

**STAKEHOLDER INVOLVEMENT IN THE MANAGEMENT OF
STRATEGIC CHANGE AT AMREF HEALTH AFRICA
IN KENYA**

BY

STANLEY BARASA OKOKO

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DECLARATION

I declare that this management research project is my own original work and has never been presented for an award of a degree in any university.

SignedDate.....

STANLEY BARASA OKOKO

D61/61942/2010

This management research project has been submitted for examination with my approval as the University supervisor.

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

PROF. MARTIN OGUTU

Department of Business Administration

School of Business

University of Nairobi

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DEDICATION

This research is dedicated to my family, colleague at Amref Health Africa in Kenya and friends for their inspiration, support, words of encouragement and understanding during the research period. May the Almighty God bless you abundantly.

ABSTRACT

Strategic change is vital for the future sustainability of the Non-governmental organizations. Stakeholder involvement and management is just one of the factors that impact the implementation of strategic change but arguably one of the most critical. This study was to highlight the role and effect of stakeholder involvement and management in the wake of implementation of strategic change by studying a few key stakeholder aspects and their impact on the success of change implementation. This research was conducted through a case study. The primary data was collected using interview guide and secondary data collected from company's strategic plan and published reports was analyzed through content analysis. In regard to stakeholders' involvement in strategic change management, the study revealed that management and stakeholders hold divergent views. The study concludes that there is still a low level of stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya and recommends that although Amref Health Africa in Kenya has been successful in strategy implementation, in order to remain relevant and competitive in the market there is need to extensively involve stakeholders in decision making and improve in communication channels that avail information on strategic change to all stakeholders. Similar studies however need to be conducted in other organizations in order to assess whether the study could yield similar findings regarding stakeholder involvement in the management of strategic change.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change is a phenomenon that is inevitable and constant in the postmodern society. Organizations are discovering it progressively hard to adapt to a world that is changing day by day and winding up more perplexing and uncertain. McCarthy and Eastman (2010) compared the change to a whirlwind, which lashes through an organization, flipping around life and tossing clients into a world loaded with better approaches for doing things in order to recover some feeling of balance and control.

The stakeholder theory sets that an organization is a communal growth made of cooperation of diverse stakeholders. An organization is seen as the central point of a classification of stakeholders, a mind-boggling preparation of exchange services, data, information, effect and diverse assets (Freeman 1999; Mersland and Strøm 2009). The theory additionally contends that an organization's esteem is made when it discourses the matters of the company's vital stakeholders in a win-win form (Harrison, Bosse et al. 2007).

According to Freeman (1999) effective stakeholder contribution is vital change cultivates vital improvement of organization, brings about community oriented critical thinking in which it at last outcomes in more extensive help for choices. Be that as it may, the objectives of the stakeholder might be in struggle with each other; they may undermine business organizations. The contentions emerging among the stakeholders, if well managed, can go about as a collaboration factor prompting a superior participation and interest of the stakeholders.

Freeman (1984), stated that a stakeholder, is a person or a group affected directly by the performance of an organization. They can be internal or external to the organization and depending on the organizations size and activities, their complexity can be measured or noted. Stakeholder management is the process of founding, monitoring and maintaining constructive associations with stakeholders. To ensure an organization benefits from stakeholders and value addition is seen, there has to be an effective relationship between the stakeholders and the organization. In any given initiative or project, key players have to be included, that is the stakeholders therefore contributing to more support thus it is seen as a very powerful tool. This is vital since it results to a sense of empowerment and ownership to the change process (Taschner, 2009). Lack of stakeholder involvement on the other hand often results in feelings of isolation and resentment.

Changes in the political-Legal system such as the introduction of Public Benefit Organization Act 2013, stiff competition for funds, customer awareness and technological advancement among others has forced the Non-Government Organizations to change strategically in order to fit in and remain relevant in the sector.

1.1.1 Management of Strategic Change

Organizational change management is normally eminent in all types of organizations irrespective of their form during their lifetime. Asch (2002), say that organizations confront an expanding dynamic, mind boggling and unusual condition, where innovation, globalization, information and quickly changing aggressive methodologies influence execution. The theoretical foundations in this research study

are mainly four, open system, Organizational development, complexity theory and Path development theory. The structure for change investigation lays on the general perspective of the Open System hypothesis which sees associations as fit for consistent changing their auxiliary frame to react to situations, bringing about an issue (Scott 2003). In early times to pact with organization progression concentrated principally on the accomplishment of humanistic principles at work. The kinds of potentials harassed included individual-awareness, relational capability, investment, responsibility, contentment, and work division based system (French and Bell, 1999; Mirvis, 1988). As compared to early years, organizational growth has always concentrated on ensuring an organization deals with the macro- environment thus ensuring that productivity is achieved (e.g., Bunker and Alban, 1996; Church and Burke, 1995; Mirvis, 1988, 1990; Seo, Putnam, and Bartunek, 2001).

Complexity theory, likewise numerically in its unique frame, has been utilized to comprehend the subjective qualities of nonlinear frameworks, for example, business associations. Also, long haul determining is practically outlandish for complex frameworks, and sensational change can happen startlingly, therefore, adaptability and adaptiveness are basic for associations to survive (Lissak, 1999).

1.1.2 Stakeholders and Change Management

According to Bryson (1995), a stakeholder can be an organization, group or individual, who can have a say in the organizations, assets and is also affected by the output of the organization. The stakeholder theory implants two particular methodologies: the association concentrating on its stakeholders so as to propose reasonable administrative systems, and the way a stakeholder approaches the

organization asserting his/her rights. While one side of the coin is by all accounts identified with how an organization carries on when managing its stakeholders, the opposite side is by all accounts identified with how a stakeholder considers the organization responsible to himself/herself.

Stakeholder contribution is characterized as 'the early and progressing procedure of building and keeping up connections in view of common trust and regard through discourse with assorted groups of onlookers about complex issues' (Shaw, Ackermann and Eden, 2003) Successful stakeholder inclusion: cultivates vital advancement of organizations, brings about community oriented critical thinking (sharing of energy), at last outcomes in more extensive help for choices. As indicated by Savage et., al (2004), the essential premises of stakeholder hypothesis are that; the organization goes into organizations with many gatherings that impact or are affected by the organization, the hypothesis concentrates on the idea of these connections as far as procedures and results for the organization and for stakeholders; the interests of all real stakeholder are of natural esteem and it is accepted that there is no single winning arrangement of interests as (Donaldson and Preston, 1995).

Stakeholders are additionally situated as far as their area which incorporates inside and outer stakeholders. The inward stakeholders are those gatherings which have a place inside the organization, for example, supervisors and representatives. Outer stakeholders are bunches which are outside the organization and have consequences for the survival of the organizations (Harrison, 2007). These gatherings comprise of clients, providers, government organizations, nearby groups and unions.

1.1.3 Amref Health Africa in Kenya

Amref Health Africa is the biggest non-governmental health organization for Africans situated in Africa, focused on enhancing wellbeing and medicinal services. Amref Health Africa is located in several countries in Africa, which include, Ethiopia, South Sudan, Uganda, Tanzania and Kenya. For the western and southern Africa, it is located in Senegal and South Africa respectively. To ensure that Amref Health Africa is functional as expected, it is supported by countries overseas which include, Canada, USA, UK, Austria and Sweden.

Amref Health Africa in Kenya actualizes 41 projects which extends in 47 counties across the nation through five automatic methodologies: - Maternal and child health care; TB, HIV/AIDS and Malaria; Hygiene, Sanitation and Water; and clinics with diagnosis. The nation office gets associated with crisis reaction activities, for example, response to drought in 2009, response to Cholera outbreak in 2015 and response to the Garissa University Terrorist Attack in 2015. The organization trusts that the ability to change Africa exists in the groups. The vision is enduring wellbeing change in Africa. Mission is to enhance the wellbeing of the general population in Africa by joining forces with and enabling groups and reinforcing wellbeing frameworks.

Amref Health Africa in Kenya has been facing difficult challenges ranging from reduced funding to increased scrutiny by the government and other stakeholders on their activities. The general population's desire of them at a similar keep on rising. Be that as it may, because of financial requirements, regularly made by declining monetary conditions, they are relied upon to give progressively, higher quality

wellbeing administrations with fewer assets. With such an array of challenges, there is need to involve stakeholders in strategic change in order to continue to help them realize their objectives with the associated limitation.

1.2 Research Problem

In the recent past, there has been an acceleration of the magnitude and pace of change across the globe (Mbogo, 2003). Agreeing to Burnes (2000) the greatness, speed, eccentricities and affect of alter in the outside environment are more noteworthy than ever some time recently. Neighborhood markets are getting to be worldwide markets, ensured markets are being opened up to furious competition and as a result open and private, expansive and little markets have abruptly felt the weight to make strides on their item and administrations to meet world benchmarks and client desire. Organizations have responded to these changes in a number of ways including realignment of policies, systems, styles, values, staff and technology.

In the management of change there are various issues that affect its successful implementation. Key among them stakeholder cooperation and support for change initiatives. If the interests of change recipients are not addressed then they are likely to either slow down or terminate an intended organizational change (Hughes, 2008). It therefore becomes clear that top management should be at the forefront in managing change. They cannot do this alone, but they need to involve all the key stakeholders.

Various studies have been done regarding the matter of progress administration yet many have not connected it to the essentialness of stakeholder administration and inclusion particularly with regards to Amref Health Africa in Kenya. Abiero (2010),

did an investigation on difficulties of management of stakeholders in execution of Sondu Miriu Hydro-electric Power venture in Kenya; Mwikuyu (2009), dove onto the degree of stakeholder inclusion in technique plan and usage in the NSSF; Kiange (2007), completed an examination on practices on change management at KPA; Tai (2007), did a study on Strategy execution at KPA; Muchelule (2010) did a study on Strategic reactions by KPA to changes in the outer working conditions; none of these researches have handled the subject of stakeholder contribution in change management at Amref Health Africa in Kenya.

1.3 The Research Objective

The objective of the study was to examine stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya.

1.4 The Value of the Study

The study is beneficial to the donor community as they are part of the key stakeholders and will help them understand the nature and practices of strategic change management in NGOs and how change processes are managed to effectively ensure proper utilization of resources.

The study will be used by researchers and academicians as a basis upon which further research can be done on strategic change management and stakeholders' involvement in both private and public sectors. It can also be used as literature review in other related studies. It will also help the management of Amref Health Africa in Kenya in formulating appropriate policies in carrying out strategic change and the extent on which to involve the stakeholders in the NGO sector thus enhancing their performance in service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks into literature related to stakeholder involvement in the management of strategic change. Literature review is presented in sections which begin with discussions on theoretical approaches of strategic change. This discussion builds to the idea on the context of change management strategy which highlights on the importance of change management being context sensitive. Stakeholder management which is an approach to understanding the firm and its environment is then discussed which then leads to the discussion of the link between stakeholder involvement and strategic change management.

2.2 Theoretical Underpinning of the Study

The study is tied down on four speculations to be specific; Open system hypothesis. Open frameworks hypothesis alludes essentially to the concept that organizations are emphatically affected by their environment. Organization Development Theory, Organization development according to Scholes (2006) is an assortment of learning and practice that upgrades organizational performance and individual advancement, seeing the organization as a mind boggling arrangement of frameworks that exists inside a bigger framework, each of which has its own traits and degrees of arrangement. Complexity Theory, Complexity theory, its primary disputation is that organizations ascend impulsively and is adaptive. Path Dependency Theory, Path dependence is a dynamic theory which assumes that initial decisions can increasingly restrain present and future choices.

2.2.1 Open System Theory

Open system theory implies just to the thought that affiliations are unequivocally influenced by their working condition. The environment comprises of distinctive organizations that apply distinctive powers of a money related, political, or social nature. The environment moreover gives key resources that keep up the organization and incite alter and survival. For all entomb and purposes each single current speculation of organization utilizes the open systems point of view.

Accordingly, open system theories come in many flavors. For instance, contingency scholars state that an organization is embedded to its environment where it is the form that suits the environment. Institutional scholars state that how a society carries itself through its beliefs influences how an organization will behave and perform. Asset reliance scholars state that the suppliers of resources in an organization influence how the organization interacts with the environment. Despite the varying opinions in the open system theories, the major factor that is noted in all the opinions is that the environment is a vital key in the performance of the organization.

Asset reliance scholars see the organization as adjusting to the environment as directed by its asset suppliers. Despite the various changes in environment some organizations have maintained their management structures with decision being made at the top-level management and being communicated to middle level management and other staff for implementation.

2.2.2 Organization Development Theory

Organization development according to Scholes (2006) is an assortment of information and practice that improves authoritative execution and individual advancement, seeing the association as an unpredictable arrangement of frameworks that exists inside a bigger framework, each of which has its own particular traits and degrees of arrangement. Battelle (2007) characterizes organization development as an efficient learning and improvement methodology proposed to change the essential convictions, state of mind and structure of the present organization to better ingest changes in the business environment. Association improvement scholars and experts characterize it in different ways. It's variety of definitions mirrors the many-sided quality of the teach and as indicated by Scholes (2006) is in charge of its absence of comprehension. He however cautions that the main role of association improvement is to build up the association not to prepare or build up the different partners included.

2.2.3 Complexity Theory

Complexity theory, its central dispute is that associations emerges unexpectedly and is versatile. That implies that natural life developed precipitously and afterward adjusted to its condition and made due to replicate itself (Frederick, 1998). Kauffman (1995) contended that laws of complexity immediately create a significant part of the request of the association. Likewise, Anderson (1999) showed that organizations are open since they trade assets with the environment, and they are frameworks since they comprise of interconnected segments that cooperate, accentuating the significance of the many-sided quality. The measurements of multifaceted nature incorporate vertical, level, and spatial unpredictability. Vertical multifaceted nature is the quantity of levels in a hierarchical chain of command, even intricacy is the quantity of

employment titles or divisions over the organizations, and spatial many-sided quality is the quantity of land areas (Daft, 2001). As for conditions, complexity is likened with the quantity of various things or components that must be managed at the same time by the association. Complexity theory tries to coordinate the intricacy of an organization's inside elements with the many-sided quality of its general and undertaking conditions (Anderson, 1999).

Complexity theory additionally indicates the significance of creating rules and choice principles to adapt to multifaceted environment, and of scanning for non-clear and backhanded intends to accomplishing objectives (Levy, 1994).

2.2.4 Path Dependency Theory

Path Dependency Theory, it is an every active and changing theory that accepts that underlying choices which progressively control present and future decisions. David (1986), while conducting study on the development of the QWERTY keyboard, was the origin of this theory. He further stated that the inferior and ineffective technology was still in use. According to Brian (1994) has formalized and to a minor degree likewise reproduced way subordinate procedures by featuring the significance of self-fortifying components.

From a financial viewpoint, the path dependency theory based on the possibility of numerous equilibria (Schumpeter 1942, 2005; Witt 1997). Schumpeter was without a doubt the first to call attention to that the observational trouble of distinguishing ideal arrangements ex stake casings and shapes the entire course of consequent occasions and subsequently the ultimate results (Schumpeter 1942). He recommended a dynamic verifiable point of view, for which way theory of path dependency can be

viewed as an extremely encouraging hopeful. Inside such a structure, path dependency is conceptualized as the result of a dynamic procedure that is led by at least one self-strengthening components which prompt a narrowing of the variety and scope of (administrative) circumspection (Sydow et al. 2005). Path dependency depicts a decreasing procedure. Along these lines, a way constitutes a limitation of decision for a social or clairvoyant basic leadership framework. While decision is not limited to begin with, it ends up plainly confined during the time spent after that way.

Thusly, ways can be comprehended as the result of a self-strengthened process that outcomes in an example of activity and reflection. The management of such an example must be viewed as a non-ergodic process that turns out to be increasingly unbendable after some time. The solid example is not unsurprising toward the start and can prompt a wasteful result at last, (Arthur1988, 1990, 1994; David 2001; Pierson 2004).

2.3 Stakeholder Management and Involvement in Strategic Change

An organization's success highly benefits from support of stakeholders however the help should not only be inclusive of owners only but rather incorporate everyone that is staff, major clients, services and product providers and anyone who is part of the growth of the company in everyday activities. Freeman and McVea (2001) contended that organization leaders need to comprehend the worries of investors, workers, clients, providers, loan specialists and society, with a specific end goal to generate targets that partners would bolster. For a long time, effective success, this support is very crucial. Consequently, the organization leaders have to have a conclusive investigation on the stakeholders so as to a clean and reliable business relation

(Freeman and McVea, 2001). As indicated by (SRI, 1963) as referred to in Freeman & McVea (2001), the help of all stakeholders is fundamental to the organization's prosperity. To ensure that this kind of setting is effective, an organization has to have a practical plan in place so as to meet all stakeholders' requirements.

Figure Management in an organization has to try to figure out which stakeholders are subjective and can also influence the transformation process of the organization thus include them in the whole process. According to Bryson, (1995), stakeholder analysis are vital and can be of great help in choosing who ought to be included. As per (Thomas, 1993) as referred to in Bryson (1995), people should be incorporated into the occasion that they have information that can't be expanded something unique, or if their venture is vital to ensure successful use of exercises in light of the examinations. This along these lines obviously demonstrates that ID is controlled by the impact and power the partners have simultaneously.

Contemplations on how they will be influenced by the changes, while impacting the change, regardless of if they have the ability to halt or destabilize the adjustment and emphasizing on how vital the changes are. Investors are locked in to offer an organization an aggressive advantage and their inclusion guarantees achievement of the transformation procedure. Partner relationship in change administration allows the association to have new considerations in its technique and have accomplices in the midst of the change method which over the long haul ensures achievement of the effort. According to Svendsen (1998), the incident for focused advantage as a result of powerful stakeholder commitment. Simmons, 2003, is of the view that

consolidating partner sees in basic leadership forms improves authoritative execution and duty.

In this specific circumstance, Harrison, Freeman and Hitt (2001) plug to the real after-1980's commitments where Churchman and Ackoff (1947) turned it to stakeholder theory, who connected a system theory methodology depicting organizations by means of open frameworks while recognizing their reliance with outer systems; and Kahn and Katz (1996) who created hierarchical structures characterizing the association in respect to the framework around it.

Regardless of whether rising or pre-arranged change, a study in 2011 conducted by Booz indicated that three factors require be delivered so as to assure that the technique of progress is actualized. The primary factor is that close by should exist a transformation group being a coalition of the substantial quantity of partners in the transformation procedure, the technique of growth has to be conveyed all over the organization while organization imparts earnestness guaranteeing that the transformation forms don't deteriorate. The features above show that for the process in change management to be effective, stakeholders have to be committed to the organization.

2.4 Management of Strategic Change

Researches have been conducted on organizational transformation and various articles have been written. Management change is seen as key point in some of the investigations done through the studies conducted. For instance, an audit conducted by Armenakis and Bedeian (1999) on the theoretical and observational transformation for a period of nine years, they establish that there were four issues that were basic to

all change endeavors. The first issue was, content issues, which dealt with transformation that affect an organization. The second issue is, relevant issues, which dealt on how organizations managed forces both from internal and external environment. The third issue is, process issues, which stated the actions that an organization would take during the transformation. The final issue is, foundation issue, checking and accessing the results from changes done in the organization.

Additional studies were done to monitor effective and behavioral responses towards changes in an organization. Several researchers wrote articles that concentrated on identifying external and internal environmental factors that promoted transformation. In a dynamic environment, organizations are forced to make some changes and sometimes it's a total transformation. According to (Kotter, 1996; Lawrence, 1990; Hedberg, Nystrom and Starbuck, 1976), their researchers showed that organizations have to identify environmental variables that will motivate them to make changes on environmental factors that are a threat to the organization. They further stated that there are always factors that trigger changes in any given organization.

According to George and Jones, (2002), there were several full state environmental factors that could trigger change in any given organization, which included, monetary and political changes, technological growth, rapid development in the international marketplace which would cause changes in the demographics and social structures. Within an organizational, internal changes are experiences regularly by the organization since management in the organization keep making transformations.

According to (Chandler, 1962; Child, 1972; Miller, 1982; Miller and Friesen, 1982; Miller and Friesen, 1984), several organizations have had change in the structural framework due to radical transformations that are done to rejuvenate an organization. Keifer,(2005) indicated that the changes included different factors such as, mergers, acquiring new organizations and changing a company's flow in light of redesign and reconstruction. He further noted that the changes not only improved an organizations structure but also improved its culture in conducting business.

Research illustrations that continuous hierarchical transformation has mirrored an escalation effect where organizations are ending up gradually engaged with numerous and nonetheless developing inner transformation occasions. According to (Keifer, 2005; Pfeffer, 1998; Parker et al., 1997), downsizing of an organization sometimes help in reconstruction, Champy, 1997, Erakovic and Wilson, 2005) further stated that new ways in management of the company also play a big role. Frequently, drastic changes in an organization which include rebuilding and reconstruction are vital in instances where an organization management did not notice or ignored dynamic changes in its environment and did not act on the changes as required. Despite what factors may lead an organization into making changes, keeping up with the dynamic changing internal and external environment continue to be major issue in any organization management. According to Arnetz, (2005), findings and recommendations from different researchers can be driving forces in change management in an organization, thus improving profitability and output.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the investigate technique that was utilized in conducting the study. It clarifies the investigate plan, information collection and information examination.

3.2 Research Design

The case study was picked on the grounds that it empowers the specialist to have a top to bottom comprehension of the conduct example of the Amref Health Africa in Kenya. A contextual investigation configuration is most fitting where a nitty gritty examination of a solitary unit of study is wanted as it gives engaged and point by point knowledge to marvel that may some way or another be vague. The significance of a contextual investigation is accentuated by Young (1960) and furthermore by Kothari (1990) who both recognize that a contextual investigation is a capable type of subjective examination that includes a watchful and finish perception of a social unit, independent of what kind of unit is under examination.

3.3 Data Collection

Data collection was collected from essential and auxiliary sources. Essential information was gotten through the utilize of meet direct as the fundamental information collection instrument while auxiliary information was gotten from the company`s recorded vital arrange, distributed reports and other reported data almost the organization. The interview guide that was used was open ended in order to capture all important aspects of the topic under study.

The sampling method that was used was purposeful which targeted heads of department's as follows;

- a) Finance Manager
- b) Human Resource Manager
- c) M&E Manager
- d) ICT Manager
- e) Program Director/ Manager

Furthermore, I used random sampling to select 40 staff's from Amref health Africa which were from the above departments who filled the questionnaire.

The researcher administered the questions, explains and clarifies where necessary. This technique provides space for flexibility and allow vast and rich amount of data to be collected.

3.4 Data Analysis

Content analysis was used to systematically and objectively identify specific themes from the data representing stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya. This is due to the fact that the study sought to solicit for data that is qualitative in nature. According to Krippendorf (1980) Content analysis is research method which provides a methodical and target methods for portraying a marvels by enabling the specialist to test hypothetical issues to upgrade comprehension of the information. The strategy has additionally been utilized effectively by different analysts, for example, Muriuki (2005) and Khamisi (2006) undertaking comparative investigations since it makes arrangements for specific see

of substance, obliges the intensive utilize of unflinching quality and authenticity criteria and is amendable to computerization.

Completed interview responses were edited for completeness and consistency after which data processing to proceed. This involves thorough reading, editing and input of the interview notes into the computer. Analysis of data involves comparing it with the theoretical approaches and documentations cited in literature review. The data that was obtained from the management and stakeholder groups was also compared against each other in order to get more revelation of the issue under study. The researcher then analyzed and logically grouped the large quantity of data and compiles the results of the study.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides a detailed report on the analysis of the primary and secondary data collected from the interviews and documented sources, their presentation, interpretation and discussion of the findings. The interviewees of this study were Amref Health Africa in Kenya management and staff.

The findings have been organized in line with the themes of the objective of the study in relation to the research objective which was to determine stakeholder involvement in strategic change management in Amref Health Africa in Kenya.

The chapter entails strategic changes at Amref Health Africa in Kenya, change management process, communication of change, trainings/orientations for strategic changes, stakeholder involvement in the change process and barriers to stakeholder involvement in change process at Amref Health Africa in Kenya.

4.2 Strategic changes at Amref Health Africa in Kenya

This segment sees into the information from the interviewees that are related to the inclusion of partners in alter administration in Amref Health Africa in Kenya. This incorporates reactions on the nature of changes received by the organization, communication of the alter administration program, association of partners in its arranging and execution, fulfillment of partners by their association in the alter prepare, stakeholder's level of control/influence of methodologies and their response to the alter prepare. The information collected from Amref Health Africa in Kenya administration and inner partners will be analyzed. The study was to establish the

major changes that Amref Health Africa in Kenya had experienced in the past 10 years and administration reacted by laying out the changes as having commenced with the presentation of the IT procedure. The technique was a enormous venture and this required it being broken down to sections for simpler execution. Due to the nature of changes that were anticipated on the presentation of the venture, basic changes in the organization were too expected.

The study set up that the organization started by executing an endeavor asset Arranging framework known as ERP to robotize its work forms in all offices. This driven to rebuilding the organizations structure by shaping modern positions to oblige modern work forms and altering existing ones to adjust them with the unused changes. The move of realigning the organization to adjust to unused changes is in line with the organization advancement hypothesis that looks for to strategize the organization for long term accomplishment of goals.

Concurring to the open frameworks hypothesis, the organization can accomplish more in case it works in cooperative energy with the outside and inside environment. In reaction to the inquiry on what part the partners played in the alter administration handle, the administration educated the analyst that the partners played distinctive parts in the handle. Inside partners were included in contributing thoughts to the venture amid arranging.

The study looked for to set up whether the administration of Amref Health Africa in Kenya conducted partner examination and reactions from the supervisors were shifted. Most were not beyond any doubt whether the organization conducted partner examination but one chief affirmed that it was being done. Administration has be that

as it may not be considered as partner investigation but they bargain with their partners on the premise of how much impact they have, how much control they use and what intrigued they have in a extend. In reaction to whether communication of the alter program was made to partners and stakeholders' association in the arranging and execution stage of the program, the consider set up that in fact the communication was made to a few partners utilizing diverse modes of communication to guarantee most extreme reach. The administration too concurred that they included a few partners in the arranging stage of the alter prepare and usage as well. This, be that as it may, was done depending on the role they had to play in the particular phase of the process.

Administration informed the questioner that the partners were by and large substance with the changes that the organization had gone through to make strides benefit arrangement. This was in reaction to the address almost the stakeholders' response to the changes. A few of the partners were fulfilled with the portion they played in the handle and while others not fulfilled with the way in which the changes were carried out. The think about moreover looked for to set up the degree to which partners were educated around approaches and choices and whether the partners impact the methodologies of the organization. Management educated the questioner that partners are made mindful of changes in policies and choices quickly they are made.

Administration conceded that stakeholder administration is without a doubt a valuable administration instrument and can help the organization accomplish competitive advantage. Supervisors will be superior placed in dealing with partners and this will lead to less strife and increment efficiency in the long term. Jones (1995)

contends that firms whose supervisors are able to make and support commonly trusting and agreeable connections with their partners will accomplish competitive advantage over firms whose supervisors cannot.

Staffs from Amref Health Africa in Kenya were moreover met to look for their supposition on diverse components on the issue of partner inclusion in alters administration in the organization. Staff shown that a parcel of changes had been embraced in the entirety organization. A few staff concurred that execution of their obligations is not done in the same way it was done ten a long time back.

Management admitted that stakeholder management is indeed a useful management tool and can assist the organisation achieve competitive advantage. Managers will be better placed in handling stakeholders and this will lead to less conflict and increase productivity in the long term. Jones (1995) argues that firms whose managers are able to create and sustain mutually trusting and cooperative relationships with their stakeholders will achieve competitive advantage over firms whose managers cannot

Many respondents were of the opinion that their Paradoxically, numerous were of the conclusion that the organization would have been fruitful without their inclusion in spite of their feeling that their part was of significance. It is famous here that diverse partners were included at distinctive stages of the alter administration handle and at distinctive degrees depending on the parts they play, their intrigued in the activity, the control they have over to prepare and the degree to which they look for to be included. Agreeing to McLarney (2002), there is no clear and questionable calculation for deciding the nature and degree of commitments to different partners. He in any case, contends that the point here is not to settle upon a canonical rank requesting of

the organization's commitments to multi-stakeholders, but or maybe to precisely arrange the organization as trapped in a extend of ethnically critical connections and to start the complex assignment of assembly the requests of those different relations.

Morris & Baddache (2012) had identified factors that influence stakeholders' involvement as being whether the stakeholder's contribution is valuable to the firm, whether his information and expertise are helpful to the company, whether the stakeholder has legitimate claim for involvement, whether he is willing to be engaged and whether it is necessary at all for the stakeholder to be involved. Looking at the reasons above that stakeholders gave for their involvement, it is evident that their involvement was due to one or more factors that have been mentioned by Morris and Baddache (2012).

4.3 Barriers to Stakeholders' Involvement In Strategic Changes at Amref Health Africa in Kenya

Stakeholders' interest in any organization's prepare is decided by the intrigued and/or impact a partner may have in a venture (Ad-esse Counseling, 2008). Resistance to alter is caused by people fear that they might be announced repetitive, need of data or misconception and need of mindfulness of the require for alter. At the organizational level, the ponder uncovered that normal boundaries to alter incorporate angles such as distraction in seeing prompt monetary benefits of alter, need of coordination and participation, dangers to existing control, remunerate frameworks that are out of arrangement with proposed change.

Other barriers to stakeholder involvement in a change process as echoed by the interviewees include; poor planning and inconsistent operational management, lack of capacity building by the senior and middle management, communication breakdown among the management, lack of training on change management, poor financial management, and autocratic leadership styles.

4.4 Discussion of Findings

The main objective of the study was to determine stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya. The study concluded that stakeholders' involvement in the management of strategic change at Amref Health Africa in Kenya is still low level at management only. The study findings revealed that employees and managers hold different opinions regarding stakeholder involvement in the change process. Managers are of the opinion that all stakeholders are comprehensively involved in a change process while stakeholders perceive the change process as lacking of a comprehensive and inclusive stakeholder's involvement. The employees are not involved at the planning level at Amref Health Africa in Kenya.

The Non-governmental organizations are faced with a number of different challenges while undertaking strategic changes. According to Kaloki (2011), these challenges emanate from weak management and operation systems, and greater emphasis on the sustainability. The study confirmed the findings as the organization is faced by challenges that range from stakeholder acceptance of the process and resistance to change by the stakeholders. The challenges are huge but the organization believes that

proper involvement and trainings for all the stakeholders could enhance its implementation in a better way.

According to McLarney (2002), there is no straightforward and controversial algorithm for determining the nature and extent of obligations to various stakeholders. He however, argues that the point here is not to settle upon a canonical rank ordering of the organisation's obligations to multi-stakeholders, but rather to accurately situate the organisation as ensnared in a range of ethnically significant relationships and to begin the complex task of meeting the demands of those various relations.

The interviewees stated that recently, the organization has made a move to creating self-managing organization in which all the stakeholders are now involved in the decision -making processes and in implementing them. This is a radical step for employees who were used to being told what to do. According to findings by Gekonde (2011), stakeholder position is dynamic and their interests might change over time. Thus, the management team has to be strategic and clear as to whom they are engaging with and prioritize stakeholders depending on who they are and what interests they might have. With an increased involvement in decision -making, comes a higher level of responsibility and participation among all the stakeholders.

The study established that strategic change at Amref Health Africa in Kenya is communicated in a top-down mechanism from top managers through middle level managers to the employees and other stakeholders. The employees hold the view that Amref Health Africa in Kenya lacks an effective, open and honest two-way communication on changes within the company. The employees' expectations are not clearly set, they are sometimes not aware of the change, why it is being done, who is

impacted and how, and what their roles and responsibilities are. The interviewees from the stakeholders' position hold a similar view that the message of change is not continually reinforced throughout the organization by the multiple levels of management.

Stakeholders that deals directly with the organization are influenced or influence the organization (Yilmaz & Gunel, 2008). Their involvement in the organization's change process is therefore very necessary and of great importance. There is therefore need to involve them in the undertakings of the organisation. Stakeholders' participation in any organization's process is determined by the interest and/or influence a stakeholder may have in a project (Ad-esse Consulting, 2008).

The different opinions on stakeholder involvement in the management of strategic change at Amref Health Africa can be attributed to the autocratic style of leadership that existed earlier in the organization in which there was very little chances for other role players to make decisions. Top -down mandates from the management created constant streams of schedules, policies, rules, regulations et cetera through which stakeholders are dictated on what to do. In this regard, stakeholders were oriented to being the recipients of instructions and to view change management as the prerogative of the top-level management only.

The study established that only top-level managers have undergone trainings on change management. On the other hand, middle level managers and employees have never undergone training in strategic change management. The interviewees were of the similar opinion that the organization lacks effective trainings/orientations

programmes thus rendering stakeholders technically and professionally incapable of implementing strategic changes instituted by the company.

On the issue of factors that influence the involvement of stakeholders in the change management process, the study established that there were a number of factors that management considered as captured in the findings above. Those factors relate to whether the stakeholder has information that is crucial for the success of the project, whether the stakeholder can influence the success or failure of the project either by participating or refusing to do so or by influencing other stakeholders either way. Another factor that was considered was the role that the stakeholder plays legally in terms of their participation in the implementation as required by the law. All these factors are in line with the stakeholder management theory that advocates for inclusion of stakeholders depending on their power, influence and also interest in the project (Ad-esse, 2008).

The study also established that the organization utilized all the means of communication to ensure that the message was received by all the concerned parties. According to Freeman (1984), use of a communication medium that is relevant to the situation at hand or the stakeholders that are being targeted is important in the dissemination of information. This study further established that the changes that the organisation went through led to a change in the structure of the organisation leading to change in the jobs being performed and how they were executed. This is an aspect of organizational development. Staff were trained to continue discharging their duties as required in the new structure. Incremental changes have been noted and more

training is done whenever there is need to develop the staff to take up these new responsibilities.

This study further established that the changes that the organisation went through led to a change in the structure of the organisation leading to change in the jobs being performed and how they were executed. This is an aspect of organizational development. Staff were trained to continue discharging their duties as required in the new structure. Incremental changes have been noted and more training is done whenever there is need to develop the staff to take up these new responsibilities.

According to Burnes (2004), on the issue of strategic change management and stakeholder involvement in the process, an open and two-way communication must occur early and often, expectations be clearly set and everyone involved must be aware of the change and why it is being done, who is impacted and how, what the roles and responsibilities are. The message must continually be reinforced throughout the organisation by the multiple levels of management. Feedback must consistently be sought and acted upon. Measurable desired results must be spelled out at each level of the organisation to include repercussions for not achieving the results. Progress must be reported, and those involved must be held accountable for the results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter displayed the outline of the key information discoveries, conclusion drawn from the discoveries highlighted and proposals made. The conclusions and suggestions drawn are in journey of tending to the investigate address or accomplishing the inquire about objective which is to what degree has Amref Wellbeing Africa in Kenya included partners in the administration of vital change.

5.2 Summary of Findings

The main objective of the study was to determine stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya. To achieve this objective the study investigated Strategic changes at Amref Health Africa in Kenya, change management process, communication of change, trainings/orientations for strategic changes, stakeholder involvement in the change process and barriers to stakeholder involvement in a change process at Amref Health Africa in Kenya.

The study recognized that Amref Health Africa in Kenya has affected a number of strategic changes to enhance its performance and competitiveness. The strategic changes include the introduction of new system of ERP and creating of shared service Centre. The change management process at Amref Health Africa in Kenya according to the findings of the study consists of the following steps creating urgency (developing a sense of urgency around the need for change) formation of a powerful coalition (convening people with strong leadership skills to oversee change management), creating a vision for change (link these concepts of change to an

overall vision that people can grasp easily and remember) communicating the vision for change, removing the obstacles to change, building on change and anchoring the changes in corporate culture.

The study recognized that strategic change at Amref Health Africa in Kenya is communicated in a top-down mechanism from top managers through middle level managers to the employees and other stakeholders. The employees hold the view that Amref Health Africa in Kenya lacks an effective, open and honest two-way communication on changes within the organization. The employees' expectations are not clearly set, they may not be aware of the change, why it is being done, who is impacted and how, and what their roles and responsibilities are. The interviewees from the stakeholders' position hold a similar view that the message of change is not continually reinforced throughout the organization by the multiple levels of management.

The study recognized that only top-level management have undergone trainings on change management. On the other hand, middle level management and employees have never undergone training in strategic change management. The interviewees were of the similar opinion that the organization lacks effective trainings/orientations programmes thus rendering stakeholders technically and professionally incapable of implementing strategic changes instituted by the organization.

In respect to stakeholders' involvement in the change process at Amref Health Africa in Kenya, the study recognized that management and stakeholders hold different views. The management holds the perception that stakeholders are comprehensively involved in a change process while stakeholders perceive the change process as

devoid of a comprehensive and inclusive stakeholder's involvement. The stakeholders stated that they are never consulted in any of the change process at Amref Health Africa in Kenya. The autocratic style of leadership that existed earlier in the organization meant that there was very little opportunity for other stakeholders to make decisions. Top -down mandates from the management created constant streams of schedules, policies, rules, regulations et cetera through which stakeholders are dictated on what to do. In this regard, stakeholders were oriented to being the recipients of instructions and to view change management as the prerogative of the top-level management only.

The interviewees expressed that as of late, the organization has made a move to making self-managing organization in which all the partners are presently included in the choice -making forms and in executing them. This is a radical step for representatives who were utilized to being told what to do. With an increment inclusion in choice -making, comes a higher level of duty and support among all the partners. Due to the changing requests and circumstances in the Non-governmental organizations, all the partners are required to participate in coming to choices on alter. Partner inclusion is an effective apparatus that guarantees that the key players are locked in and contribute to the victory of the organization.

Furthermore, it emerged from the study that the interviewees seemed to know the barriers that hinder the effective management of change at Amref Health Africa in Kenya. The barriers include resistance to change among stakeholders, poor planning, inconsistent operational management, lack of capacity building by the senior and

middle management, communication breakdown among the management, lack of training on change management as well as poor financial management.

5.3 Conclusion

From the summary of findings, the research concludes that there is a low level of stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya. Despite the many change strategies that the organization has adopted there exists a difference in opinion among stakeholders and the management regarding the stakeholder involvement in management of strategic change process. While the management views the change process as inclusive, stakeholders perceive it as exclusive of their engagement.

These different views points towards lack of involvement of all stakeholders in the decision-making process prior to implementation of organizational changes. The main obstacle to stakeholder involvement in a change process include resistance to change among stakeholders, lack of accountability, ineffective communication channels in the organization, poor planning, lack of capacity building by the senior and middle management, lack of training on change management and bad leadership styles.

From the findings of this research it is evident that a wide range of actors come into play to influence the extent of stakeholder involvement in the management of strategic change. It is also apparent that even though all the factors presented to the respondents influence the extent of stakeholder involvement, not all those in the management team indicated this fact. This implies that not all the factors will have the same influence on the stakeholder involvement in management of strategic change. It

may not be therefore realistic to make an absolute conclusion that the factors have the same magnitude of effect.

5.4 Recommendation for Policy and Practice

The recommendations are based on result of interviewees with stakeholders from different backgrounds and desk research.

5.4.1 Recommendations for Policy

The study revealed that stakeholders influence implementation of strategic change at Amref Health Africa in Kenya. The study thus recommends that organization should minimize resistance to change by instituting policies and procedures which emphasize on the importance of stakeholder involvement at different levels of the change process.

Stakeholder involvement in a change process should be enhanced through training all stakeholders on change management, engaging all stakeholders in the decision-making processes leading to changes within the organization, and ensuring that change communication channels are open and accessible to stakeholders.

5.4.2 Recommendations for Practice

In regards to practice, the study recommends that organizations 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 organizations goals, objectives and educating stakeholders on the values and principles of sustainable development through training and orientations.

5.5 Limitations of the Study

The findings of the study may not be generalized to other organizations, being that this was a case study of one organization the data gathered might differ from strategic responses that other organization in the NGO sector have adopted to engage their stakeholders. This is because different NGO organizations also have divergent ways to strategic management and leadership styles which influence stakeholder involvement in the management of strategic change. Therefore, the findings of the study may be limited to Amref Health Africa in Kenya and other organizations with similar structure of governance and operate in a similar social, political and economic environment.

Case study method of approach provides rich raw material for advancing theoretical ideas and insights that may not be unearthed by other research approaches. However this method of approach suffers from undue biases which places objectivity at stake since it's difficult to establish the validity or reliability of information provided and conclusions are highly subjective.

The study has focused on only one of the factors that have an impact on strategic change management. However, there are other factors that have a vital role in strategic change management such as organizational leadership, organization design and also corporate governance. Thus, a gap exists which needs to be addressed.

5.6 Suggestions for Further Research

The study has obtained its aim that was to investigate stakeholder involvement in the management of strategic change at Amref Health Africa in Kenya. It has therefore opened up avenues for further research since it was confined to one organization

which may differ in their way of management and also operate under a different context all together. Therefore, the researcher recommends a replicate study to be conducted in other Health NGO in order to assess whether the study could yield similar findings regarding stakeholder involvement in the management of strategic change.

The researcher further recommends similar studies to be undertaken adopting other research designs which are more objective based such as survey method which yields a broader range of information and variability of results is reduced since it is relatively much easier to analyze, quote and interrelate the data obtained.

The study also focused only on one of the factors that affect strategic change management that is stakeholder involvement. Thus, the researcher recommends further studies to be conducted on other factors such as effect of leadership, organizational design, or corporate governance on strategic change management.

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Appendix I: Interview Schedule for Management

PART A: STAKEHOLDER INVOLVEMENT IN THE MANAGEMENT OF STRATEGIC CHANGE

Part A: Background Information

1. What is your current position?

- a) Finance Manager
- b) Human Resource Manager
- c) M&E Manager
- d) ICT Manager
- e) Program Director/ Manager
- f) Project Manager

2. Which department do you represent?

- a) Finance
- b) Human Resource
- c) M&E Department
- d) ICT Manager
- e) Programmes
- f) Projects

3. For how long have you been working in Amref Health Africa in Kenya?

- a) 0-4 years
- b) 5-9 years
- c) 10 and above

4. Have there been any strategic changes since you joined Amref Health Africa in Kenya?

a) Yes

b) No

If yes can you state any?

.....
.....
.....

5. Who and how is change communicated in Amref Health Africa in Kenya?

.....
.....

6. In your view, are stakeholders involved in a change process at Amref Health Africa in Kenya?

a) Yes

b) No

If yes, how are they involved?

.....
.....

7. Have there been trainings/orientations undertaken before strategic changes are effected?

a) Yes

b) No

If yes, state the trainings/orientations undertaken?

.....

.....

8. Have there been problems in the past which have slowed down the process of stakeholder involvement in Amref Health Africa in Kenya?

- a) Yes
- b) No

If yes, Cite examples?

.....
.....

9. What would you recommend to be done to overcome some of the challenges stated in No.8 above?

.....
.....

10. Gauging from your experience of stakeholder involvement in the management of strategic change, would you recommend the involvement of stakeholders to other organizations?

- a) Yes
- b) No

If yes,why?

.....
.....

Appendix II: Interview Schedule for Stakeholders

Part A: Background Information

1. Have there been any strategic changes in the past at Amref Health Africa in Kenya,

a) Yes

b) No

If yes Cite examples?

.....
.....

2. Have you been involved or consulted in any strategic changes process?

a) Yes

b) No

If yes how?

.....
.....

3. In your own opinion how would you describe the trainings/orientations undertaken before strategic changes are effected in Amref Heath Africa in Kenya?

.....
.....

4. How would you describe the relationship between Amref Health Africa in Kenya and its stakeholders?

.....
.....

5. When people have problems in implementing changes is there an existing communication channel?

a) Yes

b) No

If yes,

elaborate.....

.....

6. In your own opinion, what do you think should be done to strengthen stakeholder involvement in the management of strategic change.....

.....

.....