that will develop a foundation of trust, reliability and long term commitment. Commitment to a strategy can give a business a competitive edge but if commitment leads to inflexibility in the face of economic change, business will suffer, (Aronoff, and Ward, 1997).

## **2.5 Measures to Deal with Challenges of Managing Strategic Change**

Systemic measures, Massarik, (1980) agrees that depending on urgency, organizational preparedness and cost implication, managers can overcome resistance to change through the use of effective education, communication, employees' participation and involvement, provision change facilitation and support, negotiation the terms of change with stakeholders, manipulation, cooptation, coercion and gaining political goodwill.

Behavioral measures; De Val and Fuentes (2003) recommend that managers need to manage key areas of resistance and put up mechanism to deal these to reduce the inertia. However, in some cases the resistance to change can force the leadership to remove those staff that refuses to adapt to the new changes (Scott-Villiers, 2003). According to Cummings and Worley, (2009) the first task of the change agent should be to motivate change, by creating readiness for change within the organizational members even before the change is carried out and hence overcoming their resistance. Lewin (1947) visualized change in 3 steps namely, unfreezing old behavior to create awareness of need for change, changing through learning new behavior and freezing the new behavior to reinforce them, this approach is important as it helps managers realize that the unfreezing process is required before individuals are willing to change, communication and involvement of stakeholders as strategies for dealing with resistance is very important.

Pearce and Robinson (2011) propose that leaders should use whatever means that are available to them to develop the organizational culture in line with new strategies. The duty of strategic leader in reducing resistance to change is summed by Fleming & Senior (2006) who states that to reduce resistance to change the leader' should have ability to be both task oriented as well as relationship oriented to address resistances to change.

Managers can proactively move organizations forward incrementally i.e. in small bits. This involves incrementally creating awareness and commitment, amplifying understanding and awareness, building credibility by changing symbols, legitimizing new viewpoints through legislations and rules, making tactful shifts and practical solutions, broadening political support,, systematic change trial and waiting, incrementally,

managing coalitions by formalizing commitments and empowering champions and continuing the dynamic of eroding concerns, integrating the process and interests, establishing, measuring and rewarding key results

## **2.6 Summary of Knowledge Gap**

The chapter has demonstrated the interdependence of elements of organization as well as the interdependence of organization and environment. Strategic theories and conceptual framework of change management have been used to present change as an evolving series of stages, phases, sequences as well as spontaneous intertwined processes. Change management is presented as a problem solving activity starting with the diagnosis of the problem, planning for solving the problem, launching the commencement of problem solving process and finishing with a continuous improvement, evaluation, review of the change management programmes and taking of corrective actions.

The literature review has brought out the practices of change management process, challenges of change programmes and measures to manage resistance to strategic change. It has shown the way organizations can undertake strategic changes and be able to cope with changes in the internal and external environment. Planning and implementing a strategic change is key to moving the organization forward. The literature review has further shown various challenges in implementing a strategic change. The literature review has shown that the change process should be well thought for organization to benefit from the change programme. However the literature review has not reviewed how ENSDA undertook a strategic change and challenges the organization faced.

Guest (1977) correctly concludes that organizational change is an extremely complex phenomenon. For it to be understood, one must take into account a variety of external forces at work, a complicated set of internal administrative-structural, decision-making, economic and technological sub-systems linked together through actions of human beings who in themselves constitutes a human/social subsystem.

Various strategic theories have focused on triggers of change, systemic and behavioral aspect but one question they should ask is; what are the strategic change management practices adopted by Ewaso Nyiro South Development Authority (ENSDA) in Kenya? The answer to this question is of interest to both researcher and the organization. Studies have previously been conducted regarding change management practices in organizations in Kenya but none has specifically focused on the unique context of ENSDA. Otieno, (2014) conducted a study on strategic change management in LBDA but the content and context of this organizations are very different.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

This chapter cover methodology that was employed to collect, analyze data and present the data. The specific areas of coverage include; research design, population, sample design, data collection, data analysis and presentation.

### **3.2. Research Design**

A case study design was used to determine the state of management of strategic change practices at ENSDA. Kothari (2004) defines a case study as a form of qualitative analysis which involves a careful and in-depth observation of a social unit which can be a family, a person, a cultural group, or an entire community or institution in this case ENSDA. Case studies place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations, provides valuable insight for problem solving and evaluation.

A case study provides means of revealing an in-depth and extensive description of the topic under investigation. It illustrate a decision or set of actions: why they these actions were undertaken, how they were implemented, and with what result. Bryman and Bell (2003) note that the case study is associated with qualitative research to study organizations which in this case is ENSDA. The researcher opted to use this design because of getting first hand information from the interviewee to formulate sound conclusions and recommendations for the study. Kisaka (2010), Otieno (2014), Mbuwa (2015), Kiumbuku (2015) have successfully used case studies in their research work.

### **3.3. Data Collection**

Both primary and secondary data was collected. The primary data was obtained using interviews between the researcher and respondents. Data collection instrument was an interview guide, the instrument consisted of open ended questions that elicited specific responses for qualitative analysis, Mugenda and Mugenda (2003) note that open ended questions allow for a greater depth of response.

The interviewees included all senior managers of ENSDA that is heads of key departments; Operations, Finance and Administration, Business Development, Regional officers and those working closely with the Chief Executive Officer who are knowledgeable on the change process that ENSDA has undergone. A total of 10 in depth interview were held at ENSDA headquarters in Narok town. Secondary data was obtained from the Authority website, performance contracts, ENSDA news publications, feasibility studies, Ministry Strategic plans and ENSDA 2012 -17 Strategic Plan to supplement the information gathered from primary data.

### **3.4. Data Analysis**

Content analysis technique was used to analyze the data. According to Bryman (2012) content analysis is a systematic and objective technique used to analyze documents and texts in terms of predetermined categories and in a replicable manner. Kothari, (2009) posit that content analysis as the systematic qualitative description of various phenomena of the study. The content analysis method was used due to its high flexibility which enables it to be applied to different kinds of unstructured textual information. The method is not prone to reaction on the part of those being studied due to the fact that they are research participants and as such is free from participant error.

Content analysis was used to analyze data obtained from interviewees against known strategic change management models in order to determine and elaborate the strategic change management practices as well as factors influencing strategic change management

at ENSDA, Kenya. Data was classified and analyzed on the basis of common themes to arrive at desired conclusions. Researchers such as Kisaka, (2010), Otieno, (2014), Mbuwa, (2015), Kiumbuku, (2015), have successfully used content analysis in their research studies because it also does not restrict the respondents on answers and has the potential of generating more detailed information. In analyzing both the objectives, the meanings and implications emanating from the interviewees' information derived from a set of similar responses, together with documented data regarding the change projects and programmes were categorized into similar themes and subthemes.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter has captured three important themes these are: change management at ENSDA, challenges of change implementation. The chapter also includes the theoretical and empirical comparisons of the findings. In the process of assessing the management of strategic change at ENSDA, a case study design adopted

The data was collected from the management team at the top and middle managers within different divisions and departments who were tasked with management of change process and were competent enough to handle management issues and were part of the team that was in charge of change management that had been undertaken in the organization for the last six years. Interview guide was used to collect Data and analyzed using content analysis method.

### **4.2 Strategic Change at Ewaso Nyiro South Development Authority**

The main objective of the study were to establish change management practices in ENSDA, determine challenges in managing strategic change, measures to the challenges. In an effort to ascertain on some of the strategic changes that have been undertaken by the organization in the past. The interviewees were in agreement that ENSDA has effected a number of strategic changes to enhance competences and remain sustainable.

In the last five years, Ewaso Ng'iro South Development Authority (ENSDA) has concentrated in implementing programs and activities consistent with its mandate for which it was established. During this period, the Authority has accomplished a great deal in terms of integrated basin based development, community support and empowerment, environmental conservation and regional planning. In addition, the Authority has made significant progress in establishing a good working relationship with development partners and other stakeholders. Despite increased challenges the region face due to poor infrastructure, unemployment, environmental degradation, low funding and limited market for their products and services, the Authority remained focused on management of strategic changes to improve livelihood for the community it serves.

The data obtained from ENSDA News dated December. 2012 revealed that the Authority had initiated a number of projects such as strategic livestock feed reserves at Suswa, to enhance livestock productivity and incomes across the basin, Lower Ewaso Nyiro River Multipurpose Project with overall goal of food security and wealth creation in Kajiado county, Integrated Greater Mara Tourism Development Plan aimed at boosting tourism investment, Integrated Tea Development Project in Trans-Mara for example Keyian Tea Project, Sankoe tea factory and promotion of tea growing by the community , Hide and Skin factory, Bamboo commercialization project among others, all these projects are at various stages of implementation.

### **4.3 Managing Strategic Change at ENSDA**

This section focuses on the change management at ENSDA. Asked whether they were aware of strategic changes in the Authority, the interviewee in Planning Department noted that changes started with formulation and implementation of strategic plans 2008-12, appointment of new Managing Director who was a former Planning Manager at ENSDA in 2011 and preparation of 2012-17 Strategic Plan, restructuring of the Authority abolishing the position of Deputy Managing Director and recruitment of chief managers, construction of GIS laboratory block, adoption of ICT, development and implementation of sustainability strategy.

The interviewees noted that forces from external environment were the main drivers of change at ENSDA. Implementation of Kenya vision 2030, sector performance indicators that required government agencies to implement key targets in the vision 2030 plan, the 2010 constitution of Kenya that created devolved governance and push by stakeholders needed improved services pushed the Authority to adapt to the new requirements necessitating it to operate in the interest of shareholders. The interviewees were categorical that the strategic plans, Annual work plans, training and performance monitoring and evaluation were instrumental tools in steering the change process.

According to interviewee in planning department

The need for change was driven by the top management team in this case Managing Director with his executive team who crafted the Authority Vision and provided guidance to employees to see the need and the importance of change.

In consultation with the heads of divisions and departments, strategic plan secretariat was formed with the task of formulating the strategic plan guided by consultant to drive and assist management team to deliver the plan. Once formulated, interviewees noted that the strategic plan was commissioned by the Managing Director and witnessed by the Board of Directors for implementation and thereafter monitoring and evaluation was put in place to gauge implementation on quarterly basis.

The interviewees in planning department stated that ENSDA had adopted planned and emergent approach to management of strategic change. The planned approach uses pre-determined steps to analyze and implement change. Planned change was noted through, new vision and mission, revision of strategic objectives, implementation of a structural changes as planned in the strategic plan 2012-17 , development of IRMP, documentation of operating procedures, pursue of ISO certification, implementing ICT policy. However interviewee in finance department noted that in some cases emergent approach to management of change was used.

Emergent change approach takes the view forces outside the organization are crucial and managers should take keen interest of environment around them in order to manage change appropriately, interviewees in finance department confirmed that the changes in the external environment sometimes led to reformulation of other plans or review of the strategies and their implementation to deal with the changes especially in areas of reforms and policies in central Government for example implementation of salary review commission circulars on civil service salaries, allowances and housing, implementation of

new targets on performance contracts such as ethics and integrity, national cohesion and presidential circulars among others were the changes that were undertaken.

On business dimension of change the interviewees agreed that there have been changes in the physical infrastructure to encourage the smooth flow of operations. According to interviewee in technical department,

ENSDA expanded organization structure by creating four new positions in line with the restructuring strategy this positions were Chief manager planning, chief Manager Finance, Chief Manager Engineering and Chief Manager Human Resources, construction of GIS block which was later converted into new staff offices, management also rented office space for Regional offices and office lay out has been structured to enhance effective communications.

The interviewees were in agreement that in order to improve efficiency, the organization had managed to computerize most of the operations if not all. The study also established that implementation of IT based management systems was not fully implemented due to lack of funds, use of manual process were noted. GIS laboratory that was meant to easy planning was not implemented as planned.

Interviewee from Human Resource department stated that staff were redeployed in line with the restructuring plan based on their skills, training and competency in order to match changes the organization was making. Those that were seen to be lacking the required competencies and skills were trained and assigned other duties in the regions. It was also observed that with the implementation of lean organization structure express and effective reporting was enhanced.

On People Dimension of Change, Interviewee in planning department said that,

Managing Director played a key role in change process, during strategic planning process interviewee stated that apart from providing the vision of the Authority, he provided resources to engage a consultant to guide planning process for both Integrated Regional Development Master Plan (IRDMP) and Strategic Plan 2012-17, retreats were organized at Morindat in Naivasha for all senior managers, the board and other stakeholders to built ownership to the plans.

On the means of communication adopted by the organization, one of the interviewee in the Human Resource department stated that, communication of executive directives involved the use of internal memos, letters, notices and emails. The interviewee also cited that incorporation of intranet into the communication enhanced information flow, formulation of policies, improved customer service delivery.

According interviewee in in public relation department,

The Authority created group staff whatsapp, Authority facebook page created, Authority email address, which has enhanced information flow, she further stated that tea time was a great moment for staff bonding, despite Authority not having a room dedicated for this, tea is served in a dedicated part of woodlot within the compound and cut wood logs acts as chairs, all staff and managers meet at tea break at this point which has helped to nurture team work among staff.

The interviewee in human resource department concurred manager public relations that annual end year staff party is organized to create a bonding sessions between staff, management and the board and long serving staff are celebrated and rewarded. The interviewees agreed that the top management communicates the need for change to the entire organization by explaining performance objectives to staff, discussing work plans, approving budgets and carrying out annual appraisals. Managing Director also update them on key developments and performance of the organization on quarterly basis.

On communication to external stakeholders field days are organized to educate the community on programs and projects the Authority was undertaking to drive acceptancy and ownership. Interviewee in technical department noted that,

Introduction of farming such as tea, sugar cane in Trans Mara Sub County was somehow difficult but management was able to succeed due continuous education and frequent field days which has also solved boundary disputes between the warring communities as well as providing Appropriation in Aid for the Authority.

The interviewees revealed that consultative meetings such as Departmental and Management meetings were held to discuss any imminent change. Appointment of management committees such as budget committee, planning project, procurement, tender, M&E committees have enhanced team work among staff and promoted efficiency. Through participatory forums, the task committees presents its findings for discussion to the management thereon the management formulates the way forward.

On whether the organization held training forums for employees to facilitate strategic change. Interviewee in Human Resource Department noted that management engages the employees in continuous training programmes to ensure that the employees are adapting to the need for strategic change and to manage resistance to change. The interviewees mentioned that the institution had been sponsoring them to undertake competency courses, workshops and seminars. Interviewees in the Human Resource department further explained that the need to understand the required skills and competencies, department has been undertaking training needs assessment which were critical in assessing training programmes required and competency gaps in the organization. The interviewees further

confirmed to having attended several team building courses while some of the interviewees had attended several other training programmes.

There were revelations from interviewees that ENSDA engages other firms in consultancy services to carry out employee satisfaction levels, customer satisfaction survey and work environment to track performance. When asked whether there was mechanisms used by management to evaluate the level of change in the organization, all interviewees were in agreement that performance contracts, half and end year staff appraisals carried out to track down performance and other tools such as Customer satisfaction, employee satisfaction and work environment surveys are used to evaluate the levels of change at ENSDA.

Secondary data obtained from the website, strategic plans 2007 to 2012 and 2012-17 period, newsletters and performance contracts reports. Indicated that the Authority had revised their vision, mission and core values to reflect the future they were looking for as well as the reality in the region. Specifically the 2012-2017 Strategic Plan directed the Authority's mission and mandate towards outcome delivery to the ENSDA and its stakeholders. It was noted that in the past the Authority was not achieving their mandates hence the need to re-focus the strategic plan 2012-17 towards outcome-oriented achievement. ENSDA identified three strategic pillars as a way of addressing the key challenges facing the Authority and to deliver the expected results to the stakeholders. These strategic pillars are: Enhance environmental conservation and adaptation strategies to changing trends, Enhanced socio – economic initiatives for improved community livelihoods, Institutional capacity building for operational effectiveness and Resource

mobilization for institutional financial sustainability ENSDA also recognized a variance between what was planned and what was achieved during the 2008-12 Strategic Plan period and put up measures to address the gaps. The major gaps were identified as: insufficient resource allocation and mobilization, failure to address timely capacity building of staff with respect to numbers, skills levels and competencies, weak monitoring and evaluation systems, and inadequate legal and regulatory framework to facilitate effective operations. To achieve the above the Authority changed their vision

To be a reference agency in integrated and sustainable development for improved livelihoods in the East African Region”.

The mission was also changed to read

To initiate, plan and implement integrated, equitable socio-economic development programs through sustainable utilization of basin based resources and promotion of investments within the Authority’s jurisdiction on consultative partnership platform with the aim of improving livelihood in the ENSDA region”.

Core values are central guiding principles that guide behavior and form the basis of the Authority’s culture. ENSDA is upholding integrity, professionalism and equity as core values which are guiding principles for its operations in the medium to long-term.

ENSDA has a total of 96 personnel, a majority of whom are non-technical staffs. This Strategic Plan aims to strengthen the human resource capacity of the Authority by recruiting 25 technical officers and training the existing ones. The strategy also recognizes Low salary levels to have continued to negatively affect productivity of staff. This productivity can be enhanced by boosting staff morale through trainings, career development and appropriate remuneration packages. ENSDA put up an environment and

governance system in order to attract and be capable of recruiting and retaining excellent personnel and be flexible enough to cope with change.

Strategy influences structure and the stronger the relationship between strategy and structure the more successful ENSDA will be in implementing the strategic plan. The purposed of a well-designed structure to deliver quality services in an efficient and cost-effective manner (ENSDA, 2012). Control of management processes focuses on efficient delivery of services to beneficiaries and stakeholders. Secondary data provided evidence that ENSDA was managing strategic changes that had been planned.

#### **4.4 Challenges in Managing Strategic Change at ENSDA**

The research study sought to investigate the challenges that ENSDA encountered in managing strategic change. The interviewees attested to having experienced challenges in management of strategic change. They cited insufficient funds, conflicting mandates, and resistance to change, culture change and challenges arising due to devolution such as transfer of functions such agriculture extension, conservation of environment, and livestock improvement programmes to county government.

The findings showed that the ENSDA top management did provide the necessary resources needed for planning of the strategic changes however interviewees indicated that the top management did not allocate enough budgets for management of strategic change. Lack of provision of the necessary resources emerged all the interviewee agreed with chief manager finance that strategic change management is expensive because it involves heavy

financial expenditures to drive required organization changes. The interviewees in the finance department stated further that due to low budgetary allocations from treasury the organization has not been able to finance change programs but it has been allocating available resources in phases delaying the entire process. This is so because the implementation of the strategic changes involves altering processes and changing the status quo which is believed to be accompanied by an element of cost. For effective implementation of the strategic change, the management is therefore required to provide all the necessary resources. The Interviewees indicated that the ENSDA management did not provide enough resources necessary for the implementation of the various strategic changes initiated as outlined previously. The findings revealed that the management did not provide monies to engage change agents to lead in the implementation of the strategic change and training of staff on areas of strategic change. This is believed to have slowed the strategic change implementation process.

General fear of unknown was evident as a few of the staff were suspicious of the proposed strategic changes initiated by the top leadership and were not sure whether to buy-in or reject them. The interviewees noted that the general fear of unknown affected management of strategic changes at ENSDA by slowing the entire process. The interviewee stated that redeployment, review of policies and reapplying for jobs by existing employees led to fear of loss of employment which stoked resistance to the change management process, the fear of the unknown was also due to the rapid changes that the organization is undertaking especially adoption of ICT which brought fear of staff losing their jobs. Interviewee in finance department stated that staff who were used to manual process resisted implementation of ICT due to the fear that it would lead to

retrenchment for those who could not adapt quickly, people find comfort on what they know better therefore bringing delays and not supporting change programme, manual processes are still done in the regions and updated at the head quarter. Interviewee in finance departments stated that resistance to change was evident when management abolished cash payment to staff budgets and requiring that the same be facilitated in their bank account staff complained of delays caused by this requirement.

The interviewees indicated that the top management got full support of the middle management, this was due to creation of guiding coalition by the top leadership as advocated by the works of Kotter (1996). The top management established a relationship with the middle level management by use of face to face interaction. Interviewee in procurement noted that top management shared ideas and plans of how those proposed strategic changes were to be undertaken successfully, but this did not trickle down to all staff and other stake holders who felt they had been left out.

The interviewees indicated that the bureaucratic process had a negative impact on the management of the strategic change. The findings indicated that the bureaucratic process slowed the implementation of the strategic change, frustrated the process and that it paralyzed the entire implementation of the strategic changes. Getting approvals from various government agencies in implementation of projects under PPP for example implementation of Hide and Skin took a long time to get approval and ENSDA had to change strategy to jump start the project.

The findings show that training on the area of strategic change was not well done. Only managers were trained who in turn were to train their staff in their respective departments. Failure by the top management to train staff on the areas of strategic change is believed to have been a great challenge in the management of the strategic change at ENSDA. This is so because the staff did not understand changes that were being implemented. The findings noted that training staff on the areas of strategic change is important for effective management of change process because it creates awareness and equips the implementers with key competencies and skills.

ENSDA had been undergoing radical change, the interviewee cited that the culture of the local community who are pastoralist, to change them to adopt farming was a major challenge, he noted that it will take some time for them to accept for example tea farming project in Trans-Mara regions that was being carried out by ENSDA.

The interviewee cited that following the implementation of the new constitution whereby leadership was devolved to the county government from the national government, ENSDA as a national government Agency has been having challenges due to transfer of functions to the counties and conflicting mandates. The interviewee cited that the conflict between the national government and the county government pose a challenge to ENSDA and some decision making will depend on resolution of such conflict between the two levels of government.

#### **4.5 Management of challenges of Strategic Change at ENSDA**

The research study sought to investigate how ENSDA managed challenges that were encountered in managing strategic change. The interviewee in Public relation department cited that acceptance of new way of doing things will take some time before the stakeholders fully get accustomed to the changes. However, the Authority have put in place a risk framework to address the above challenges.

In order to address funding challenges the interviewee in finance stated that cost savings through elimination or minimization of variables such as overheads travel allowance, stationary was undertaken. Outsourcing provided an opportunity for the Authority to access specialized skills at fraction of the cost and providing the Authority a chance to concentrate on its core business. The outsourcing engages service providers pre-decided schedules, hence creating possibility of completion of projects. Information technology adoption, ICT training of staff. Equipment upgrading to keep up with new technology development trends facilitated increased production at a relatively low cost. Interviewee in finance department explained that management has lobbying central Government for more funds to implements some of their projects and confirmed indeed in 2016/17 financial year the Authority have been allocated Kshs.450 million to implement hide and skin factory and Kshs. 20 million for commercialization of Bamboo project.

Top management got full support of the middle management have instituted mechanism of bringing everyone on board through effective communication and shared their ideas and plans of how those strategic changes were to be undertaken successfully with their

participation. Use of ICT platform has been institutionalized, ENSDA news updates staff and stakeholders on what changes the Authority is undertaking

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On the general fear of unknown management explained to staff why this was happening and that there were no job loss despite redeployment, review of policies and reapplying for jobs for existing employees. The Authority created group staff whatsapp, Authority face book page, Authority email address, which has enhanced information flow which also helped to nurture team work among staff and reduce resistance.

The interviewee cited that following the implementation of the new constitution whereby leadership was devolved to the county government from the national government, ENSDA as a national Government Agencies has been having challenges due to transfer of functions to the counties and conflicting mandates. The Authority in collaboration with other Regional Authorities have engaged inter-Governmental Authority and County Governments to agree on functions to be devolved. RDAs are also reviewing their policy and acts to enable them exist to implement their mandates without interference. The conflict between the RDAs and the County Government that have posing a challenge to ENSDA has now been handled.

From secondary data and reports ENSDA strategic plan 2017 has put up Monitoring and Evaluation mechanism for early detection of any formative risk. Evaluation for all projects was done to determine actual project impacts against the agreed strategic plans. Authority's management capacity was also enhanced by first conducting TNA by so doing, priority training needs throughout the organization, the contribution that training

made towards organizational growth and success was recognized by interviewees. Interviewees also noted that by fostering optimal utilization of resources through effective and efficient business management skills in acquisition, allocation, and utilization assisted in achieving set targets.

#### **4.6 Discussion of the Findings**

This section looks at the how the study relate to existing theory as well as makes make comparison of the findings with empirical research that have been carried out in the past in the field of strategic change management. The comparison is done to help highlight areas of convergence and divergence with existing empirical studies and existing theory.

Analysis found out that that leadership in strategy management at ENSDA was overwhelming because the leadership cared about the strategy and the rest of the team were willing to implement strategic change, leadership provided resources, directed and evaluated the strategy and aligned the entire organization to the strategic direction being undertaken and constantly reminding members of the organization that without strategy the organization cannot deliver mandate. ENSDA's change management process is a reflection of contingency theory says that both the leader's personality and the situation in which that leader operates is important in bringing change in the organization. Best leadership style depends on the situation. Davis (2004) defines strategic leaders are those with organizational ability with strong leadership skill to steer organization forward. The study established that Managing Director having a planning manager in the organization before being appointed and having been an insider he played a key role in strategic

change process, during strategic planning process interviewee stated that He providing the vision of the authority, provided resources to engage a consultant to guide planning process for both IRDMP and Strategic Plan 2012-17, retreats were organized at Morindat in Naivasha for all senior managers, the board and other stakeholders and helped to bring ownership to the plans and changes therein.

The study found out that ENSDA encouraged team work by appointment of management committees to deal with specific management issues such as budget committee, planning and project, procurement, tender, M&E committees have enhanced team work among staff and promoted efficiency this encouraged staff to embrace change. As for the practice it's important to put up teams to manage strategic change this collaborates with Group dynamics school of thought originated from the work of Kurt Lewin (1947) who noted that individual behavior tend to be modified or changed in line with the groups' prevailing beliefs, practices and culture when people in organizations work in groups,

ENSDA carried pervasive reforms as seen from the findings. ENSDA was required to change their systems, structure, processes and procedures in line with the change in the political, social and economic environment. This is a reflection of the literature as advocated by Gulshan (2012) noted that systems approach considers business unit as an open sub-system that continuously interacts with others therefore a change to one part of sub-system will always impact on other parts of the system, and, in turn affects overall performance (Scott, 1987). All RDAs are required to develop and implement self-sustainability strategies to remove dependence on the exchequer by 2020, hence commercialization of bamboo project and setting up of hide and skin factory. Feasibility

studies have been carried out on viability of this projects and funds have been allocated in this year's 2016-17 printed estimates for implementation, this will go a long way in addressing financial position of the Authority. The organization engaged the stakeholders through customer surveys, field days and exhibitions and management support for service delivery and outsourced non-core functions to cut costs. Therefore institutionalizing strategic change is very key.

The study found out that ENSDA that planned approach to management of change, strategic plan was formulated by the top management but was flexibility enough and adapted emerging issues were allowed at the implementation level in order to drive stakeholder empowerment and ownership, therefore hybrid of planned and emergent approach to change was used therefore flexibility in managing ever changing internal and external environment this is confirmed from the literature by Johnson et al. (2008) who posit that in order for organization to implement change it should begin with a systemic diagnosis of the current situation in order to determine the need and the capability to implement change. Burnes (2009) views planned approach as a sequential process of preplanned steps which has been confirmed by the finding.

Some similarities were noted from the finding such as putting in place change team to lead the change process. According to Kotter (1996) the change team should create a vision and strategy for each process it expects to change; the change team should come up with objectives, plans for each change process to enable the organization focus and monitor the change process. The study found out that ENSDA created team under chief manager planning that included all managers and guided by a consultant.

The study established that ENSDA underwent a transformational change. ENSDA created urgency of change by developing a new strategic plan in 2012, a new vision, mission and core values, new structure, organizational objectives; development of the organizational quality policy and service charter, ISO 9001:2008 certification based on quality management systems. Balogun *et al* (2008) defined transformation which involves a change in the assumptions and perceptions of the organization and people

The study found out ENSDA that the adoption of best practices such as implementation of ISO in 2014, appraisal tool in 2010, implementation of job evaluation and training needs assessment reports, outsourcing of essential services such as office cleaning, compound maintenance ,office tea and security done so as to focus on core business activities and reduce operational costs, purchase of vehicles to enhance supervision, infrastructural changes in work environment which included refurbished offices, use of open space work Stations, establishment of customer care receptions, introduction of electronic transfer payments of staff allowances directly to staff bank accounts in 2014 , change in financial reporting from IFRS to IPSAs in July 2014, use of programme based budgeting.

To enhance efficiency ICT policy was developed hardware and software acquired to facilitate automation, development of ENSDA website, ENSDA face book page and whatsapp, connections to enhance communication, installation of shared broad band internet services in all offices and setting up of domain mails for all staff to allow for ease of shared data and security of information. Similar to other research findings, ENSDA restructured the organization to align it with skills and competencies; it refurbished the office space and put in place to ensure effective and efficient operations. Restructuring of the institution was necessary.

The strategies were used by ENSDA in its change process include examining the external environment and identifying potential threats or major opportunities using SWOT,

PESTEL and stakeholder analysis in its strategic planning process to create a sense of urgency, crafting challenging vision, mission, and core values to drive the change, communicating the vision, changing the systems and structures that undermine the vision, recognizing and rewarding employees long serving and performing staff, hiring of new employees to bring in new innovative ideas and continuous training and development of its managers to institutionalize the changes and enhance better service and product delivery. ENSDA's change management process is a reflection of Schmuck and Miles, (1971) that OD is a planned and maintained effort that applies behavioral sciences with a view to improving the systems. This may involve changes in the organization's processes by using behavioral science knowledge or other organizational change perspectives, systems improvement, to carry out required changes

ENSDA's change management process is a reflection of Kotter's eight stage change management. According to Kotter,(1996) the steps involves developing a sense of urgency, forming a powerful guiding coalition, creating a vision and strategy, communicating the vision, empowering others to act on the vision, planning for and creating short-term wins, consolidating improvements and producing more change and institutionalizing new approaches.. Studies done on strategic management by researchers like Arumonyang (2009) survey of strategy implementation challenges facing Regional Development Authorities, Kisaka (2010) Strategy Implementation by Lake Basin Development Authority, Otieno (2014) Management of Strategic Change at Lake Basin Development Authority, Mbuwa (2015) Strategic Responses Adopted by Tana and Athi Rivers Development Authority (TARDA) to turbulent external environment, Kiumbuku (2015) study on management of strategic change at Kenya Forest Service agrees that

various prescribed approaches, principles, models, practices and setting up a team composed of top management, consultants and key employees to steer the change process team was responsible for the formulation, implementation and coordination of various change efforts at ENSDA.

The study found out that fear of unknown among the staff was very evidence, solving boundary conflicts in Trans Mara sub- County was clear because conflicting interest of stakeholders but ENSDA was able to manage this change through stakeholders engagement forums. They gave their feedbacks through meetings, emails and memos. This is a reflection of literature by Mitchell et al (1997) defines stakeholders as all the role players in an organization, these are staff and non-staff such as managers, directors, administrative clerks, general workers, the government and society at large. Not involving the internal stakeholder in the design stage can be a challenge if the views of employees and community are ignored can lead to low support of the changes causing time delays thus preventing implementation of viable sustainable change and also the need to maintain status quo due to fear of the unknown. The study also found that ENSDA had taken initiatives to communicate the change to the employees through sensitization, training, seminars, retreats, open forums and external consultants to reduce the resistance to the change. The top management support was a key factor in driving the change. The same is supported by Cabrey *et al.* (2014) who advocates for skilled, bold and competent leaders who will ensure that those changes are strategically aligned to organization goals. It was noted that involvement of everyone in change process would be better enhanced if the steps were broken down into more simple while allowing team building activities can influence the weaker and timid employees towards support and ultimately the success of

the change programme. This collaborates with Otieno (2014) confirms that LBDA management used strategies such as Crafting strategic plans, changing organizational culture, change in vision, mission and core values, and support by top management, training, communicating changes, participation and coercion. The major challenge faced by the organization was the alignment of the organizational culture and staff with the new strategic direction.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the research findings based on the analysis of the research objectives, conclusions drawn from the summary of the research findings, recommendations for policy and practice, limitations of the study and suggestions for further research.

This study had three objectives: to establish strategic management practices adopted by Ewaso Nyiro South Development Authority determine challenges encountered in managing and measures to deal with challenges of managing strategic change at ENSDA.

### **5.2 Summary of Findings**

From the finding ENSDA uses several practices to conform to the changing environment these are: enhancement of collaboration, participation between departments through management committees , Additionally team building between different sections, departments or divisions sometimes conducted by external trainers was found to be a common practice used especially before or during change. ENSDA developed a new strategic plan, vision, mission and core values therefore instilling in the organization and individual a commitment to change; customer focus and enhanced service delivery by developing service charter, quality policy, annual customer and employee surveys, and attained ISO certification.

In order to enhance effective communication and reporting, ENSDA developed communication channels by leveraging on technology using intercom, website, internet and other broad band services. On people development and succession planning; the Authority realigned its structure, systems and processes in line with the change initiatives; monitoring and evaluating the change process was instituted, quarterly reporting, frequent management meetings, adopted programme based budgeting.

There was commitment from top management to spearhead work plan preparation, supervision and decision making in various committees; adopted best practices for continuous improvement and employee motivation through annual appraisal, training needs assessment , job evaluation, developed leadership skills and commitment by allowing managers to undergo trainings, seminars and retreats to build their capacity and lead their teams towards goal achievement. Outsourcing of non-core activities such as security, fuel cards and maintenance; implementing sustainability strategy by implementing hide and skin factory in Narok project currently under construction and commercialization of Bamboo.

The second objective was to determine the challenges of managing change at ENSDA. The results of the study showed that the Authority encountered several challenges in the implementation of change management. The challenges are: resistance to change, financial challenges due to inadequate funding, communication, organizational culture, political interferences due to vested interests, government directives and line ministries, legal challenges as pertaining to its mandate and consolidating the change. It was however found out that ENSDA had taken particular initiatives to handle the challenges such as

sensitization, training and creating communication channels for the staff and external parties to bring out the benefits of the changes. Government interventions were sought in areas where they encountered hostility in various regions and efforts have been made to tackle the financial inadequacy through lobbying which has improved their budget allocation.

### **5.3 Conclusion**

The study concludes that the change management practices adopted by ENSDA in its change projects and programmes are effective. Top down approach to communication was important to managing strategic change that enhanced quick and speedy implementation. Major changes in the organization structure involving recruitment of new staff greatly influenced management of strategic change.

ENSDA was able to undertake several change programs such as new strategic plan, strategies, vision, mission and core values, restructuring, enhanced customer focus and service delivery through implementation quality management systems, enhanced technology and communication, outsourcing of non-core activities and adoption of best practices for continuous improvement.

It can be concluded that the change practices implemented by ENSDA support the change management process, employee training, seminars, workshops, and team building are some of the change management practices that have been instrumental in steering strategic change. Despite this, there were challenges arising in managing strategic change which

affected the implementation of the change process. The findings indicate that ENSDA is experiencing problems linked with culture of the community, inadequate finances, and resistance to change, rapidly changing external environment, communication, Government and legal issues. It can therefore be concluded that like other organizations, ENSDA is facing change management challenges but has made efforts to handle the challenges by making the change process all inclusive through holding meetings, group sessions, trainings, resource mobilization by presenting their projects to PPP unit of treasury, commercializing their tea farming project, Hide and skin project and lobbying for more financing from treasury to execute their mandate and programmes.

From the findings, the study established that ENSDA underwent a transformational change by having corporate values, strategies, structures, systems and processes redefined and realigned to fit into the changing environment. The major approach used to manage change was planned with hybrid of emergent change approach. Planned approach was used in the implementation of the new strategic plan, performance contract targets, commercial projects and adoption of best practices. Emergent approach was used in the implementation of Government circulars and policies and performance contracts targets such as automation, communication and improved customer and service delivery.

#### **5.4 Recommendations for Policy and Practice**

In relation to theory, ENSDA's change management process is a reflection of Contingency, Organization Behavior, Open System, Group Dynamic school theories and Kotter's eight stage change management process. The process entails creating a sense of

urgency, creating a guiding coalition, developing a vision and a strategy, communicating the vision, empowering others to attain the vision, generating short-term wins, consolidating the gains while planning for more change. ENSDA

In regards to practice, the study recommends that Regional Development Authorities should improve on stakeholder participation in change management by: empowering stakeholders to make their voices heard through democratic representative bodies, rewarding employees for achieving the company's business objectives and educating stakeholders on the values and principles of sustainable development.

The study reveals that any change management process will experience challenges. In this study the challenges were evident in particularly in the financing Authority operation. To deal with financial constraints the study recommends that the parent ministry should adequately fund the Authority projects and programmes and strategic measures be put in place by ENSDA to sustain its operation through commercialization of their key projects to generate their own sources of funds. A reward system should be enhanced in order to motivate the best performing employees, enhance staff training, maintain teamwork, promotions and recognition should be enhanced.

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 organization are crucial for successful change. The study revealed that the ENSDA did not have major problems with implementation of 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, the study further confirmed that effective communication before and during the change process was crucial. 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 through effective communication that assist the workforce to understand what the change is, the motivation for the change, and how it affects them. Such understanding will help the workforce to accept and implement the required change.

## **5.5 Limitations of the Study**

Getting key respondents was a challenge due to their busy schedules which further delayed the interview process and the compilation of the findings, the data collected may suffer personal bias because managers' views were taken with no participation of junior staff therefore not fully representing the opinion of all stakeholders of ENSDA.

The study was limited by the design this was a case study it had narrow focus to ENSDA Kenya. The study chose to do a cross-sectional study which collects data at one point in time. Data collected was qualitative information provided by interviewees can be misleading. The method can also be subjective and involves a lot of decision making

which can lead to different conclusions by different researchers while analyzing the same data.

The study was carried out within ENSDA's offices, organization culture and environment so the findings cannot be generalized to other organizations due to differences in content and context such as cultures, structures, competencies and resource capabilities which may display different reactions in different organizations in management of strategic change.

## **5.6 Suggestions for Further Research**

A cross sectional study across all RDAs could be conducted in order to make a comparison of how these organizations manage and implement change this will give a broader scope to the research.

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.

Similar study can be conducted in future to investigate the effect of change management on performance at ENSDA.

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## **APPENDIX**

### **Appendix I: Introduction Letter**

Dear Respondent

I am a post graduate student pursuing a degree in Master of Business Administration (MBA) at the School of Business in the University of Nairobi. As part of the degree requirements, I have chosen to study on ‘Change Management at Ewaso Nyiro South Development Authority’. The study seeks to establish the change management practices using Ewaso Nyiro South Development Authority as a case study.

This letter serves to kindly request for your cooperation as you have been selected as part of those that will be interviewed, in a bid to obtain information for the above study. I assure you that the information will be used strictly for academic purposes and all information will be treated confidentially.

A copy of the study will be available upon request. Thank you for taking time to participate in the study.

Yours sincerely,

**Maurice Obaso Nyongesa**

MBA Student

**Registration No. D61/71466/2014**

## **Appendix II: Interview Guide to Managers**

This interview guide is developed to collect information concerning the management of Strategic change at ENSDA Kenya. Your answers to the questions will remain anonymous and strictly confidential and will only be used for academic purposes.

### **SECTION A: BIO DATA**

1. Job Title:
2. Department:

### **SECTION B: Strategic Change Management Practices at ENSDA Kenya**

1. Are you aware of any strategic changes that have taken place at ENSDA in the past 6 years?
2. If yes to 1 above, what were these major changes?
3. What forces necessitated the changes at ENSDA?
4. Were these major changes planned or emergent? Please explain.
5. How was sense of urgency created amongst employees to gain ownership and cooperation towards the change process?
6. How was vision and strategy for change developed and how was it communicated to all stake holders?
7. What were the strategic objectives of the strategic change?

8. Who initiated the strategic change in the organization?
9. Who were involved in the strategic planning and implementation process?
10. How was the strategic change process carried out in the organization?
11. What strategies did the organization utilize to drive the strategic change implementation process?
12. In your opinion, was there a project team responsible for implementing the strategic change?  
If yes, what were their duties, responsibilities and powers?
13. What policies systems or structures were put in place to facilitate the strategic change?
14. Were there any workshops, trainings, seminars or meetings with affected stakeholders to gain buy-in to the strategic change?
15. How did top management indicate their support to the strategic change process?  
Please explain.
16. Did you have any forms of rewards and recognition for those employees who achieved short term targets? Elaborate and specify the rewards.
17. In your opinion, were there regular updates from top management on the change management process? If yes, how often?
18. What measures were put in place to ensure that the strategic change momentum was achieved and maintained?
19. What actions were put in place to ensure that the strategic change was institutionalized?

20. What is the important factor that has contributed to the successful / unsuccessful management of strategic change in ENSDA?

**SECTION C: CHALLENGES OF MANAGEMENT OF STRATEGIC CHANGE IMPLEMENTATION**

21. What challenges did you experience when implementing the change process?
22. Did the organization face any resistance from internal stake holders and what strategies have ENSDA put in place to create acceptance the change programme?
23. Did you have any challenges from external stakeholders in implementing the change process and how did you manage these challenges?
24. What other useful information can you give regarding the process of managing strategic change at ENSDA?