STRATEGIC CHANGE MANAGEMENT PRACTICES ADOPTED BY WORLD AGROFORESTRY CENTRE (ICRAF) IN KENYA

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

OCTOBER 2013
DECLARATION

I declare that this is my project work and has not been submitted for the award degree in any other university.

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This research project has been submitted for examination with my approval as the university Supervisor.

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ACKNOWLEDGEMENTS

I want to thank my supervisor Prof. Martin Ogutu for guiding me through the project phase of my studies. I will always appreciate his incredibly valuable advice and counsel overwhelming support, guidance, selfless dedication, patience, understanding, encouragement and above all his availability for consultation. I would not be here without your support and encouragement.

I acknowledge contributions from the University of Nairobi fraternity, my classmates and the department of Business Studies staff Dr. John Yabs the Chairperson of Department of Business and the moderators for the success of this project.

I also want to thank my family members for their valuable advice, expertise and insight through the project process. It’s not been easy and hard work was required with long hours spending so much time away from my family in the library but without them, I would not have made it this far.

I also acknowledge the entire staff at World Agroforestry Centre (ICRAF) for taking time to fill in information that I needed. Without their support, I would not have reached this far.
DEDICATION

This research project is dedicated to the Almighty God for the life and strength he gave me. His protection has seen me through the turbulent times. This research project is dedicated to my husband Tutui and my precious daughter Alyssa and son Moses. I couldn’t have completed this without their support and encouragement through academic journey.
ABSTRACT

The ability of organizations to manage and survive change is becoming increasingly important in an environment where competition and globalization of markets are ever intensifying. This study investigated strategic change management practices at World Agroforestry Centre (ICRAF). The objective of the study was to establish strategic change management practices adopted by ICRAF and to determine the challenges faced by ICRAF in managing strategic change. The research design employed in this study was case study method. Primary data was collected using interview guides. The collected data from the interview guides was analyzed using content analysis. The paper provides a situational contextual analysis of the ICRAF and the statement of the problem. Due to external forces ICRAF adopted a new strategy to align itself with the CGIAR reforms on the following areas, CGIAR Research Programmes (CRPs), new strategy to influence some of the CGIAR reform thinking, ICRAF had many new partners and staff recruited since the last staff strategy who didn’t feel much ownership of it, ICRAF had a new senior leadership team with new strategic thinking, new donors private sector and foundations that was best approached with a refreshed strategy. Using primary data collected from the senior managers in ICRAF, the paper discusses the findings after the data was analyzed focusing on the following areas; procedure and design of the strategic change review process, communication process and level of engagement of employees, monitoring and evaluation of the adoption process of change, level of external stakeholder’s involvement in the adoption of change, role of the senior leadership team in the adoption of change, challenges of adopting strategic change management. Finally the study draws conclusion, suggestions and recommendation that would contribute to high success in change management. In addition the paper highlights areas for further research related to change management.
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ABBREVIATIONS

AFRENAAs-AF Research Networks in Africa
C BOT-Board of Trustee
GIAR-Consultative Group on International Agricultural Research
CG-Consortium Group
CRPs-CGIAR Research Programmes
EPMR-External Program and Management Reviews
ICRAF-International Centre for Research in Agroforestry
NGOs-Non-Governmental Organizations
NRM-Natural Resource Management
PSO-People, Systems and Organization
SRF-Strategic Results Framework
SLT-Senior Leadership Team
CHAPTER ONE: INTRODUCTION

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

1.1.1 Strategic Change Management Practices
Strategic Change means changing the organizational Vision, Mission, Objectives and of course the adopted strategy to achieve those objectives. Strategic change is defined as “changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy”(Hofer and Schendel 1978) Strategic change is defined as a difference in the form, quality, or state over time in organization's alignment with its external environment (Rajagopalan & Spreitzer, 1997 Van de Ven & Pool, 1995). Considering the definition of strategic change, strategic change could be affected by the states of firms and their external environments. Because the performance of firms might dependent on the fit between firms and their external environments, the appearances of novel opportunities and threats in the external environments, in other words, the change of external environments, require firms to adapt to the external environments again; as a result, firms would change their strategy in response to the environmental changes.
The states of firms will also affect the occurrence of strategic change. For example, firms tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Hannan & Freeman, 1984). However, the former research on strategic change has not shown expected empirical results. To explain the unexpected empirical results, Rajagopalan and Spreitzer (1997) suggest that the external environment could not be constantly decided; it would be decided depending on the decision maker's cognition of external environment. Therefore, the occurrence of strategic change would be related to their cognition of external environment. Based on the argument of Rajagopalan and Spreitzer (1997), the factors which affect decision maker's cognition of external environment would affect strategic change.

Although most prior studies have highlighted the substantive importance of strategic change for organizational survival, the processes by which organizations aim to present such change to both internal and external constituents have rarely been studied. However, strategic change frequently involves symbolic struggles over the purpose and direction of an organization. As numerous works in the change management literature have pointed out, “buy in” by constituents is crucial for change to succeed (Kotter, 1996; Quinn, 1996).

Every institution, Organization, sector, household and business needs proper management to ensure a smooth running of such Organizational set up. An in situation such as an educational Institution, if not properly managed, planned and controlled cannot achieve success. In a nutshell, good management needs to be established. Human, material and finance al resources must be present to achieve managerial goals and objectives. If proper manpower r budget is not well planned the Organization would be faced with a high risk failure. Individual staffs control all the other resources of the Organization. Cole (2002) suggests that Human resources planning is not just a number game, even though labour statistics are an important element in it. Human resource planning is as much, if not more, concerned with the quality of personnel and with their deployment throughout the Organization. (Maxwell 2001) Posit that “Stop trying to grow your organization. Work on people’s attitudes. If you do that, your organization will experience 10% growth overnight”. In
an Organization, people are the most difficult resources to be managed. With this reason, proper care has to be established in selecting personnel to man sensitive positions within an Organization. Management in a general context involves the act of getting things done and evaluating performance which is known as controlling. Controlling is one important aspect of management that ensures that things are done orderly that is in a proper way.

1.1.2 Non-government organizations in Kenya

Non-Governmental Organizations (NGOs) are increasingly being recognized by governments everywhere as potent forces for social and economic development; important partners in nation building and national development; valuable forces in promoting the qualitative and quantitative development of democracy and not least, important contributors to GDP. The government of Kenya recognizes the need to work together with NGOs and the need for such cooperation to extend to other key players, including funders of NGOs, the disadvantaged and the vulnerable people in Kenya’s society, other sectors of civil society and the wider public. The government further recognizes that NGOs are independent entities. However, NGOs must be subjected to the law/s of Kenya. The Non-Governmental Organizations Co-ordination Board simply referred to as the NGOs Co-ordination Board was established by an Act of Parliament in 1990 and commenced its business on June 15; 1992. (http://www.ngobureau.or.ke/Docs.aspx)

The main reason for the creation of the Board was to streamline the registration and Co-ordination of NGOs. The Board was formed as a result of the recognition of the important role NGOs were playing in the overall development of the country. NGOs Co-ordination Act, 1990 defines a Non-Governmental Organization (NGO) as a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities and services. NGOs are categorized either by scope or by sectors of operation. The NGOs Board categorizes NGOs based on their scope of operation that is National and International: National NGOs: are those that operate within Kenya only while International NGOs are those
that operate within Kenya and in other countries or are affiliated to NGOs in other countries. The Board has the broad mandate of registering, coordinating and facilitating the activities of all national and international NGOs operating in Kenya including maintaining a register on their precise sectors, and affiliations and location of their activities.

1.1.3 Change management at ICRAF in Kenya

World Agroforestry Centre (ICRAF) is one of the 15 Consortium Group (CG) centers of the Consultative Group on International Agricultural Research (CGIAR) consortium. The International Centre for Research on Agroforestry (ICRAF) headquarters are in Nairobi, Kenya, with eight regional and sub-regional offices located in China, India, Indonesia, Kenya, Malawi, Mali, Peru and Cameroon. ICRAF conduct research in 28 other countries in Africa, Asia and Latin America. The centres vision is a rural transformation in the developing world as smallholder households increase their use of trees in agricultural landscapes to improve food security, nutrition, income, health, shelter, social cohesion, energy resources and environmental sustainability. The Centre’s mission is to generate science based knowledge about the diverse roles that trees play in agricultural landscapes, and to use its research to advance policies and practices, and their implementation that benefit the poor and the environment. World Agroforestry Centre is guided by the broad development challenges pursued by the CGIAR. These include poverty alleviation that entails enhanced food security and health, improved productivity with lower environmental and social costs, and resilience in the face of climate change and other external shocks. ICRAF strategy revision process started at 2012 and culminated March 2013 with the final approval and inputs of ICRAF Board of Trustees. It is the guiding document with seven major phases in the evolution of ICRAF. It has taken seven phases from 1978-1986: establishment of center, information council era, building up Agroforestry (AF) research toolbox of methods, AF advocacy, 1987-1991: creation of four regional AFRENAs (AF Research Networks in Africa), on-station research, 1992-1997: joined CGIAR, added SE Asia and Latin America regions, created ASB, four research programs and three training/information programs, 1998-2001: added a Development Division, three research programmes, new research building and labs in Nairobi, 2002-2007: rebranded to World Agroforestry Centre, set up South Asia region, four research themes, third External Program and Management Reviews
(EPMR ), work with private sector investors began, 2008-2012: transforming lives and landscapes strategy, full-costing reforms, CGIAR Consortium created six Global Research Programmes 2013 ICRAF new strategy. The ICRAF task is to operationalize it.

1.2 Research problem

Putting in place a successful change or transformational strategy is not an easy undertaking because there are multiple streams of work that must integrate successfully. It requires applying an integrated planning process, including steps to take before, during and after the change process. While what organization does to prepare beforehand is critical, the actions it takes while implementing change, and afterwards, are also very important. Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003). Although the successful management of change is accepted as a necessity in order to survive and succeed in today’s highly competitive and continuously evolving environment (Luecke, 2003; Okumus and Hemmington, 1998), Balogun and Hope Hailey (2004) report a failure rate of around 70 per cent of all change programmes initiated. It may be suggested that this poor success rate indicates a fundamental lack of a valid framework of how to implement and manage organizational change as what is currently available to academics and practitioners is a wide range of contradictory and confusing theories and approaches (Burnes, 2004).

Oomens & Bosch (1999) carried out a research on strategic change management in major European based companies. However such research would need a modification to apply within the Kenyan context. Muya (2006) conducted a research on strategic change management practices by classified Hotels in Kenya. His research objectives were to establish the strategic issue management practices adopted by classified hotels in Kenya and to identify the factors influencing strategic change management practices in the hotel industry. However little attention has been paid on strategic change management practices in the NGO’s in Kenya. In such scenario the question now remains: which management practices have been adopted by the NGO’s organizations in Kenya?
World Agroforestry Centre is guided by the broad development challenges pursued by
the CGIAR. During the 54th ICRAF Board of Trustees meeting in Delhi in November
2011 decided to embark on a Strategy refreshment exercise for ICRAF in 2012. This
was based on the rationale that (i) The CGIAR has undergone a reform since ICRAF
published its last strategy with a new Strategic Results Framework (SRF) and
CGIAR Research Programmes (CRPs) (ii) There were opportunities with a new
strategy to influence some of the CGIAR reform thinking (iii) Development
challenges and opportunities in Natural Resource Management (NRM) and
agroforestry have evolved (iv) ICRAF had many new partners and staff recruited
since the last staff strategy brainstorms in Sept 2006 and March 2007, who don’t
really feel much ownership of it (v) ICRAF had a new senior leadership team with
new strategic thinkers (vi) new donors private sector and foundations can be best
approached with a refreshed strategy . (http://www.worldagroforestrycentre.org)

A common framework is essential in the adoption of a new strategy and requires
proper strategic change management. The study therefore seeks to establish the
strategic change management practices adopted by world agroforestry Centre
(ICRAF) in Kenya. The study seeks to answer the following questions: (i) what are
the challenges faced by ICRAF in managing the strategic change? (ii)What is the
strategic change management practices adopted by ICRAF?

1.3 Research Objective

i. To establish strategic change management practices adopted by ICRAF

ii. To determine the challenges faced by ICRAF in managing strategic change

1.4 Value of the study

The study will add value to ICRAF management to make decisions which can safe
organization from facing stiff completion from the global world. It will also guide in
putting proper mechanisms for effective adoption of a new change. This study will
facilitate smooth alignment with other CGIAR reforms which has a new Strategic
Results Framework (SRF) and CGIAR Research Programmes (CRPs) which pose
challenge to organization.
The study will add value to existing knowledge in academicians and scholars. They may use material generated in the study for further academic purposes and investigation. This allows for improvements based on greater information and study. Other stakeholders may find materials in this study useful in developing policies and change management in their organizations.

The study will also generate greater awareness among non-governmental organizations on the importance of having a proper and practical strategic management framework as a vehicle to organizational effectiveness.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This chapter assesses the current literature on the change management to ensure relevance to research problem. It gives the history of the theory, reviews the most common critiques of the approach and analyses the studies that have used the change management theory to establish strategic change management practices adopted by organization.

2.2 Theories of organizational change
The ability of organizations to manage and survive change is becoming increasingly important in an environment where competition and globalization of markets are ever intensifying (Cao and McHugh, 2005). Through the mid-20th century, there had been increased attempts to apply theories of organizational change to the analysis of human organizations (Byeon, 2005). The first attempt, which applied concepts of systems theory was mainly concerned with equilibrium and stability, and their maintenance through control of negative feedback (Montuori, 2000; Byeon, 2005; Foster, 2005). The systems concept views organizations as constantly interacting with their environment. The organizational environment is comprised of a set of relationships between agents or stakeholders and other factors that may be beyond the control of the organization (Mason, 2007). With the ever-increasing complexity of the organizational environment, the systems concepts no longer seem adequate in dealing with complex phenomena.

This shortcoming, among others, has led to the emergence of complexity theory which focuses on the use of such terms as entropy, non-equilibrium, instability, and the emergence of new patterns and structures. In the complexity paradigm, systems are usually considered to be evolving or self-organizing into something new (Ferlie, 2007; Byeon, 2005; White, 2000). The Innovation Journal: The Public Sector Innovation Journal, Volume 13(3), 2008, article 3.2 since the most prevalent trends in contemporary organizations are towards continuous and pervasive change and increasing interdependencies (White, 2000), close parallels can be drawn between the private and public sectors where there are broadly similar environmental challenges.
Within this context, public and private organizations are approaching a turbulent environment characterized by increasing uncertainties.

These uncertainties are due to dramatic changes that have taken place in the political and economic environment, as well as changes in technology. To help understand change better and manage the process more effectively, a more dynamic and comprehensive view of change management has been suggested as a way forward (Cao and McHugh, 2005). By integrating complexity and systems theories, the disruptive, and fluid processes of organizational change may be better understood (Styhre, 2002). This paper presents organizational change through the perspectives of systems and complexity theories, and underscores that an appreciation of these two paradigms can aid organizational leaders in responding more effectively to the environmental uncertainties of contemporary organizations. It begins with a review of systems and complexity theories, followed by implications of both theories for organizations.

2.3 Models of change management

2.3.1 Lewins Model

In Lewins Model, there is a stipulation for three distinct steps in change management if it is to be effective. Those are unfreezing the present, moving from the present and freezing. If this model is not followed, then changes will be short-lived. In other words, you can cause needed change to occur. However, in order for change to be permanent, you must dismantle the present (and the capability to move back to the present), move from the present to the future and put in place the people and processes to ensure permanency (Lewin, 1951). This model is still relevant in terms of what to do. However, the speed at which it must be done has increased dramatically Lewins Model is one for planned change, not responses to unplanned change. Yet it is applicable when unplanned change occurs, particularly if we know in advance that there is some probability that the change will occur. Examples are weather related disasters such as hurricanes, earthquakes, tornadoes, floods and tsunamis. The U.S. agencies in charge of responses to natural disasters have experienced various structural and reporting changes. However, months after the hurricanes occurred, mobile homes intended for victims of Katrina and Rita in Louisiana, Mississippi and
Texas were sitting unoccupied in Arkansas. Perhaps the right organizational leaders, processes and structure are not in place. Perhaps we did not completely dismantle the present and move from it to the needed change, OR we did not freeze the changes (make them permanent).

2.3.2 Scheins (1980) Extension of Lewins Change Model

Schein (1992, 1985, 1980) discusses the three steps of Lewin’s Change Model as three stages of change and describes ways to unfreeze an organization, move it from the status quo to a future state and freeze the changes. He indicates that for unfreezing to work and for people in the organization to embrace change, they must experience a need for change, i.e., dissatisfaction with the status quo. Then, once the need for change and the desired change are introduced, people will see the gap between what exists and what will exist. Because of guilt and/or anxiety, people will be motivated to reduce the gap and achieve the desired change. In order to be productive and efficiently and effectively accomplish the required change, people must feel psychologically safe. They must be assured that moving/ changing will not cause them humiliation, punishment, or loss of self-esteem (Schein, 1992, 1985, 1980). The terminology for Stage Two, Moving or Changing, involves what Schein (1992, 1985, 1980) calls cognitive restructuring.

The purpose of stage two is to help people see and respond to things differently in the future. In order for Stage two to be effective, people must identify with new role models for the cognitive restructuring. Also, they must acquire new, relevant information that can help them move forward with needed changes (Schein, 1992, 1985, 1980). Schein (1992, 1985, 1980) has segmented Stage Three (Refreezing) into two parts, self and relations with others. In order to make changes permanent, people must personally make the changed way of doing things a comfortable part of their respective self-concepts. They also must ensure that their respective attitudes and behavior are aligned with the system and relationships with others, both of which must become frozen i.e., permanently changed (Schein, 1992, 1985, 1980).
2.3.3 Kotters Model

Kotter (1996, 1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Kotter.s eight step approach to change management is as follows: (1) People typically prefer the status-quo. Change means uncertainty about what the future looks like. Uncertainty makes people uncomfortable. Furthermore, people tend to mistrust things about which they are uncertain. That is why people avoid change. To encourage people to assist with the change, you must create a sense of urgency (Kotter, 1996, 1998). (2) This step is similar to interventions in drug treatment. You can try and battle the resistance to change that people have by yourself, or you can make your life much easier by enlisting the help of others. To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people (Kotter, 1996, 1998). (3) While it is not impossible to get things done without a definite plan of action, it is much simpler (and you get more cooperation) if there is a clear plan in place. Since the status quo is more comfortable for most people, they are likely to revert to business as usual and not flow with changes without a plan in place.

Creating a vision and the strategies for achieving the vision will help expedite the change (Kotter, 1996, 1998). (4) If people do not know that change is coming or has occurred, they are more likely to resist the change. Assume that a co-worker makes the following statement: What’s wrong with you? That.s not the way we.re doing that anymore! Such a comment makes it clear that some big news about changes in the workplace has somehow escaped you. If that is the case, it is probably because management failed to communicate the vision throughout the organization change (Kotter, 1996, 1998). (5) Remembering once again that people tend to prefer the status quo and are apprehensive about new experiences, they must be encouraged or inspired to change. Also, if you want them to do something new, you will probably get more cooperation from them if you teach them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving change (Kotter, 1996, 1998). (6) This step seems to be an extension
of Step 5. People need to be rewarded when they break away from old behaviors and do something that is new and desirable. Basically it is positive reinforcement. This is the step where you plan for, create and reward short-term wins that move the organization toward the new vision change (Kotter, 1996, 1998). (7) By this step, resistance should be diminishing, but you still need to observe actions. It is that same status quo thing. So, you nurture the change and make adjustments as necessary change (Kotter, 1996, 1998). (8) When it comes to work, you can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some people will tend to behave as if they have no reason to do anything differently than they did before. So, to make the changes more permanent, you should reinforce them by demonstrating the relationship between new behaviors and organizational success change (Kotter, 1996, 1998).

2.4 Strategic change Management practices

Various articles reflect diverse research into the topic of organizational change. Some of these studies look at organizational change from several perspectives. For example, in their review of theoretical and empirical change literature over a nine-year period, Armenakis and Bedeian (1999) identify four research themes or issues common to all change efforts (1) content issues which focus on the substance of contemporary organizational changes; (2) contextual issues, which primarily deal with forces in an organizations external and internal environments; (3) process issues, which address actions undertaken during the enactment of an intended change and (4) criterion issues, which focus on outcomes commonly assessed in organizational change efforts. Research dealing with monitoring affective and behavioral reactions to change is also reviewed. Some researchers have endeavored to understand the nature or content of change (Beer, 1980; Burke, 1993, 1982, 1976; Burke and Litwin, 1992, Child and Keiser, 1981) and continuous versus discontinuous change (Hinings and Greenwood, 1988; Romanelli and Tushman, 1994).

Many articles are devoted to identifying change factors from both the external and internal environments. As organizations face the dynamic, changing environment, they are required to adapt, change and in some cases, totally transform. Earlier research examines environmental factors that motivate organizations to change in response to external environmental threats and opportunities and focus on environmental factors that may motivate organizations to change (Kotter, 1996;
Lawrence, 1990; Hedberg, Nystrom and Starbuck, 1976) showing that there are many driving forces that trigger the need for change. The most widely-stated causes come from macro-environmental factors such as major economic and political changes, technological advances, rapid expansion in the global marketplace and altering demographic and social structures (George and Jones, 2002).

Organizations go through various internal change processes throughout their normal life cycle where organizational leaders may create change-driving forces within the organization. For instance, some organizations initiate radical change that results in structural transformation through which organizations attempt to revitalize business orientations (Chandler, 1962; Child, 1972; Miller, 1982; Miller and Friesen, 1982; Miller and Friesen, 1984) through changing the reporting structure. Other changes such as mergers and acquisition, new top management teams and changing company dynamics because of reorganization and restructuring require organizations to make significant changes not only in strategy and structure, but also organizational culture and processes (Keifer, 2005). Research indicates that ongoing organizational change has reflected a spiraling effect where organizations are Mildred Golden Pryor, Sonia Taneja, John Humphreys, Donna Anderson, and Lisa Singleton becoming increasingly engaged in multiple and even ongoing internal change events.

Still more research indicates that major restructuring as a result of downsizing the size of the organization (Keifer, 2005; Pfeffer, 1998; Parker et al., 1997) and instituting reengineering requires new patterns of behavior throughout the entire organization (Champy, 1997, Erakovic and Wilson, 2005). Often, the revolutionary types of change that result from restructuring and reengineering are necessary only because an organization and its managers ignored or were unaware of changes in the environment and did not make incremental changes as needed. Regardless of which forces cause organizations to see the need for change, organizational leaders continue to struggle to maintain or increase their companies’ competitive advantage as rapid changes occur both in the external and internal environments. Conclusions drawn by these researchers are that the driving forces for organizational change are the result of the need to constantly improve productivity and efficiency (Arnetz, 2005).
Once organizational leaders realize the need for change, they also face challenges in terms of successfully implementing initiatives that will lead to change. Again, there is significant research that focuses on the process of implementing organizational change, with issues such as how change occurs (Beer, Eisenstat and Spector, 1990; Kanter, 1983, 1989; Quinn, 1980), who initiates the implementation of change (Hambrick, 1989; Robbins and Duncan, 1988; Tichy and Ulrich, 1984) and reactions to the fairness of the change implementation, specifically whether the implementation process was handled fairly or unfairly handled (Cobb, et al., 1995; Schweiger and DeNisi, 1991).

When an organization is going through change, it is time for management to exercise leadership. They should become the role models for the rest of the staff and exhibit behaviors that demonstrate what is expected from employees in relation to the change. This would be consistent with social learning theory (Bandura, 1986; Miller and Dollard, 1941) and the concept that people learn through observation of others. Also during a time of organizational change, management needs to send positive messages about the change itself. On one level, positive verbal reinforcement from management that the organizational change is desirable and beneficial will expedite employees’ willingness to learn the change. On another level, this will motivate employees in a direction of change. While this tactic does not fall under a learning theory per se, it is a vital motivational approach for management to employ during organizational change phases as a means of laying the groundwork for new learning and changes in behavior to take place.

Robbins (2005) emphasizes the fact that some sort of reinforcement is necessary to produce changes in behavior, so management needs to be very active during change phases to institute reinforcement tactics. One method to use that does not cost money is verbal reinforcement. Verbal reinforcement of behaviors that fit into the organizational change will increase employee repetition of those new ‘change’ behaviors.

Over time, old behaviors will hopefully become ‘extinguished’ as they are replaced with new behaviors. It really depends on the extent of the organizational change taking place as to what type and how intense reinforcement needs to be. The essential
point is that reinforcement of some sort is a necessity for change to take place in the individual. An organization can change its structure and policy by simply writing new rules and procedures, but the workers are not going to change quite as easily. That is where the link between learning theories and organizational change really is and where reinforcement comes in as a vital part of organizational change. Whether it is negative or positive, some reinforcement is going to have to be put into place for employees to successfully adapt to changes in the organization (Robbins, 2005).

According to Robbins (2005), research indicates that an Organizational Behavior model/ approach may be one of the most pragmatic ways to deal with organizational change. It is a clear-cut, rational method Delhi Business Review that can target behaviors and introduce strategies to help employees learn and change. The strength of an Organizational Behavior model or approach is that is very methodical in dealing with change (i.e., critical behaviors are clearly identified; there is concrete information in the baseline data; behavioral consequences are identified, there is specificity in strategies to use to make change happen and the whole scenario is evaluated for effectiveness (Robbins, 2005).

2.5 Challenges of managing strategic change

Managing change is tough, but part of the problem is that there is little agreement on what factors most influence transformation initiatives. Ask five executives to name the one factor critical for the success of these programs, and you’ll probably get five different answers. That’s because each manager looks at an initiative from his or her viewpoint and, based on personal experience, focuses on different success factors. The experts, too, offer different perspectives. A recent search on Amazon.com for books on “change and management” turned up 6,153 titles, each with a distinct take on the topic. Those ideas have a lot to offer, but taken together, they force companies to tackle many priorities simultaneously, which spreads resources and skills thin. Moreover, executives use different approaches in different parts of the organization, which compounds the turmoil that usually accompanies change.

In recent years, many change management gurus have focused on soft issues, such as culture, leadership, and motivation. Such elements are important for success, but
managing these aspects alone isn’t sufficient to implement transformation projects. Soft factors don’t directly influence the outcomes of many change programs. For instance, visionary leadership is often vital for transformation projects, but not always. The same can be said about communication with employees. Moreover, it isn’t easy to change attitudes or relationships; they’re deeply ingrained in organizations and people. And although changes in, say, culture or motivation levels can be indirectly gauged through surveys and interviews, it’s tough to get reliable data on soft factors. (http://hbr.org/2005/10/the-hard-side-of-change-management).

What’s missing, we believe, is a focus on the not-so-fashionable aspects of change management: the hard factors. These factors bear three distinct characteristics. First, companies are able to measure them in direct or indirect ways. Second, companies can easily communicate their importance, both within and outside organizations. Third, and perhaps most important, businesses are capable of influencing these elements quickly. Some of the hard factors that affect a transformation initiative are the time necessary to complete it, the number of people required to execute it, and the financial results that intended actions are expected to achieve. (http://hbr.org/2005/10/the-hard-side-of-change-management). Research shows that change projects fail to get off the ground when companies neglect the hard factors. That doesn’t mean that executives can ignore the soft elements; that would be a grave mistake. However, if companies don’t pay attention to the hard issues first, transformation programs will break down before the soft elements come into play.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used in conducting the study. It explains the research design, research population, sample design, data collection and data analysis.

3.2 Research Design

This is a case study that was chosen because it enables the researcher to have an in-depth understanding of the behavior pattern of the World Agroforestry Centre (ICRAF). A case study design is most appropriate where a detailed analysis of a single unit of study is desired as it provides focused and detailed insight to phenomenon that may otherwise be unclear. The importance of a case study is emphasized by Young (1960) and also by Kothari (1990) who both acknowledge that a case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit, irrespective of what type of unit is under study.

3.3 Research Population

The researcher targeted 15 staff from the different levels which comprised of International recruited staff, Regional recruited staff, and National recruited staff. The study used primary data which was collected directly from the respondents. Secondary data was sourced from the organization’s archives and databases. The secondary data sources included change management manuals, internal memos and reports, organization magazines, journals and any other relevant publications.

3.4 Sample Design

The sample was a representative proportion of a population selected from observation and analysis. The sample design that researcher used as a representative of the target population was random sampling technique. Random sampling was used because the research is based on a large population. Each element of the study belonged to only one stratum. The study classified the population into three strata, each stratum representing a particular hierarchical level Internationally Recruited Staff, Regional recruited staff and National Professional Recruited Staff.
3.5 Data Collection

Both primary and secondary data was collected during the study. Primary data was both qualitative and quantitative by use of interview guide questionnaire. The researcher used interview guide method which involved questioning the International Recruited Staff, Regional recruited and National Recruited Staff. In questioning method the researcher used face-to-face interview to collect data from the respondents and also self-administered questionnaires to the respondents. Primary Sources were ICRAF Staff and Secondary sources from the books journals research studies.

3.6 Data Analysis

The data was analyzed by use of qualitative method. The data analyzed was both primary and secondary data. The researcher used qualitative method for responses received from respondents.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The analysis and interpretation of the data for this study were guided by the purpose statement, objectives of the study. The purpose of the research was to determine strategic change management practices adopted by World Agroforestry Centre (ICRAF) in Kenya.

4.2 Demographic characteristics

The demographic study sought to find out information about the respondents background which included gender, job type, position, region, science domain, support unit and number of years worked at ICRAF. This gave the researcher a guide to receive credible feedback.

4.2.1 Response rate

The researcher targeted 15 respondents at ICRAF and 15 interview guides questionnaire were administered. The researcher received 10 interview guide questionnaires as indicated by table 4.2.1 below which resulted in a response rate of 67% and 33% did not respond. Mugenda and Mugenda (1999) indicate that a 50% response rate is adequate whereas 60% is good and 70% is excellent.

<table>
<thead>
<tr>
<th>Table 4.2.1: Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Responded</td>
</tr>
<tr>
<td>Did not respond</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Source: Author (2013)

The researcher sought to establish the length of service at ICRAF of respondents. The study revealed that 40% of respondents have worked for organization for 5 – 10 years and above 10 years. This shows that the respondents have had a wide range of experience in handling change for more than 10 years.
Table 4.2.2: Length of service at ICRAF

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>1</td>
</tr>
<tr>
<td>Between 5-10 years</td>
<td>4</td>
</tr>
<tr>
<td>Between 11-15 years</td>
<td>3</td>
</tr>
<tr>
<td>Between 16-20 years</td>
<td>2</td>
</tr>
<tr>
<td>Above 25 years</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Author (2013)

The researcher also sought to find out the gender distribution of the respondents and it was found out that 60% of the respondents were female representing 6 in number while male were 40% representing 4. This is a clear indication that World Agroforestry Centre (ICRAF) promotes equality in job distribution and female gender is given priority.

4.3 Strategic change Management practices

4.3.1 Procedure and design of the strategic change review process

The researcher sought to investigate the procedure and strategic change review process followed by ICRAF before adoption of the new strategy. It was reported that mainly Senior Leadership Team (SLT) informs all the staff why there is need for change and as survey is carried out among staff to assess if there are advantages of making any changes. If yes, suggestions are solicited and collated from all the staff. The committee steering the review refines the suggestions aligning them accordingly. Staff consultations are held with all staff at headquarter and web cam with regions where staff are told about the change being put in place. Staff shares opinion with Senior Leadership Team and vice versa. ICRAF staff association plans discussions with various staff groups.

The study revealed that ICRAF uses consultants with middle and senior managers to set the stage and isolate what needs to be refreshed. Workshops are organized for both scientific and administrative staff to discuss the strategy followed by management team meetings and general meetings to compile people thoughts.
The draft document is then shared with all staff for their input. Other stakeholders are also invited for this strategic workshop. The input of employees is sought through global staff consultations. It is an inclusive process that involves senior and middle management in developing proposed strategy and thereafter a review process before agreeing on the final way forward. The new comments are then incorporated and shared with the Board of Trustee for approval.

4.3.2 Communication process and level of engagement of employees

It was reported that the senior leadership team communicates its proposed strategic change through the science domain Leaders and regional coordinators. Emails and open forums are held with various groups in ICRAF that is scientists and non-scientists hold planned meetings with senior management to discuss issues of change. Change champions/agents are selected by senior management to lead change in the organization. Management regularly updates the employees of the steps taken so far and the expectation of the management. The bottom line here is full consultation at all stages for their own good and should know that they own the process/document.

4.4. Monitoring and evaluation of the adoption process of change

4.4.1 Mechanisms for monitoring and evaluation of the expected changes

The researcher sought to establish the mechanisms that have been put into place for monitoring and evaluation of the expected strategic changes and their eventual impact to the operational structure of ICRAF. It was reported through interviews that all staff members are asked to participate in providing feedback on how they feel strategic changes have impacted them via a staff satisfaction survey. External reviewers are involved in assessing what has been achieved vis-a-vis what is intended. In other instances staffs are also involved in assessing how effective the strategic changes are being observed. A report is provided showing the findings. Training of stakeholders and identification of strategic recommendations to operationalize the strategic change are convened.
4.4.2 Level of external stakeholder’s involvement in the adoption of change

The study revealed that ICRAF works closely with its partners and clear communication regarding any change planned in the work of ICRAF is shared with partners. Printed leaflets, newsletters and open forums are planned where stakeholders are invited for meetings where the change process is delivered. Stakeholders are invited to ask questions for clarifications before the change is adopted.

It was reported by majority that ICRAF provides a complete report explaining the changes done, reasons for proposing the changes and a detailed explanation of the expected benefits both in the short and long term period.

4.4.3 Role of the Senior Leadership Team in the adoption of change

The study found out that senior leadership team ensures clarity in the change process and ensures that everyone understands why the change. The senior leadership team works together as a team to ensure that the process is interactive and all staff get to own the process as one ICRAF that believes in one staff concept. They are the drivers of the process and therefore they encourage staff to meet and discuss, meetings are organized for both scientists and administrative staff. Senior leadership team explain why the change is necessary, impact to staff members, how the change is tied to achieving centre goals. Senior leadership team also acts as the steering group, coordinate the process, and communicate it to the staff and BOT.

4.5 Challenges of Implementing strategic change management

It was reported that new strategy posed challenges of competition for resources, job insecurity as a result of merging of departments, change of supervision, funding tied to outputs and roles of teams. Introduction of six new program known as Science Domains (Agroforestry Systems, Tree Products and Markets, Tree Germplasm, Delivery and Diversity, Land Health and Management, Environmental Services and Climate Change), posed a challenge to operationalize the strategy and develop accompanying Science Domain and Regional Outlooks, policies and supporting strategic plans (for example Human Resource and Communications).
Through interview it was revealed that stakeholders come up with programs which do not fit well with ICRAF strategy posing a challenge. ICRAF stakeholders are Farmers and services to farmers such as extension services, small and medium enterprises; National governments, national agricultural research services, and regional research agencies; Civil society and non-government organizations that work with farmers, rural communities, and on environmental issues; Private sector enterprises of all sizes, from entrepreneurs and local businesses to international corporations; Academic and technical institutions in the developed and developing countries and donors.

The researcher found out that challenges encountered when adopting strategic change were resistance to change by the employees, inadequate preparation for change which happened in the middle of adoption of consortium research programs, change in policy and drawing new ones to fit in the strategy.

It was reported that lack of staff buy-in delays the process and some people are not exposed enough to understand the change and this poses a challenge of time taken to make a decision aligned to consortium research programs. Unclear objectives of change, conflicts amongst the managers/implementers of change, lack of required skills and tools and negative attitude by staff and overlapping strategy in terms of the donors.

Based on the above analysis, we can see that there are positive and negative patterns emerging from the body of literature on strategy adoption. We will summarize these findings as major contributions and shortcomings. This will help us delineate future research directions for strategy adoption research.

4.6 Discussion of findings

Based on the above analysis, we can see that there are positive and negative patterns emerging from the body of literature on strategy implementation. We will summarize these findings as major contributions and shortcomings. This will help us delineate future research directions for strategy adoption research.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions, conclusions and recommendations that were made from the study.

5.2 Summary of the Findings

The purpose of the study was to establish strategic change management practices adopted by ICRAF and to determine challenges faced by World Agroforestry Center (ICRAF) in managing strategic change. The study revealed that majority of the respondents had worked for 5 – 10 years and they had university degrees implying that they were well equipped to understand the change management issues.

The study also found out that strategic change management practices were very important for ICRAF to achieve its goal. It was evident from the study that ICRAF follows a procedure whenever strategic change review process is proposed. This is done mainly through Senior Leadership Team by conducting surveys, forming change champions, Staff consultations, Workshops are organized for both scientific and admin staff to discuss the strategy followed by management team meetings, general meetings to compile people thoughts.

It was reported that SLT communicates to its employees on proposed strategic change through the science domain Leaders and regional coordinators. Emails and open forums management regularly updates the employees of the steps taken so far and the expectation of the management.

Through interview it was reported that monitoring and evaluation of the change is effective and staff participate in providing feedback on how they feel strategic changes have impacted them via a staff satisfaction survey. External reviewers are involved in assessing achievements. Training of stakeholders takes place to bridge the identified gaps.
The study revealed that external stakeholder’s are fully involved in change management from the start to avoid conflicts. It was reported by majority that ICRAF provides a report explaining proposed changes and expectations are pointed out both short and long term period.

The study found out that senior leadership team plays a key role in strategic change adoption in ICRAF. The involvement of SLT in strategic change process determines its success. It was evident from the findings that new strategy posed challenges of competition of resources, job insecurity as a result of merging departments, change in supervision, overlapping objectives in terms of funding/partnership, roles of teams. Introduction of six new program known as Science Domains.

It study revealed that the challenges encountered when implementing strategic change were resistance to change by the employees, inadequate preparation for change which happened in the middle of adoption of consortium research programs, inadequate training in strategy formulation and implementation, competition, change in policy, and lack of total support and fear of change.

It was reported that lack of staff buy-in can also delay the process some people are not exposed enough to understand the change and this poses a challenge of time taken to make a decision aligned to consortium research programs. Unclear objectives of change, conflicts amongst the managers/implementers of change, Lack of the required skills and tools and negative attitude by staff.

**5.3 Conclusion of the study**

Executors are comprised of top management, middle management, lower management and non-management. Effectiveness of strategy adoption is at least in part affected by the quality of people involved in the process (Govindarajan, 1989). Here quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Litteljohn, 2001). Viseras, Baines, and Sweeney (2005) group 36 key success factors into three research categories: people, organization, systems in the manufacturing environment. Their intriguing findings indicate that strategy adoption success depends crucially on
the human or people side of project management, and less on organization and systems related factors. Similarly, Harrington (2006) finds that a higher level in total organizational involvement during strategy adoption had positive effects on the level of adoption success, organization profits and overall organization success.

5.4 Recommendations of the study

From the summary of the findings and the conclusions in this chapter, the researcher can highly recommend strategic change management practices as a process of specifying the organization's objectives, developing policies and plans. And for the organization to achieve this, strategic change management should be highly adopted in the organization.

Organizations need to embrace strategic change management to enhance their capacity to adapt and learn. Organizations also need to continuously monitor strategic change throughout the year in order to be able to realize their full potential.

5.5 Limitations of the Study

The study suffered from a couple of limitations. Most of the major limitations were related to data collection. The respondents were middle managers of departments in the organization findings the time to fill in the questionnaires was also a problem, thus they had to be reminded a couple of times by the researcher to respond. It thus took a lot more time than was earlier estimated to collect the data.

5.6 Areas for further research

This study focused on strategic change management in World Agroforestry Centre (ICRAF). The study recommends that more qualitative studies be carried out to determine the strategic management practices in the whole industry (International Non-organizations).
REFERENCES


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Lewin, Kurt (1945) (1951). *Field Theory in Social Science*: Selected Theoretical Papers


Appendices

Appendix I: questionnaire

Thank you for taking time to answer this short questionnaire regarding strategic change management practices adopted by world agroforestry centre (ICRAF). My name is Catherine Kimengu and I am a student of the University of Nairobi Department Of Business. This research is in partial fulfilment of the degree of Masters of Business Administration. Your participation in this study is completely voluntary and there are no foreseeable risks associated with it. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point.

Your questionnaire responses will be strictly confidential and data from this research will be reported in the dissertation anonymously.

SECTION A: GENERAL INFORMATION

1. Gender: □ Male □ Female

2. Job Type: □ Scientist □ Non-scientist

3. Position:

4. Number of years at ICRAF:
   □ Less than 5 years □ 5-10 years
   □ 11-15 years □ 16-20 years
   □ More than 20 years

SECTION B: STRATEGIC CHANGE MANAGEMENT PRACTICES

PART 1: PROCESS OF STRATEGIC CHANGE AND ADOPTION

a) Looking at the procedure and design of the strategic change, how is the review process carried out before changes are adopted in ICRAF?

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b) How does the centre guide employees positively and sensitively through the change process before the strategic changes are adopted?

PART 2: MONITORING AND EVALUATION OF THE ADOPTION PROCESS OF THE STRATEGIC CHANGE

d) What mechanisms have been put into place for monitoring and evaluation of the expected strategic changes and their eventual impact to the operational structure of ICRAF?

e) How are external stakeholders involved in the adoption process of the strategic change at ICRAF?
f) What is the role of the senior leadership team in the adoption of the strategic change management practices at ICRAF?

SECTION C: CHALLENGES IN MANAGEMENT OF STRATEGIC CHANGE

PART 1: INTERNAL FACTORS AFFECTING STRATEGIC CHANGE MANAGEMENT PROCESS AT ICRAF

a) Looking at the capabilities and skills of most employees at ICRAF, what are some of the challenges that come along with strategic change adoption?

b) The time-frame required for the adoption of the strategic change within the organization could possibly be achieved or not. What are the likely reasons for delayed adoption of the strategic change?

c) Elaborate the challenges of the design processes for the adoption of strategic change at ICRAF
PART 2: EXTERNAL FACTORS AFFECTING STRATEGIC CHANGE

MANAGEMENT PROCESS AT ICRAF

a) List some of the external factors that affect the strategic change management process?

b) How do these external factors affect adoption of the strategic change?

c) The adoption process of a new strategic change is many at times faced with resistance by external actors and stakeholders. In the case of ICRAF, what are some of the factors that may cause such resistance from the external actors?

THANK YOU FOR YOUR PARTICIPATION
Appendix II: Letter of Introduction for Data Collection

TO WHOM IT MAY CONCERN

The bearer of this letter Catherine Muende Kimenyi
Registration No. 61/63243/2011
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.

[Signature]

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS