

**CHANGE MANAGEMENT STRATEGIES ADOPTED BY THE MINISTRY  
OF LABOUR, SOCIAL SECURITY AND SERVICES IN KENYA TO  
REDUCE DELAYS IN CASH DISBURSEMENT**

**BY**

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## **DECLARATION**

I declare that this project is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

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## **SUPERVISOR'S DECLARATION**

The research project has been submitted for examination with my approval as the University Supervisor.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ADKAR</b>	Awareness, Desire, Knowledge, Ability and Reinforcement
<b>CT – OVC</b>	Cash Transfer for Orphans and Vulnerable Children
<b>DFID</b>	Department of Foreign International Development
<b>ICT</b>	Information and Communication Technology
<b>IDA</b>	International Development Agency
<b>NGO</b>	Non-Governmental Organizations
<b>OPTC</b>	Older Persons Cash Transfer Programme.
<b>SIDA</b>	Sweden International Development Agency
<b>UFSP</b>	Urban Food Subsidy Programme
<b>UNICEF</b>	United Nations International Children Fund
<b>WB</b>	World Bank

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## **ABSTRACT**

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. The purpose of this dissertation is to investigate the impact of change in the payment service provider to understand if they can significantly reduce the delays in delivery of cash to the vulnerable groups in society. The objective of the study is to determine the change management strategies employed by the three programmes in the Ministry of Labour, Social Security and Services in response to the delays in delivery of cash to the vulnerable population in Kenya. The study applied a cross sectional survey design where the three programmes of the Ministry of Labour, Social Security and Services in which the cash transfer programmes were involved using a questionnaire and analyzed data using statistical tools. The study found out that there exist a relationship between strategic change in organizational structure and the delivery of cash to the vulnerable group. There were many drivers of change at Ministry of Labour, Social Security and Services which included changes in the top management of the programmes and the increase of donor and government support that created more challenges of working. The programmes had enormous challenges ranging from frauds, thefts, siphoning of money and loss of working morale among the staff which was brought about by too much work that did not translate to results.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

The increasing popularity of cash transfers is one of the most significant developments in global social policy since the expansion of social security in industrialized countries have been hailed as a way to reduce inequality, help households break out of a vicious cycle whereby poverty is transmitted from one generation to another, and promote child health, nutrition and schooling Fiszbein A, et al. (2009) One conservative estimate of these well-documented benefits suggests that a 1% increase in years of female schooling is associated with 0.37% increase in per capita income (Knowles et al. 2002).

Johnson and Scholes (2003) notes that organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Change management strategies according to Adato & Bassett, (2009) should be put in place to ensure the beneficiaries receive them at the right time. Rose and Lawton (1999) observes that changes in the service institutions arise out of the need for efficiency, economy, effectiveness, performance evaluation ethics and market concerns.

Hallfors et al. (2011) notes that all governments have the sole responsibility of ensuring that the vulnerable groups of the society access the funds as and when need arise. Traditionally, theories have been developed by various scholars in support of change strategies employed in response to habitual delaying of cash to different sectors in the society, such theories include Resource Advantage (R-A) theory which has affinities with several research traditions.

First, it traces to the resource-based theory of the firm and the historical tradition Conner (1991), this theory views firms as combiners of heterogeneous, imperfectly mobile resources that are historically situated in space and time. The 'resource-based view' has been significantly developed by Barney (1992), Barney and Hansen (1994), Peteraf (1993), Prahalad and Hamel (1994), Schendel (1994), and Schoemaker and Amit (1994). Based on what the theories have hypothesized, Balogun (2004) has reaffirmed that change strategies in managing funds especially to the vulnerable people should be prioritized. Moreover, the theory of change approach also explains the significance of cash flow to the vulnerable people in the organizations. Shoniregun, C.A., (2003),

A number of factors could be considered by the government in this process of progressively extending coverage across vulnerable groups. To start with, on average, of all vulnerable groups, OVCs are the most likely to live in households that are poor with over 50% followed by households with children under 18 years of age at 46% and then by households with people over 60 years of age at 42%. Simulation shows that large differences in poverty reduction are unlikely to be achieved by targeting differently

Shah, (2005) however affirms that some social cash transfer programmes continue to experience difficulties in making regular, predictable payments to beneficiaries. To provide effective support, these programmes will need to review their procedures to ensure that payments are being made on time. Most importantly, for those programmes implemented through government systems, reclassifying safety net expenditures as personnel emoluments rather than general expenses in the national budget would reduce delays experienced in funds flow Prabhakar, (2004).

### **1.1.1 Concept of change management**

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. For organization changes, change management is defined as activities involved in: defining and instilling new values, attitudes, norms, and behaviours within an organization that support new ways of doing work and overcome resistance to change; building consensus among customers and stakeholders on specific changes designed to better meet their needs; and planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another (Song, 2009).

Change management is the process which encompasses tools and techniques to manage the people side of change to achieve the required outcomes on one hand and also to realize that business change effectively within the social infrastructure of the workplace (Jeff, 2007). According to Mullins (1999), change management refers to a set of processes that is employed to ensure that significant changes are implemented in an orderly, controlled and systematic fashion to effect organizational change.

Change management entails thoughtful planning and sensitive implementation and above all consultation with, and involvement of the people affected by the changes. Problems arise when change is forced on people. Change therefore must be realistic achievable and measurable (Chapman, 2005). Nickols (2006) posits that the overall process of change and change management remain pretty much the same.

Thus it's this fundamental similarity of the change processes across organizations, industries, structures in different countries, continents i.e. globally that makes change management a task, a process, and an area of professional practice. Due to the growth of technology, organizational change is largely motivated by exterior innovations.

The attempt to understand the psychological processes that lead to conceptual change in the individual has predominantly been the purview of cognitive developmental psychology. However, many of the psychological insights have been motivated by proposals in the history and philosophy of science. Moreover, what has come to be called cognitive-historical analysis has been very influential (Chapman, 2005).

This type of analysis involves conducting historical cases-studies of important episodes of theoretical change in the history of science and making use of the analytical tools of cognitive science to provide accounts of the cognitive processes involved. Such analyses have documented the importance of such process as analogical reasoning, the use of visual representations, and thought experiment, collectively referred to as model-based reasoning processes (Mullins 1990).

### **1.1.2 Change management strategies**

Strategy refers to the roadmap that an organization has towards the attainment of its long term goals and objectives (Baloun and Johnson, 2004). Strategic management is the process of operationalization of the firm's strategy. Strategic management helps in the formulation of effective organizational goals. The effective formulation and implementation of strategic management techniques can lead an organization to the path of success. For those who believe in the principles that underlie it.

Change management strategies 'is the interests of management on how organizations are managed, stressing the role of accountability in individual managers in their positions as managers' (McAuley, Duberly and Cohen, 2000). Most organizational managers today would agree that change has become a constant phenomenon which must be attended to and managed properly if an organization is to achieve its mission.

Powell (2001,) views business strategy as the tool that manipulates the resources and create competitive advantage, hence, viable business strategy may not be adequate unless it possess control over unique resources that has the ability to create such a unique advantage. Changes in technology, the marketplace, information systems, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced (Sturdy, 2003).

The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes, 2004). The change process in any organization normally happens due to the awareness of the need for change. In the recent years especially, the nature of change has increased in degree and pace. In this regard, an organization has first to identify the factors that have created this necessity for change, identify their characteristics and then determine how the changes will be managed. The factors that contribute to change range from cost reduction, redundancies, technological, cultural change and performance improvement (Pettigrew, 1992).

### **1.1.3 Government of Kenya**

The Cash Transfer Projects under the Ministry of Labour, Social Security and Services has approved the expansion of the Programmes from 155, 000 households caring for the vulnerable group in Kenya to around 330,000 households which translates to increasing the coverage of individual programmes. The Ministry of Labour, Social Security and Services was disbursing the transfer payments using a manual technology however using IDA resources, innovative technology was introduced to transfer payments to beneficiaries in a faster and more secure.

A new payment delivery mechanism has been selected to offer a cost-effective, efficient, accessible, accountable and secure system for the delivery of the cash payments. However there are quite a number of challenges that are envisaged by the introduction of the new payment service providers in that there is need to critically study and analyses the advantages that are gained from the change as against the old method of provision of transfers and if it has been able to alleviate the delays experienced by the households.

## **1.2 Research Problem**

Strategic change has become a constant phenomenon which must be addressed by organizations in all sectors and industry if an organization is to remain competitive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment have a significant effect on the processes, products and services produced (Simons, 1999). While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is important in ensuring the organization lays down appropriate strategies to reduce such effects on its operations.

The three main cash transfer programs which are: - the Older Persons Cash Transfer, the Cash Transfer for Orphans and Vulnerable Children and the Urban Food Subsidy Cash Transfer, have collectively increased their coverage over tenfold since 2005 and currently provide regular support to 1.65 million people. Despite these gains, cash transfers in all the programmes have not been effectively been able to transfer the benefits to the households in a more economical way due to institutional and operational factors . Some of these factors can be attributed to the type of strategy that has been implemented.

These hindrances are brought about by the way the programmes disperse the much awaited cash by using certain payment providers who are either not effective or ineffective. It is with this background that the programmes did apply a change strategy by using a different payment service provider as a change strategy to test whether there will be change in delivery of cash to the vulnerable groups in society.

While cash transfer programs tend to be small, they often overlap geographically, and this is likely to increase as programs continue to grow. This limitation undermines how effective these programs can be in helping Kenya's chronically poor and vulnerable populations. In spite of these shortcomings, cash transfer programs are widely regarded as a more effective form of safety net support than emergency food aid. It is with this background that the researcher intends to carry a study to understand how effective the change that has been effected to the programmes by way of changing the mode of transferring the cash to the beneficiaries in addressing delays in future.

Locally, studies on change management strategies include: Gekonge (1999) who conducted a survey of the strategic change management practices by Kenyan companies by considering the case of companies listed by the NSE; Bwibo (2000) did a survey of strategic change management practices within non-governmental organizations in Kenya; Otiso (2008) studied strategic change management practices the case of Africa merchant assurance company; Adieri (2000) did on strategic change management practices within non-governmental organizations in Kenya; and Mbogo (2003) did a study of strategic change management process in commercial banks in Kenya; Kivasu (2012) tackled the strategic change management program at Kenya Society for the Blind.

From the researcher's wide reading, no related study on change management strategies that has been done on change management strategies employed by the government and especially the Ministry of Labour, Social Security and Services and the three programmes in response to the delays in delivery of cash to the vulnerable people in Kenya. What change management strategies were employed by the three programmes in response to the delays in cash delivery to the vulnerable in Kenya?

### **1.3 Research Objectives**

To determine the change management strategies employed by the cash transfer for orphans and vulnerable children, older person's cash transfer programmes and urban food subsidy programme in the Ministry of Labour, Social Security and Services.

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

The results of the study was to benefit the three programmes and other organizations in identifying strategies that they can adopt in order to manage change in response to delays in funding and revision of budget estimates by donors. It would be a useful source of information to its management of strategic changes. The study would be of importance to other public institutions whose interest lies on improved services delivery for customer satisfaction. It will equally be a useful source of information to the management of strategic changes in the ministry of labour, social security and services, especially in so far as operation of the programmes is concerned.

The study was also useful to government and policy makers in different programmes in formulating policies on areas that necessitate strategic change management and will really heavily on resource advantage theory where the use of resources by the firm whether tangible or intangible has to be effectively and efficiently managed for the purpose of maximum production. The study will provide advice to the government on

issues to do with strategic change management in Kenya and how they can use different strategies in order to effectively manage the change process. Equally the study will provide critical areas that will give insight to the government on certain strategic directions to follow when designing a cash transfer.

The study also intended to contribute to the field of strategic management in general and the management of strategic changes in particular among organizations especially those relying on donor funds to run their programmes. The study was to provide a platform for further research in the area of change management especially both the resources advantage theory and the resources based theory of competitive advantage which stipulates that it is important to identify, develop and deploy key resources to maximize returns (Fahy, 2000). The study will further contribute in strategies and practices that can be employed in government ministries and departments in order to bring up change in provisions of services especially in social transfers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter seeks to look at what other scholars have who have carried out their research in the same field of study which are closely related to the theme and the objectives of the study. The specific areas covered here are concept of strategy; strategic management; and strategic change process.

#### **2.2 Theoretical Foundation**

This section seeks to expound on what theoretical foundations that will be relied on while seeking to understand the change strategies that are effective in addressing delays to delivery of cash to the vulnerable groups in the social security sectors in general.

##### **2.2.1 Resource-Advantage Theory**

Resource Advantage (R-A) theory has affinities with several research traditions. First, it traces to the resource-based theory of the firm and the historical tradition (Chandler 1990; Conner 1991). Defining resources as the tangible and intangible entities available to the firm that enable it to produce efficiently and/or effectively to a market that has value for some market segment(s).

This theory views firms as combiners of heterogeneous, imperfectly mobile resources that are historically situated in space and time. The ‘resource-based view’ has been significantly been developed by Barney (1992), This theory effectively translates valuable resources that are neither perfectly imitable nor substitutable without great effort Barney, (1991).

R-A theory draws on evolutionary economics (Hodgson 1993; Langlois 1986; Marshall 1898; Nelson and Winter 1982; Schumpeter 1950). Evolutionary economics views competition as a selection process, a space or a struggle. It is this process of competition that produces innovation, ‘creative destruction,’ increases in productivity, and economic growth. R-A theory draws or, as will be argued in this paper, warrantably claims to draw on Austrian economics (Kirzner 1979). For the Austrians, competition is a process of competitive rivalry in which entrepreneurship and such institutions as money and private property are vitally important for creating wealth.

R-A theory's view of resources not only differs from that of neoclassical economics, it also diverges from the long-standing position in business strategy. For example, Day and Wensley (1988) distinguish between ‘skills’ and ‘resources’ on the basis that the former are ‘the distinctive capabilities of personnel’ and the latter are the ‘more tangible requirements for advantage. In contrast, R-A theory maintains that intangibles can be resources and views the skills of individuals as kinds of resources.

### **2.2.2 Resource-based theory of competitive advantage**

The resource-based view stipulates that in strategic management the fundamental sources and drivers to firms’ competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly to imitate (Mills, Platts and Bourne, 2003). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime, Barney (1991) examines the link between firm resources and sustained competitive advantage. Four empirical indicators of the potential of firm resources to generate sustained competitive advantage can be value, rareness, inimitability, and non-substitutability (Peteraf and Bergen, 2003).

In Barney (1991), firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. A resource must enable a firm to employ a value-creating strategy, by either outperforming its competitors or reduce its own weaknesses. Relevant in this perspective is that the transaction costs associated with the investment in the resource cannot be higher than the discounted future rents that flow out of the value-creating strategy (Mahoney and Pandian, 1992,).

The resource-based view of the firm (RBV) has emerged in recent years as a popular theory of competitive advantage. The term was originally coined by Wernerfelt in 1984 (Fahy, 2000) and the significance of this contribution is evident in its being awarded the Strategic Management Journal best paper prize in 1994 for reasons such as being “truly seminal” and an “early statement of an important trend in the field” (Zajac, 1995; cited in Fahy, 2000). Its basic logic is a relatively simple one. It starts with the assumption that the desired outcome of managerial effort within the firm is a sustainable competitive advantage (SCA).

Achieving an SCA allows the firm to earn economic rents or above-average returns. In turn, this focuses attention on how firms achieved and sustain advantages. The resource-based view contends that the answer to this question lies in the possession of certain key resources, that is, resources having the characteristics of value, barriers to duplication and appropriability (Fahy, 2000). This view is not dissimilar to that proposed by Barney (1991) in that a sustainable competitive advantage can be obtained if the firm effectively deploys these resources in its product-markets efficiently and effectively.

Therefore, the RBV emphasizes strategic choice, charging the firm's management with the important tasks of identifying, developing and deploying key resources to maximize returns (Fahy, 2000). In summary, Fahy (2000), notes that the essential elements of the resource-based view are includes sustainable competitive advantage and superior performance where the characteristics and types of advantage-generating resources; and strategic choices by management are achieved.

### **2.3 Strategic Change**

All organizations are currently undergoing some type of change. Many of these change programmes arise from management fads such as culture change, business process engineering, empowerment and total quality. Other change initiatives are driven by the need for organizations to reposition themselves in the face of changing competitive conditions.

There is no single universally accepted definition of strategy. Quinn (1980) defines strategy as the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. He goes further to state that a well formulated strategy helps to marshal and allocate an organization's resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment and contingent moves by intelligent opponents

Strategy helps to position a firm in the wider external environment. It also defines the obligation of the firm to its stakeholders (Johnson and Scholes, 1999). Strategy helps to define the specific business of the firm in terms of products, markets and geographical scope. Strategy can also be considered as a firm's game plan that enables the firm to create competitive advantage (Pearce and Robinson, 2000). The

firm needs to look at itself in terms of what the competitions are doing. This is critical because firms in the same industry tend to compete for the same customers. Ansoff and Mc Donnell (1990) define strategy as a set of decision making rules for guidance of organizational behavior.

A strategy reflects a company's awareness of how, where and when it should compete and for what purposes it should compete (Quinn 1990). The underlying issue of this definition is that the main thrust of strategy is to achieve long term sustainable advantage over the other competitors of the organization in every business in which it participates. It recognizes that competitive advantage results from a thorough understanding of the external forces that impact on the organization.

According to Jauch and Gluech (1989), strategic management is a stream of decisions which leads to the development of effective strategy or strategies to help achieve corporate objectives. Ansoff and McDonell (1990) define strategic management as a systematic approach of managing strategic change and consist of positioning of the firm through strategy and planning, real-time strategic response through management and systematic management of resistance during strategic implementation.

Hoffman and Hegarty (1993) defined it as being concerned with top management behavior in developing organizational structure and in determining the efficacy of these strategies for coping with organizational environment. Strategic management provides overall direction to the firm and is related to the field of organization Studies. To gain competitive advantage a business strategy of a firm manipulates the various resources over which it has direct control and these resources have the ability to generate competitive advantage (Reed and Fillippi 1990).

Strategic change involves not only deciding what to change but how and when to change specific elements of one's strategic orientation (Worley, Hitchin, and Ross, 1996). This change may be driven by dramatic changes within the environment, declining organizational performance, or perhaps even both. Within the realm of higher education, strategic planning can be considered as steering the university's teaching activities such that they are in alignment with organizational mission and vision (Lofstrom and Nevgi, 2007). As the list of online educational providers grows, those organizations which have not considered offering this type of education already may be forced into a position which causes them to think about the adoption of educational technologies as a path to survival in the future.

The strategic change process encompasses four basic steps as follows (Worley et al., 1996): Step one: Strategic analysis which entails analysis of an organization's external environment, its current strategic orientation, and the degree of its effectiveness at meeting its objectives and mission; Step two: Strategy making which begins with the decision to change its vision and orientation in the future and includes defining the products and services to be offered, specifying the markets to be served, developing a position to be competitive in those markets, and assessing the underlying organizational processes and culture that will either enable or inhibit the change;

The third step is Strategic plan design which defines how the change process will be logistically accomplished through sequencing and pacing in light of the prevailing culture as well as anticipated resistance while the fourth Step is implementation of the plan that encompasses the transition to the new orientation and includes developing budgets and timetables, assigning roles and tasks that will guide the process, garnering commitment to ensure that there is a high level of ownership in the process.

The process has been likened to individuals, Conner (2003) states that organizations are like individuals and have a speed of change at which they operate best. This speed reflects the degree to which the organization can absorb major change while minimizing dysfunctional behavior. Also, an organization's speed of change is variable and can fluctuate dramatically based on specific circumstances. But at any point in time, an organization's capacity to effectively assimilate transition it encounters is limited by its level of resilience or speed of change.

To increase an organization's speed of change one needs to look at change differently. (Conner 2003) He continues to argue that the two major pre-requisite for change are pain and remedy selling. Pain management provides motivation to pull away from the present while remedy selling provides the motivation to proceed to the desired state.

Managing change in any organization be it small or large requires that organizations to adopt some strategies. Depending on the nature of the organization, different strategies will be used to ensure successful change management and implementation (Kotter, 2008). The business needs assessment strategy is used very early in the change process to help define the value or need for the change initiative. It helps define or clarify the sense of urgency and provides leadership with a business case for change and the strategic importance of the change initiative.

Leading change successfully requires people. Leadership is the most important factor to make change happen in organizations (Bridges, 2009). Leaders can help people develop commitment and go quickly through the psychological phases of transition. To do this, leaders must create and re-create a sense of urgency that keeps people focused on what could be achieved. Leaders must re-recruit during times of significant change and transition to build a strong coalition to drive the change as the opportunities to demonstrate leadership are present every day (Kotter, 2008).

## **2.4 Models of Change Management**

Models can reveal why change occurs that is how the change will occur and what will occur (the content of change, outcomes, and ways to measure it). Furthermore, each model helps us to understand different aspects and parameters of change. Organizations are facing larger and more frequent changes in the current economic climate. A changing marketplace, empowered workforce and technological advancements have created an environment where change is becoming 'business as usual.' In this environment, organizations are beginning to recognize the importance of building the competency to rapidly and successfully change Kotter (1995).

### **2.4.1 Kotter's Model**

Kotter (1995) developed a list of factors that he believes lead to successful changes, and those that lead to failure. He has devised an 8 step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen, and the last step re-freezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. Kotter (1995) summarizes the eight phases.

Establishing a sense of urgency which involves talking of change, this typically begins with some people noticing vulnerability in the organization. Develop a sense of urgency around the need for change. This isn't simply a matter of showing people poor sales statistics or talking about increased competition. Open an honest and convincing dialogue about what's happening in the firm or marketplace and with your competitors. Kotter (1995) notes the threat of losing ground in some way sparks these people into action, and they in turn try to communicate that sense of urgency to others. Competitive advantage is a key determinant of superior performance and it will ensure survival and prominent placing in the market (Powell, 2001).

Secondly form a powerful guiding coalition change efforts often start with just one or two people, and should grow continually to include more and more who believe the changes are necessary. These phase needs to gather a large enough initial core of believers who should be powerful in terms of the roles they hold in the organization, the reputations they have, the skills they bring and the relationships they have McCalman, (2000).

Senge (1990) affirms that successful transformation rests on "a picture of the future that is relatively easy to communicate and appeals to customers, stakeholders, and employees. A vision helps clarify the direction in which an organization needs to move". The vision functions in many different ways: it helps spark motivation, it helps keep all the projects and changes aligned, it provides a filter to evaluate how the organization is doing, and it provides a rationale for the changes the organization will have to weather.

Thirdly communicate the vision as Kotter (1995) suggests that leadership should estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten. Empower others to act on the vision which entails several different actions and allow organization members to make changes in their areas of involvement and budget. Carve out time on meeting agendas to talk about the vision. Change the way your work is organized to put people where the effort needs to be. Free up key people from existing responsibilities so they can concentrate on the new effort. A clear vision can help everyone understand why you're asking them to do something.

In short, remove any obstacles there may be to getting on with the change (Paton and McCalman, (2000); Plan for and create short-term wins since real transformation takes time, the loss of momentum and the onset of disappointment are real factors.

Most people won't go on a long march for change unless they begin to see compelling evidence that their efforts are bearing fruit. Superior performance outcomes and superiority in production resources reflects competitive advantage over other firms in production of goods and services (Day and Wesley 1988).

Lastly consolidate improvements and sustain the momentum for change: As Kotter (1996) warns, "Do not declare victory too soon". Until changes sink deeply into the enterprise culture a process that can take five to ten years new approaches are fragile and subject to regression. Again, a premature declaration of victory kills momentum, allowing the powerful forces of tradition to regain ground. Bridges (2009) notes that leaders of successful efforts use the feeling of victory as the motivation to delve more deeply into their organization: to explore changes in the basic culture, to expose the systems relationships of the organization which need tuning, to move people committed to the new ways into key roles.

Leaders of change must go into the process believing that their efforts will take years; Institutionalize the new approaches: In the final analysis, according to Senge (1990) change sticks when it becomes "the way we do things around here", when it seeps into the bloodstream of the corporate body. "Until new behaviors are rooted in social norms and shared values, they are subject to degradations as soon as the pressure for change is removed".

Quinn (1992) further emphasizes that two factors are particularly important for doing this. First, a conscious attempt to show people how the new approaches, behaviors, and attitudes have helped improve the enterprise followed by ensuring that the next generation of enterprise leaders believe in change and embrace the new ways. Equally good communications that informs stakeholders of the reasons for the change.

### **2.4.2 ADKAR Model of Change Management**

The ADKAR model was first published by Prosci in 1998 after research with more than 300 companies undergoing major change projects. In 2006, Prosci released the first complete text on the ADKAR model in Jeff (2006). This model is intended to be a coaching tool to help employees through the change process. The first step in managing any type of organizational change understands how to manage change with a single individual.

Prosci's model of individual change is called ADKAR - an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. In essence, to make a change successfully an individual needs awareness of the need for change, desire to participate and support the change, knowledge on how to change, ability to implement required skills and behaviors and reinforcement to sustain the change. ADKAR describes successful change at the individual level.

When an organization undertakes an initiative, that change only happens when the employees who have to do their jobs differently have the Awareness, Desire, Knowledge, Ability and Reinforcement to make the change happen (Westwood and Linstead, 2001). ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change.

The model has its origins in aligning traditional change management activities to a given result or goal. Awareness of the business reasons for change is a goal of early communications related to a business change (Tichy, 1983). Change management

processes may include creative marketing to enable communication between changing audiences, as well as a deep social understanding about management, administration as well as leadership's styles and group dynamics.

### **2.4.3 PCT (Project Change Triangle) Model**

The change management is based on Prosci PCT Model (Project Change Triangle) which entails the application of the tools, processes, techniques and principles for managing the "people" side of the project or initiative to achieve a desired outcome (Jeff, 2006). While the Project Management corner is focused on the tasks related to designing and developing a solution, the Change Management corner's focus is how to encourage employees to embrace and adopt that solution.

Project management involves understanding the tradeoff between the time, cost, and scope of change that can be achieved. The time component is related to the key milestones and timeframe for the specific initiative, from problem identification through solution implementation. According to (Jeff, 2006) cost is associated with the resources used in the development of the solution, both the people resources tied to the project team and others in the organization supporting the project and the investment in the selected solution. The scope describes what is changing as part of this initiative and what is not changing or 'out of scope

Change management requires two perspectives whereby an individual and an organizational perspective (Westwood and Linstead, 2001). For individuals to make a change successfully as characterized by Prosci's PCT Model (Project Change Triangle) model, they need an Awareness of the need for change, Desire to participate and support the change, Knowledge on how to change, the Ability to implement the required skills and behaviors, and Reinforcement to sustain the change.

Change management is the process of helping employees transition from the current state to the future state (as defined by the change) in a way that minimizes productivity loss, negative customer impact and employee turnover, while at the same time maximizes the speed of adoption and ultimate utilization of the change throughout the organization. Tools like communication, sponsorship and coaching are used to help employees make their own individual transition. Business results are only achieved when employees are involved and participating in the change (Tichy, 1983). Change management is the final element of realizing change effectively

#### **2.4.4 Kotter's Model on Change Process**

Kotter (1995) affirms that managing organizational change will be more successful if you apply the simple 8 steps principles. Achieving personal change on the other hand will be more successful too if you use the same approach where relevant. Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes. If you force change on people normally problems arise.

According to Senge (1990) change must be realistic, achievable and measurable. These aspects are especially relevant to managing personal change. Before starting organizational change, ask yourself: What do we want to achieve with this change, why, and how will we know that the change has been achieved? Who is affected by this change, and how will they react to it? How much of this change can we achieve ourselves, and what parts of the change do we need help with? These aspects also relate strongly to the management of personal as well as organizational change. Without leadership and direction, a project will struggle to remain a priority and can be lost in the confusion of the other work going on in the organization Kotter (1995).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology set out various stages that were followed in completing the study. This chapter discusses the method that was used in the collection and analysis of data and how data presentation was done. It specifically covers research design, data collection and data analysis.

#### **3.2 Research Design**

This study adopted a cross sectional survey which is a class of research methods that involved observation of a sample of a population, or a representative subset, at one specific point in time to give inference to the entire population. Cross sectional survey was chosen because it collected information about peoples' attitudes, opinions, habits or any of the variety of education or social issues (Orodho and Kombo, 2002).

The study aimed at collecting information from respondents on the change management strategies employed by the programmes under the Ministry of Labour, in response to the delays in delivery of cash to the vulnerable groups in Kenya. The study did look at various change management strategies before and after that have been employed by the ministry in respect to the research question.

#### **3.3 Population of the Study**

According to the available data at the human resources section of Ministry of Labour, Social Security and Services there are 387 officers working for the three programmes who are distributed in various parts of the country but the researcher endeavored to gather data on the areas where the Ministry has been able to introduce the change the payment service provider and study the effect of that change in relation to the time spent by beneficiaries to get cash from the payment service provider.

Out of the total number of 387 field officers, there was a sample choice of thirty nine (39) respondents in the field stations that were interviewed for the purpose of the survey. As earlier alluded to a sample is defined by Bowman (1998) as a representative of a large group of the entire population. It is usually adopted since the entire population cannot be adopted due to the size and a complete survey might not be economically feasible. According to Isanghedigi et al. (2004) this approach ensured that the selection was a representative sample as it was the only viable sampling technique in obtaining information from a very specific group of people.

From the above target population, purposive sampling technique was used to select a sample for the study and thirty nine (39) respondents who were purposively selected for the study. This selection ensured that the sample was fairly representative in terms of geographical spread, programme spread and other population demographics. According to (Gay, 1983) a sample size of 10% of the accessible population is sufficient for descriptive studies hence a sample size of thirty nine (39) respondents was therefore identified for use in the study.

### **3.4 Data Collection**

The study used primary data collected through a questionnaire which was structured in a manner to cover all the research objectives to include open ended questions. To enhance quality of data, Likert type questions were provided whereby the programme officers were to indicate the extent to which the statements representing various variables applied.

A five point likert scale was used and the structured questions were used in an effort to facilitate easier analysis while the unstructured questions was used so as to encourage the respondent to give an in-depth response without feeling held back in

revealing of any information. The questionnaire was administered in person to ensure a high response rate. The questionnaire consisted of three parts whereby Part A collected general information about the respondents while part B collected data on the change management strategies at the three distinct programmes before the change was introduced.

The third Part collected data on the impact of the changes in the delivery of cash to the beneficiaries after the change of the payment service provider had been introduced. According to Isanghedigi et al. (2004) this was helpful to see the trend of the changes before and after introduction of the change.

### **3.5 Data Analysis**

The completed questionnaires were first edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies (Gay, 1983). The data was split down into different aspects of strategic change implementation aspects and organizational competitiveness and the impact of the change.

The analysis offered a systematic and qualitative presentation of the researchers study objective and in order to generalize the findings, the collected data was grouped using percentages and measures of central tendency to give an inference to the outcome of the collected data. Descriptive statistics including, cross-tabulation, frequencies and percentages, mean and standard deviation were also used for comparison purposes. (Mugenda 1999).

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION OF RESULTS**

#### **4.1 Introduction**

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the strategic change management program at the Ministry of Labour, Social Security and Services. The study targeted a total of 39 officers who responded through personal interviews with the researcher thus giving a response rate of 94% while the other respondents returned the questionnaires by post. All the three programmes derive their mandate from Acts of Parliament, seasonal paper No 10 of 1965 and Vision 2030 that establishes a government that promotes the welfare, education, health and protection of the poor and vulnerable members of the society.

#### **4.2. General information**

The researcher has endeavored to present the results in pie charts, graphs, frequency tables and equally discuss the analysis in each questionnaire in order to give an inference of what is expected from each question.

##### **4.2.1 Programme worked for**

This question was asked to the respondents in order to understand which particular programme within the ministry the respondents have worked for since the study was based on three programmes within the ministry of Labour, Social Security and Services. The main aim of the question was to get an understanding by the respondents that are engaged in the programme and the particular programme of the duration they have been engaged in the programme and to share lessons learnt from the implementation of the strategy.

**Table 4.1 Programme worked for**

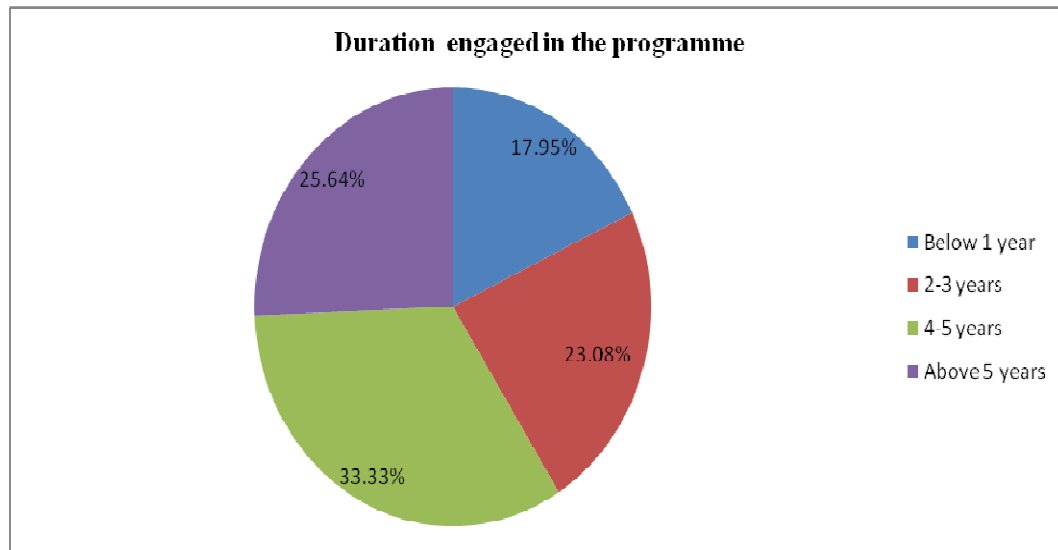
Programme	Frequency	Relative frequency	Percentage freq.
CT-OVC	26	0.67	72.22%
Older person	9	0.23	23.08%
UFSP	4	0.10	10.26%
Total	39	1	100 %

The frequency table above shows that more respondents were employees of the cash transfer for orphans and vulnerable children (CT – OVC) by virtue of the geographical expansion of the programme which is at 72.22%. The other respondents were from the older persons cash transfer programme at 23.08% and Urban Food Subsidy Programme at 10.26%, however of interest to the researcher was the fact that all the employees are actively involved in any of the three programmes within the ministry of labour social security and services.

#### **4.2.2 Duration engaged with the programmes**

This question was posed to the respondents in order to understand how long the officers have been engaged in each programme within the Ministry of Labour, Social Security and Services. The aim of the question was to determine if they have been able to understand the changes that have evolved over time and their effects if any and of interest to the researcher will be if they have been able to visualize the changes in the programme within the ministry of labour social security and services. The researcher further intended to understand if by virtue of their stay in the programme they are able to envision any changes to the programme by the change of the strategy.

**Figure 4.1: Duration engaged in programmes**



The pie chart above shows the duration the respondents have been in the organizations they represented, the findings revealed that majority of them had taken about 4-5 years, although some of them according to the research finding had taken less than five years. This finding was significant in identifying the experience of the respondent regarding what the research problem tested, the fact that the respondents have been in those organization for the specified time justifies the validity of the information they gave.

#### **4.2.3 Frequency of cash disbursement before change**

This question was asked to the respondents in order to understand the frequency of cash disbursement to the beneficiaries before the change of the payment service provider was introduced by the Ministry of Labour, Social Security and Services. This is an essential parameter so as understand the predictability of the cash disbursements in the programmes before the envisaged change was introduced. This question was critical due to the fact that the programmes had envisioned that they shall be paying reliably in every two months.

**Table 4.2: Frequency of cash disbursement before change**

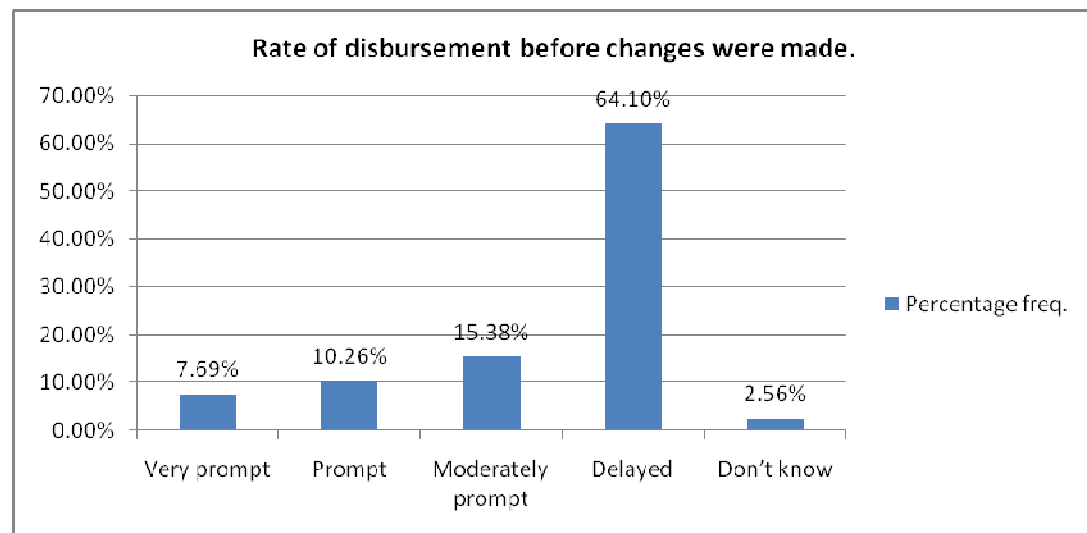
Duration	Frequency	Relative frequency	Percentage freq.
Monthly	2	0.67	5.13%
Quarterly	22	0.56	56.41%
Bi-monthly	8	0.21	20.51%
Semi-annually	4	0.10	10.26%
Annually	2	0.05	5.13%
Others	1	0.03	2.56%
Total	39	1	100

The table above represents the respondents view on the frequency or rate of cash disbursement to the beneficiaries. According to the research findings, majority of people said that it was done quarterly at 56.41%, showing how long it took them to access their benefits; while the other respondents believed it was bimonthly.

#### **4.2.4 Rate of disbursement before changes were made**

This question was asked to the respondents in order to understand the rate of disbursement of cash before the change was introduced by the Ministry of Labour, Social Security and Services.

**Figure 4.2: Rate of disbursement before changes were made**



The bar graph above indicates findings of the research with regard to the rate of disbursement of cash before any changes were effected. The findings from the graph indicate that many respondents revealed that the disbursement was delayed at 64.10%. This justifies the fact that the process of receiving the cash disbursement took time before the change management was effected to the organization.

#### **4.2.5 Time taken in the queue before changes were made**

This question was asked to the respondents in order to understand the time the beneficiaries used in the queue to get cash disbursements from the payment service provider before the change was introduced by the Ministry.

**Table 4.3 Time taken in the queue before changes were made**

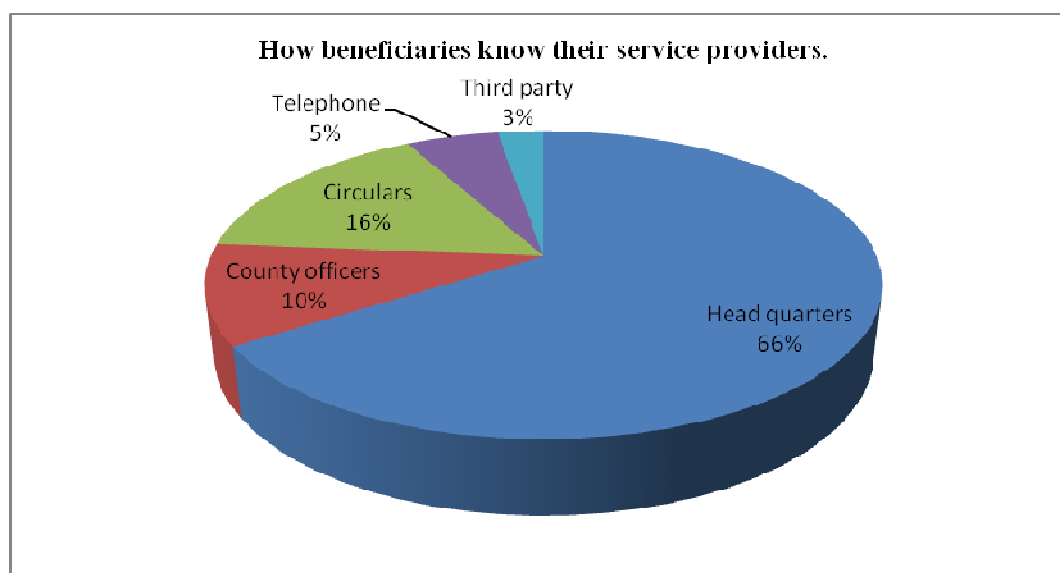
Duration	Frequency	Relative frequency	Percentage freq.
1-2 hrs	5	0.13	12.82%
3-5 hrs	9	0.23	23.08%
6-8 hrs	20	0.51	51.28%
24 hrs	3	0.08	7.69%
More than 24hrs	2	0.05	5.13%
Total	39	1	100

The table above explains the findings of the research based on the time the beneficiaries took on line before any changes were made on the disbursement procedure. It revealed that people spent more time about 6-8 hrs (at 51.28%) to get their benefits, however this delay should be attributed to quite a number of factors but it is critical from the researchers view which one plays a critical role in the delay of cash disbursement.

#### 4.2.6 How they know service provider

This question was asked to the respondents in order to ascertain how the beneficiaries knew their payment service provider before the change was introduced. It was important to know the mode in which the respondents knew that a new payment service provider has been introduced to disperse cash to the vulnerable.

**Figure 4.3: How beneficiaries know their service providers**



When asked about how they know their service providers, majority of respondents, pointed out that they do this through the information from the headquarters, (66%) the rest mentioned county officers, circulars, telephone calls and third party as shown in the pie chart above. This revealed the weakness in the communication system.

#### 4.2.7 Awareness of how payments are made

This question was asked to the respondents in order to understand whether they are aware of the frequency of cash disbursement before the change of the payment service provider was introduced by the Ministry of Labour, Social Security and Services. The question was important to the researcher so as to analyze the changes before the new strategy is introduced.

**Table 4.4: Awareness of how payments are made**

Awareness	Frequency	Relative frequency	Percentage freq.
Yes	26	0.67	66.67%
No	10	0.26	25.64%
Not sure	3	0.08	7.69%
Total	39	1	100

The table above shows that the beneficiaries are aware of how their payment is made (66.67%), however, there is a good number of them who do not know at 25.64%, and others who are not sure, at 7.69%, this finding explains that there is no proper information flow and communication channels regarding payments.

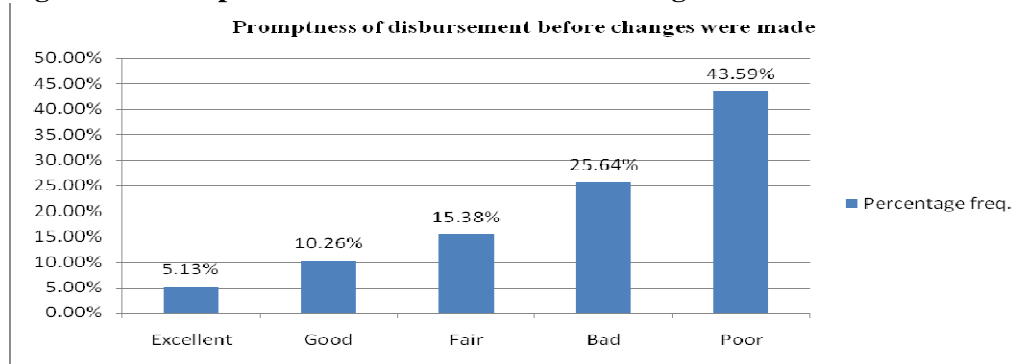
### **4.3 Change management Strategies employed by the ministry.**

The following questions were designed to get information on the change management strategies that have been employed by the programmes and above all to get the perception of the respondents on the strategies that were introduced by the Ministry of Labour, Social Security and Services.

#### **4.3.1 Rating promptness of disbursement before changes were made**

This question was asked to the respondents in order to understand the promptness of cash disbursement to the beneficiaries before the changes of the new payment service provider was introduced by the Ministry of Labour, Social Security and Services. The question was important in order to compare the outcome of the rate of disbursement later after the change has been effected.

**Figure 4.4 Promptness of disbursement before changes were made**



The bar chart above shows that before changes were made, people felt that the rate of disbursement was very poor, with 43.49% acknowledging this while 26.64% and 15.38% recognized that the feeling of people was bad and fair respectively. This was attributed to the longer time they took on line, lack of proper guidelines on terms of payment, lack of adequate communication between the management team and beneficiaries.

#### **4.3.2 Experience of beneficiaries on frequency and reliability of cash disbursement before changes were made**

This question was asked to the respondents in order to understand the experience of the beneficiaries on frequency and reliability of cash disbursements before the changes were introduced by the Ministry of Labour, Social Security and Services. The question was important in order to have an understanding of the experience of the beneficiaries on frequency and reliability of cash disbursements.

**Table 4.5: Experience of beneficiaries on frequency and reliability**

Rate	Frequency	Relative frequency	Percentage freq.
Excellent	2	0.05	5.13%
Good	4	0.10	10.26%
Fair	6	0.15	15.38%
Bad	10	0.26	25.64%
Poor	17	0.44	43.59%
Total	39	1	100

In terms of reliability and frequency of cash disbursement, the respondents claimed that this was still poor, at around 44.5%. This was because the beneficiaries were not getting their money in time, furthermore, when they were given money, some not all the portions the transfers was given to them,

### **4.3.3 Rating time beneficiaries take on queue after changes have been made**

This question was asked to the respondents in order to ascertain the time the beneficiaries take on the queue to get the cash disbursements from the payment service provider after the changes were introduced by the Ministry of Labour, Social Security and Services.

**Table 4.6: Rating time beneficiaries take on queue after changes have been made**

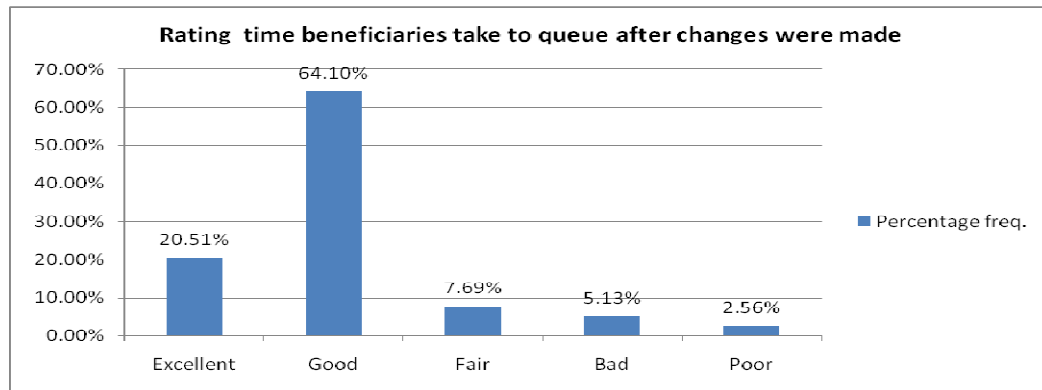
Rate	Frequency	Relative frequency	Percentage freq.
Excellent	8	0.21	20.51%
Good	25	0.64	64.10%
Fair	3	0.08	7.69%
Bad	2	0.05	5.13%
Poor	1	0.03	2.56%
Total	39	1	100

In terms of rating of the time beneficiaries take on queue after changes have been made, the respondents noted that at least it was good at 64.10% and 20.51% was excellent. This was attributed to the change mechanism that had been put in place to cushion the beneficiaries on the time they spend on the queue,

### **4.3.4 Time beneficiaries take in queue after changes**

This question was asked to the respondents in order to understand the time taken by beneficiaries on the queue to get the cash disbursements from the service provider after changes had been made by the Ministry of Labour, Social Security and Services.

**Figure 4.5: Time beneficiaries take in queue after changes**

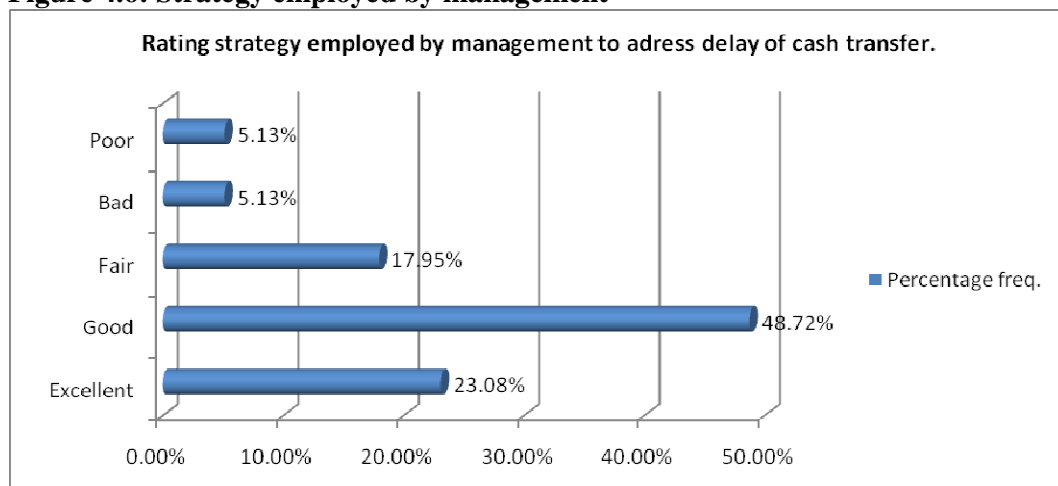


The bar chart above shows that there was improvement in the time the beneficiaries take on line after some changes were made, many people said that it was good at 64.10%.this was due to the improved payment procedure, some of the information have been computerized to accelerate the payments. However, some individuals still expressed dissatisfaction at 5.13% and 2.56% -bad and poor respectively.

#### **4.3.5 Strategy employed by management**

This question was asked to the respondents in order to ascertain whether the strategies that were introduced by the Ministry of Labour, Social Security and Services introduced to reduce delays in disbursement of cash to the beneficiaries was workable or whether they reduced the delays.

**Figure 4.6: Strategy employed by management**

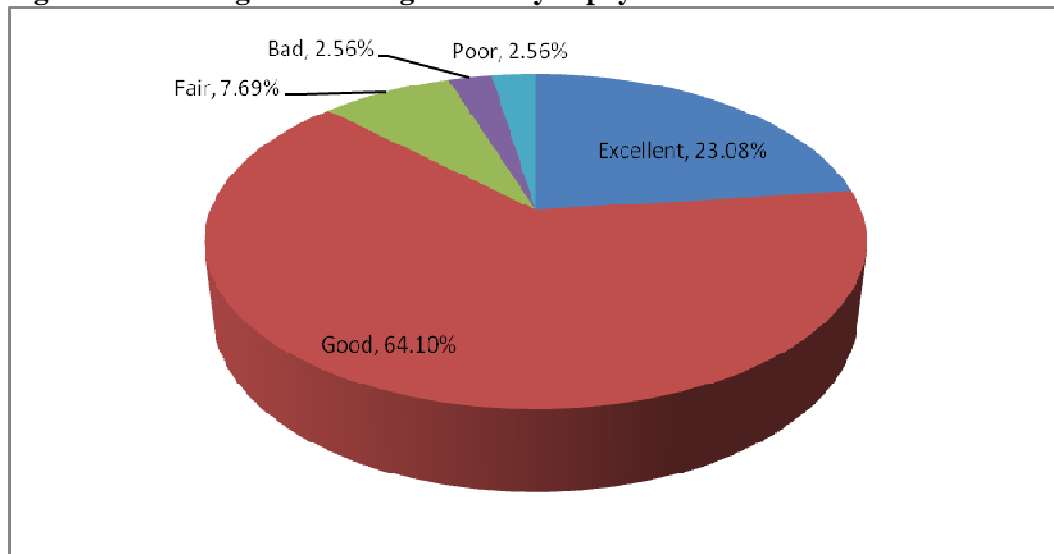


The bar chart above shows that majority of the beneficiaries at 48.72% accepts that the strategies employed were good and workable in addressing the issue of cash delay, however, some people still feel that much has not been done which means that some administrative issues need to be addressed by the management. This is consistent with the RBV theory whereby Varying performance between firms is a result of heterogeneity of assets (Peteraf 2003,) and RBV is focused on the factors that cause these differences to prevail (Grant 1991,)

#### 4.3.6 Sorting out challenges in delayed payments

The respondents were asked the question in order to understand how the beneficiaries perceived the strategies that the Ministry of Labour, Social Security and Services introduced to reduce delays in disbursement of cash to the beneficiaries.

**Figure 4.7: Sorting out challenges in delayed payments**



The pie chart above explains that 64.10% agree that the management has done enough to relatively address this issue. This may be due to new strategies that have been incorporated to the ministry of Labour Social Security and Service to address the delay in disbursing of the cash.

#### **4.3.7 Response of ministry of labour, social security services**

This question was asked to the respondents in order to ascertain how the programme managers in the Ministry of Labour, Social Security and Services responded to all the challenges posted by the disbursement promptness to the beneficiaries.

**Table 4.7: Response of ministry of labour, social security services programmes**

Rate	Frequency	Relative frequency	Percentage freq.
Excellent	1	0.03	2.56%
Good	5	0.13	12.82%
Fair	7	0.18	17.95%
Bad	17	0.44	45.59%
Poor	9	0.23	23.08%
Total	39	1	100

From the analysis the frequency table above indicates that some of the programmes within the Ministry of Labour Social Security and Social Services are not happy with the its response and it is generally believed that it is due to the administrative aspect of the ministry that such indicator of 45.59% is attributed to the poor variable. Many people still feel their response is very poor at 45.59%.

#### **4.3.8 Change of programme payment service provider**

This question was asked to the respondents in order to ascertain whether they are aware if a new payment service provider has been contracted or not. This helped the researcher have an insight and an understanding of the awareness level of the respondents in addressing the delays.

**Table 4.8: Change of programme payment service provider**

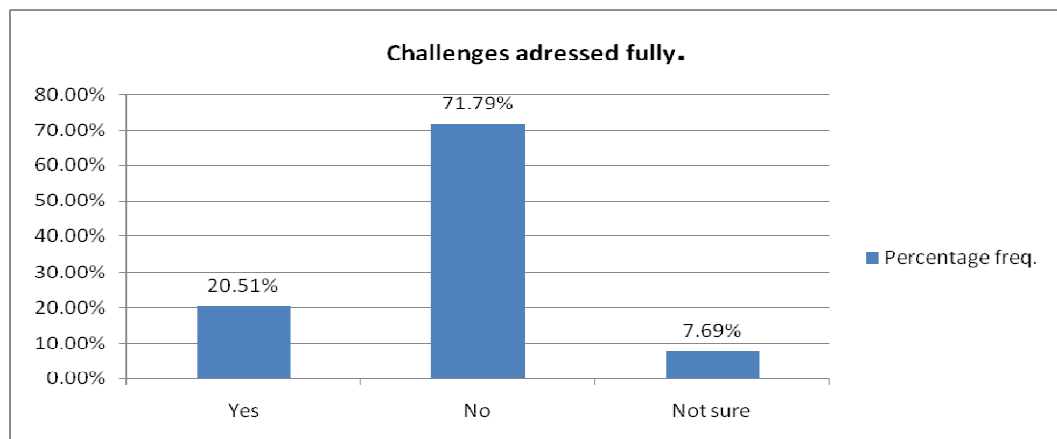
Awareness	Frequency	Relative frequency	Percentage freq.
Yes	28	0.72	71.79%
No	9	0.23	23.08%
Not sure	2	0.05	5.13%
Total	39	1	100

The frequency table above show the peoples view concerning the changes made by the new service provider at 71.79% of the respondent said Yes, while 23.08% of the respondents said No, which means that they understand that there is change in the way funds have been disbursed to them by way of changing of the payment service provider. This is consistent with the RBV theory whereby Varying performance between firms is a result of heterogeneity of assets (Peteraf 2003,) and RBV is focused on the factors that cause these differences to prevail (Grant 1991,)

#### 4.3.9 Challenges addressed by the programmes in sorting delays

This question was asked to the respondents in order to ascertain whether the challenges that were faced by the three programmes before contracting the new strategy have been addressed by the individual programmes in the Ministry of Labour, Social Security. This was essential since each programme is at a different level of implementation hence challenges in the programme are different.

**Figure 4.8: Challenges addressed by the programmes in sorting delayed cash transfer.**



Although the challenge has been addressed to some level, the research finding reveals that it has not been fully addressed, when respondents were asked the give their opinion over the issues, 71.79 % said the No meaning the problem has not fully been addressed, the respondents pointed cases where some beneficiaries have not been

given their money for long period, others mentioned the inability to get the money in time. However some beneficiaries still wait for months before they receive their funds which still explain the theory of the resource advantage theory which allows for weakness in any strategy during implementation (sheikh, 1991).

#### **4.3.10 Changes brought by new payment service provider**

This question was asked to the respondents in order to ascertain whether the challenges that were now being experienced are due to the change in the payment strategy that was introduced by the Ministry of Labour, Social Security and Services or otherwise. The researcher's interest is to know whether the change strategy that was introduced was purely on the change of the payment service provider or otherwise.

**Table 4.9: Changes brought by new payment service provider**

Awareness	Frequency	Relative frequency	Percentage freq.
Yes	28	0.72	71.79%
No	8	0.21	20.51%
Not sure	3	0.08	7.69%
Total	39	1	100

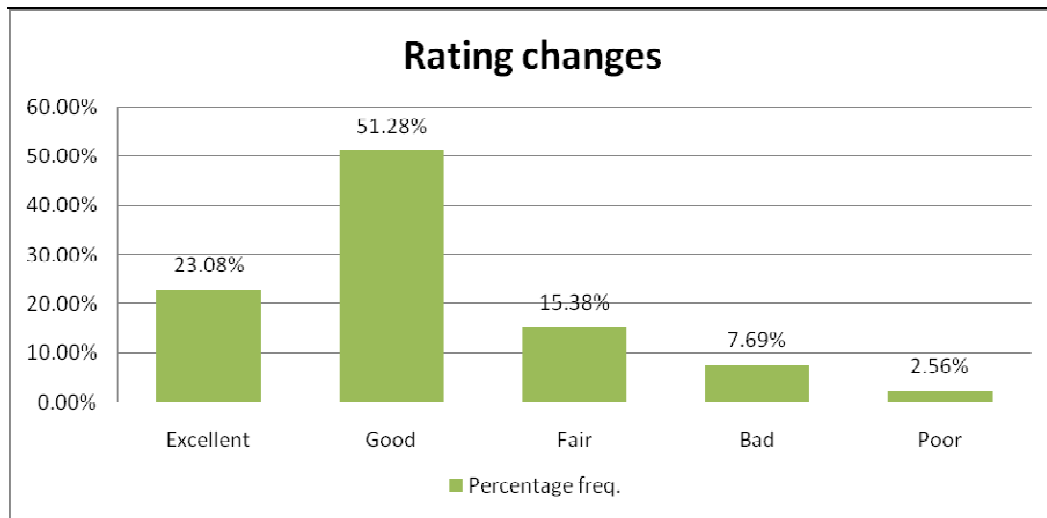
When respondents were asked whether the new service provider has brought any change, 71.79% agreed that indeed there is change; they attributed this to the fact that people now take shorter time in the queue as compared to the previous periods of payments. The respondents also mentioned the ability to access their money through the banks which has brought significant changes in the wastage of time at the collection point. The frequency table above show how that many people accepted that there is change brought in by the new payment service provider. This is consistent with the resource based theory whereby a resource is rare, potentially value-creating

and imperfectly imitable, an equally important aspect is lack of substitutability (Dierickx and Cool, 1989). If competitors are able to counter the firm's value-creating strategy with a substitute, prices are driven down to the point that the price equals the discounted future rents (Barney, sheikh, 1991).

#### 4.3.11 Rating the changes

This question was asked to the respondents in order to ascertain how the respondents rate the changes that have been achieved by the Ministry of Labour, Social Security and services. This is essential in order to establish if there is any other factor other than the payment service provider that will affect the rate of change.

**Figure 4.9 Rating the changes**



The research findings as revealed on the bar graph above indicate that change has been established in that 51.28% of the respondents acknowledged that the change is good, followed by 23.08% of people saying that the change is excellent, while only 7.69% and 2.56% mentioning bad and poor respectively. This can be attributed to the comparative way in which the programmes are designed coupled with the level of implementation.

The above findings are consistent with the resource based advantage whereby a competitive advantage can be attained if the current strategy is value-creating, and not currently implemented by present or possible future competitors (Barney, 1986).

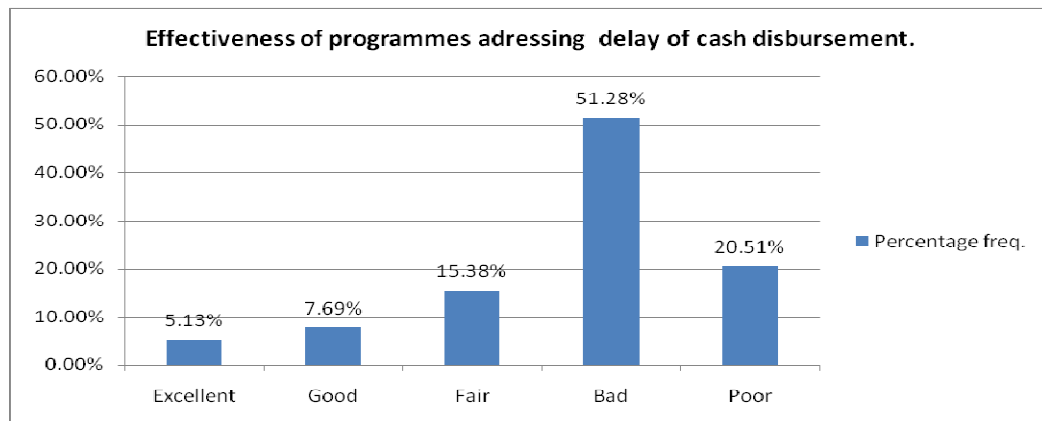
#### 4.4 Impact of the changes

The following questions were designed by the researcher to get information on the impact of change that has been employed by the programmes in relation to the delayed delivery of cash to the vulnerable groups in the social protection sector.

##### 4.4.1 Rating the effectiveness of programmes addressing delays

This question was asked to the respondents in order to ascertain the rating of effectiveness by individual programmes in the Ministry of Labour, Social Security in addressing the nature of delays in disbursement of cash to the beneficiaries using the new payment service provider.

**Figure 4.10 Rating the effectiveness of individual programmes addressing the challenge of delayed disbursement**



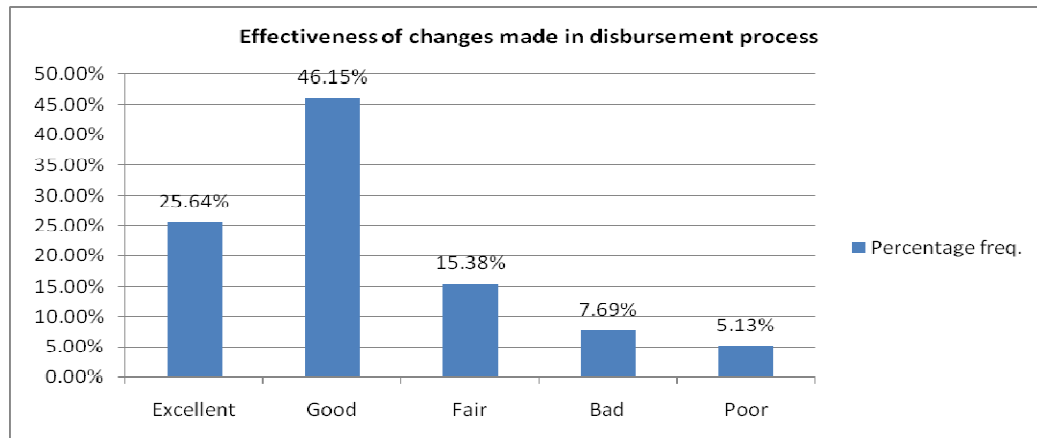
The bar graph above shows the research findings on the effectiveness of the programmes established to address the delay of cash disbursement to the vulnerable people or beneficiaries, the findings indicate that although there is some little positive improvement, there are still other issues that must be addressed in order to attain full effectiveness of the change.

The findings indicate that 51.28% of the people interviewed felt that the effectiveness of individual programmes was bad. This is because the available strategies that have been developed over the recent past have not been effectively been articulated well to the beneficiaries therefore awareness levels among the beneficiaries is low and resistance to change is high. The findings are consistent with the RBV in that a valuable resource that is controlled by only one firm could be a source of a competitive advantage. This advantage could be sustainable if competitors are not able to duplicate this strategic asset perfectly (Peteraf, 1993).

#### 4.4.2 Rating the effectiveness of changes made in disbursement process

This question was asked to the respondents in order to ascertain the rating of effectiveness employed by the Ministry of Labour, Social Security and Services to reduce delays in disbursement of cash to the beneficiaries.

**Figure 4.11: Effectiveness of changes made in disbursement process.**



Although the issue has not been fully addressed as seen in the research findings, many people now acknowledge that the changes are effective in handling the problem where 46.15% said it was good while 25.64% said excellent, however, some people still feel

that much needs to be done at 7.69 and 5.13% for bad and poor respectively. This is because some people still lack basic information regarding the cash disbursement, low awareness levels while others are yet to receive their pending payments which were noted by the researcher.

Based on the empirical writings stated, RBV provides the understanding that certain unique existing resources will result in superior performance and ultimately build a competitive advantage. Sustainability of such an advantage will be determined by the ability of competitors to imitate such resources. Although a competitive advantage has the ability to become sustained, this is not necessarily the case. A competing firm can enter the market with a resource that has the ability to invalidate the prior firm's competitive advantage, which results in reduced. (Barney, 1986).

#### **4.4.3 Rating promptness of disbursement after changes were made**

This question was asked to the respondents in order to ascertain the promptness of cash disbursement after the changes were introduced by the Ministry of Labour, Social Security and Services. This question was essential given the fact that the beneficiaries were staying on the queue for a long period of time hence the researcher wanted to understand whether the time spent at the queue has been reduced by the change that was introduced.

**Table: 4:10 Rating promptness of disbursement after changes were made**

Rate	Frequency	Relative frequency	Percentage freq.
Excellent	9	0.23	23.08%
Good	20	0.51	51.29%
Fair	6	0.15	15.38%
Bad	3	0.08	7.69%
Poor	1	0.03	2.56%
Total	39	1	100

After changes were made, there was change in opinion; at least majority had the view that it was good. Over 50% of respondents expressed satisfaction that there was some form of improvement, they attributed the phenomenon to both the reforms in the system and the payment service provider because of the swiftness in making payments.

The findings according to King (2007,) confirms the RBV theory that mentions inter-firm causal ambiguity that results in sustainable competitive advantage for firms where causal ambiguity is the continuum that describes the degree to which decision makers understand the relationship between organizational inputs and outputs (Johnson, 1998). This is true since the argument advanced by King (2007,) is that the inability of competitors to understand what causes the superior performance of another helps firms reach a sustainable competitive advantage for the one who is presently performing at a superior level.

#### **4.4.4 Knowing service providers after changes were made**

This question was asked to the respondents in order to ascertain whether the beneficiaries know their service providers after changes were made. This is essential in order to understand the awareness levels of the respondents and beneficiaries.

**Table 4.11: Knowing service providers after changes were made**

Awareness	Frequency	Relative frequency	Percentage freq.
Yes	30	0.77	76.92%
No	8	0.21	20.51%
Not sure	1	0.03	2.56%
Total	39	1	100

The frequency table above indicates that the beneficiaries know their service providers after changes were made, 76.92% agreed, and only 20.51 % said they still don't know their service providers. This is because the awareness levels at the Ministry of Labour, Social Security and Services is low and as such the ministry should have put up strategies to ensure that they are in touch with the beneficiaries.

#### **4.4.5 Duration taken in queue after establishment of the new provider**

This question was asked to the respondents in order to ascertain whether the duration taken by the beneficiaries in the queue after the establishment of the change by introducing the new payment service provider has been reduced. This is critical in that the researcher will want to know whether the change has brought any impact.

**Table 4.12: Duration taken in queue after establishment of the new service provider**

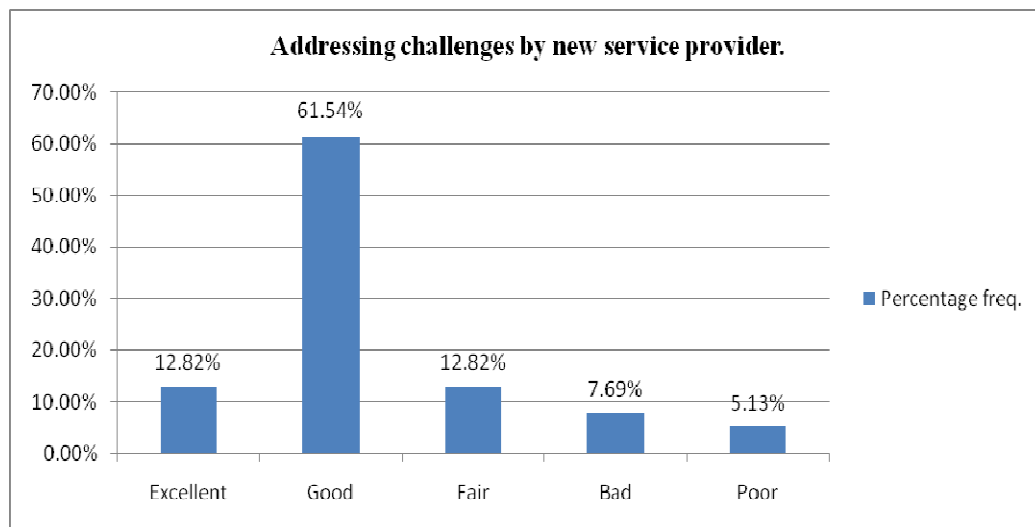
Duration	Frequency	Relative frequency	Percentage freq.
1-2 hrs	27	0.69	69.23%
3-5 hrs	6	0.15	15.38%
6-8 hrs	3	0.08	7.69%
24 hrs	2	0.67	5.13%
More than 24hrs	1	0.03	2.56%
Total	39	1	100

According to the research finding in the bar graph above, the duration taken in the queue after the establishment of new payment service provider reduced the duration the beneficiaries stayed on the queue significantly by 69.23% in that the respondents mentioned that they take 1-2 hrs on the queue from 6-8 hrs previously, this is attributed to the new techniques that have been introduced to reduce the delay in disbursement.

#### 4.4.6 Rating the challenges addressed by establishment of the new payment service provider

This question was asked to the respondents in order to ascertain whether the challenges were handled by the introduction of the new strategy in the introduction of the payment service provider or otherwise by any other strategy.

**Figure 4.12: Rating on how the challenges have been addressed by establishment of the new payment service provider**



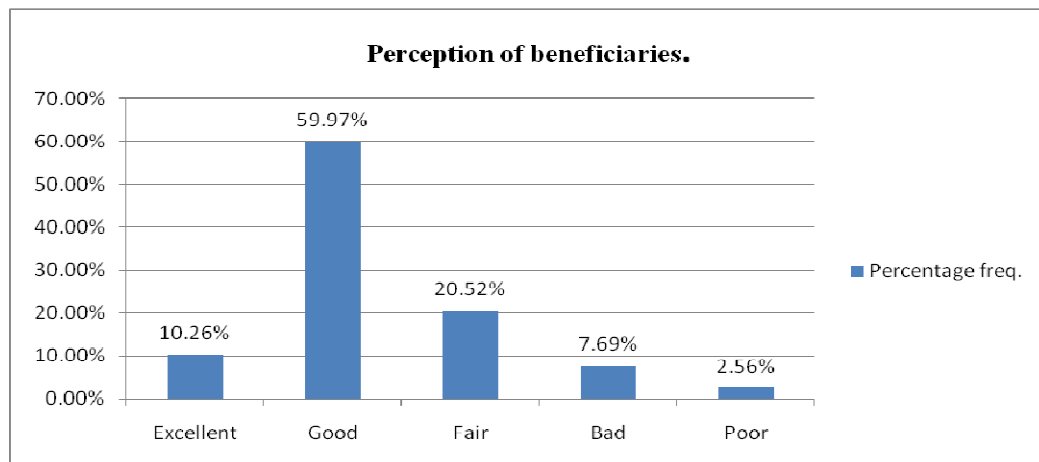
The research findings further shows that with introduction of new payment service provider, the challenges were at least handled albeit not with perfection in that majority of people at 61.54% said it was good, they pointed out the reduced time, change of attitude, quick service delivery as the contributing factors. The findings are shown in the bar graph above.

This is consistent with the resource based view as it highlights the fact that not all resources of a firm may contribute to a firm's sustainable competitive advantage. Varying performance between firms is a result of heterogeneity of assets (Peteraf, 2003) equally resource based view is focused on the factors that cause these differences to prevail

#### 4.4.7 Perception of beneficiaries in reference to current changes

This question was asked to the respondents in order to ascertain the perception of the beneficiaries in reference to changes that were made in the payment of cash disbursement to the beneficiaries. This is critical since it will form the basis of further research if any.

**Figure 4.13 Perception of beneficiaries in reference to current changes on cash disbursement**



The research findings as indicated in the graph above show that the beneficiaries have positive perception on the changes that were made in the payment system in that 59.97 % said that it was good, this is because there are positive moves that have been made like faster service delivery, less time taken in the queue, attitude of the payment service provider, awareness levels etc, the beneficiaries now know how they are paid, where they get their money and the amount of money that they will receive.

#### 4.4.8 Rating the effectiveness of the changes made in disbursement

This question was asked to the respondents in order to ascertain whether the changes that were made in the disbursement were good and effective, they pointed at the reduced time taken on the queue, ability to get their benefits in time, the awareness of the amount of money that was being disbursed.

**Table 4.13: Rating the effectiveness of the changes made in disbursement**

Rate	Frequency	Relative frequency	Percentage freq.
Excellent	8	0.21	20.51%
Good	19	0.49	48.72%
Fair	6	0.15	15.38%
Bad	4	0.10	10.26%
Poor	2	0.05	5.13%
Total	39	1	100%

The research findings revealed that the changes that were made in the disbursement were good and effective, they pointed out at the reduced time taken on the queue, ability to get their benefits in time, attitudes of the payment service provider, this is because they do not have to go quarterly as before, there is also clear communication channels between the management team and beneficiaries, however, the finding also indicated that the problem has not been fully addressed by the new strategy.

These findings are consistent with the resource-based view of a firm that explains the ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 1992) RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific.

According to (Mahoney and Pandian 1992) the characteristics of the Resource-based view, rival firms may not perform at a level that could be identified as considerable competition for the incumbents of the market, since they do not possess the required resources to perform at a level that creates a threat and competition. Through barriers to imitation, incumbents ensure that rival firms do not reach a level at which they may perform in a similar manner to the former. In other words, the sustainability of the winning edge is determined by the strength of not letting other firms compete at the same level.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the research objective which was to determine the change management strategies employed by the three programmes in the Ministry of Labour, Social Security and Services in response to the delays in delivery of cash to the vulnerable population in Kenya.

#### **5.2 Summary of Findings**

The study targeted a total of 39 officers from the district offices comprising of 26 County Children Officers, 4 Sub County Children Officers, 10 County Social Development Officers and 4 programme officers at the urban food subsidy programme. Out of this, 20 County Children Officers, 4 Sub County Children Officers, 9 County Social Development Officers and 3 programme officer at the urban food subsidy programme responded by scheduling a personal interview with the researcher thus giving a response rate of 94%.

All the three programmes derive their mandate from Acts of Parliament, Vision 2030 and seasonal paper No 10 of 1965 that establishes a government that promotes the welfare, education, health and protection of the poor and vulnerable members of the community. The main aim of the three programmes was to cushion the poor and vulnerable members in the society from adverse effect of hunger that comes from their poverty status, HIV/AIDS impact, reduced household incomes by giving them some stipend to spend.

In doing so the programmes did procure services of a payment service provider to disburse the much needed cash to the beneficiaries however significant delays were noted in disbursement. These efforts lead to the need to change strategy by introducing a different payment service provider that will be able to disburse the cash to the people.

There were many drivers of change at Ministry of Labour, Social Security and Services including: changes in the top management of the programmes where the officers from the programmes were transferred to other sections within the individual programmes and others come in with new ideas and ways of doing things better. This meant that there was a new leadership style which entailed changes in the workplace policy that gave out some responsibilities initially performed by top management to middle level management.

Another driver for change at Ministry of Labour, Social Security and Services was the increasing donor and government support which created more challenges of working. The resultant effect of increased budgetary allocations were enormous challenges ranging from frauds, thefts, siphoning of money and loss of working morale from the staff which was brought about by too much work that didn't match with personal emoluments which eventually translated to poor results.

Most officers equally complained of the fact that funds planned for disbursement never reached the intended beneficiaries due to inefficient payment service providers that did not actually transfer the funds to the intended persons. The Ministry of Labour, Social Security and Services used several communication modes to pass the message of change across all stakeholders. These included holding meeting between management and the development partners, communicating to staff through

departmental heads, inviting stakeholder to meetings where they were informed about the changes that were intended for Ministry of Labour, Social Security and Services and requesting for country learning experiences by the partners from other countries that have effectively implemented the cash transfer programmes.

The change management programme was reflected in employees' job descriptions, specifications, requirements and work plans. The signing of performance contracts at the Ministry of Labour, Social Security and Services to incorporate the changes that relate to improved service delivery to the public did promote the programs plan among employees as they were bound by the performance targets that they set with their superiors.

The organization spared time to anticipate the change management process. This led to officers incorporating the changes in their day to day tasks. There were various challenges in the implementation of change management strategy at ministry among them was resistance to change among the staff. This was especially so to some senior management officers who were afraid of the change programme since they were not conversant with the likely changes brought by the new payment service provider.

Another challenge included information leakage of classified information to the public especially among the officers who were resistant to the change programme. There was equally a substantial financial challenge as ministry of labour, social security and services did not have adequate capacity to handle all the funds required to deliver on its mandate. This also affected the pace at which the change management programme was undertaken as the resources to fast track the programme were limited at the headquarters whereas more resources were given to the implementers of the program at the districts.

The Ministry of Labour, Social Security and Services designed various solutions to ensure that the change management programme is successful. First, the ministry requested strategic partners to support the change programme which yielded significant positive impacts as some development partners like Department of International Development (DFID), UNICEF, and SIDA came in to offer both technical and financial support. This included hiring technical staff to support the change management programme that was brought about by the new payment service provider. Secondly the Ministry of Labour, Social Security and Services developed approaches within the various programmes which increased capacity and linkages within the individual programmes that effectively made programmes more focused to deliver cash in a timely.

### **5.3 Conclusion**

From the study findings, the researcher conclude that the change management programme at the Ministry of Labour, Social Security and Services was well planned and inclusive in that all departments at the Ministry of Labour, Social Security and Services were involved. Like any other organization, the management of change programme did not fail to encounter challenges.

The implementation of change strategy encountered several challenges including resistance from employees, fear of losing jobs and insufficient resources for implementation of the programmes at the headquarters coupled by overfunding of the districts also posed a challenge. While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is important in ensuring the organization lays down appropriate strategies. In order to reduce organizational challenges that have effects

on its operations, the following were proposed, need for changes in technology, information systems, global economy, social values, workforce demographics and the political environment will have a significant effect on the processes, products and services produced (Simons, 1999).

To ensure successful change management implementation, the Ministry of Labour, Social Security and Services adopted the strategy of changing the payment service provider so as to attain the set objectives. In addition, the organization conducted capacity building in order to equip its employees with the requisite skills for the implementation of change management programme. The implementation of the programme was still ongoing by the time of this study hence more challenges are likely to continue being felt.

#### **5.4 Implications on Policy, Theory and Practice**

The Kenyan public sectors especially the Ministry of Labour should use the study to benefit the organization by formulating change management strategies to counter the challenges of ever changing operating environment following increased globalization and operational challenges. The operating environment for the organization is ever changing calling for constant management of change so as to ensure the programmes are alert and meet their core functions, strategic objectives and delivers on the ministry's mandate.

The government and policy makers should get insight from the study in formulating policies regarding regulatory requirements of the change management among organizations to ensure balanced and stable economic growth. Management of strategic change is important in any organization because if not well managed, it may lead to failure of the organization to meet its strategic objectives.

The academicians should use the study as a basis upon which further studies on change management especially on delivery of cash to the vulnerable people could be researched on and special reference to be on the right person to receive the cash. The findings should contribute to professional extension of existing knowledge in change management by providing literature on management of change management programme in organizations.

## **5.5 Recommendations**

From the discussions and conclusions in this chapter, the study recommends that for the Ministry of Labour, Social Security and Services to fully implement its change strategy successfully, it should include all key stakeholders especially the beneficiaries who are receiving this stipend since they are key stakeholders in implementation process. This change strategy was noted as some beneficiaries felt that the initial change management process was so rushed that some stakeholders read malice out of the whole process.

In addition, due to short notice to some of the field offices about the changes in the payment service provider that was about to occur in the organization, some officers acted suspiciously thus lowering their overall morale. To boost employee's morale, the changes occurring in the programmes needed to have been communicated to all members of staff in good time and necessary structures put in place to counter resistance.

The research findings revealed that there is need to improve the process of cash disbursement to the vulnerable people or the beneficiaries. The delay in the delivery of cash to the respective beneficiaries has been occasioned by lack of proper communication channels, negligence, lack of transparency and poor technology.

The study recommends that the Ministry of Labour, Social Security and Services should expand its resource base and have a consolidated pool funding that does not depend on certain donors. This is especially true where the funding of certain districts have enormous operational challenges in implementing the program given the fact that more than 90% of its budget goes directly to the beneficiary households.

The above situation leaves the Ministry of Labour, Social Security and Services in an awkward position should this programme's funding have problems that beyond the governments control. This is especially true considering the fact that the three programmes are largely funded by one strategic donor to the tune of over 52%. For future sustainability of the programmes, it is important that the Ministry of Labour, Social Security and Services looks at the possibility of factoring the cash transfer programmes to the national budget in order to assure the most vulnerable in society of their benefits all round the year.

In order to realize any positive change, the following policy recommendations should be put into practice, which include first embracing proper information technology, which is essential so as to reduce the challenges that face the process of cash disbursement in organization, initially the organizations relied on manual techniques in disbursing the funds, and this has been slow and time consuming. Beneficiaries therefore have to wait for long hours to be cleared. Technology therefore will help in facilitating and enhancing the process, moreover, the use of technology will ensure that the beneficiaries will collect their funds through the bank which is more convenient and reliable.

Secondly use of appropriate strategies, According to the research finding, the beneficiaries are not satisfied with the methods in which the service providers handle the delay of cash disbursement, still many clients are inadequately served,

consequently, there is an arguent need to establish competent and reliable service strategies that can serve the beneficiaries to their expectation, the strategies should incorporate the employment of confidence management team that have enough skills in handling financial affairs.

Thirdly the Ministry needs to devolve Services, Statistics have indicated that the number of beneficiaries has increased significantly over the past year, however, there has been tendency to converge them at one point to get their dues, this has proved to be less convenient and time consuming, hence there is need to distribute the paypoints to grass root level so that beneficiaries can access the services at their vicinities. This approach is significant because it is economical to the beneficiaries and saves both time and money.

Finally the issue of accountability and Transparency is critical in that over the years, the beneficiaries have greatly complained of fraud and embezzlement of the funds. It also on record according to the respondents that some of the beneficiaries have lost their cash in the process, as a result there is need to establish an integrity management team that would look at the issues raised in order to enhance both transparency and accountability of the programme to improve the creditability of the ministry.

## **5.6 Limitations of the Study**

Since this was a cross sectional survey on three programmes in one ministry the data gathered might differ from implementation of the change management strategy in other social protection programmes with the country. This is because different institutions adopt different strategies that differentiate them from their counter parts. In addition, the operating environment of the Ministry of Labour is different from any other service provider in the sector hence making these findings unique.

The study however, constructed an effective research instrument that sought to elicit general and specific information on strategic change management program in the Ministry of Labour. The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on implementation challenges of the change management strategy.

Due to limited time the study could not wait until the change programme had been fully implemented especially to the two programmes i.e. UFSP and OPTC since they were at the pilot stage hence there is need to conduct an in-depth audit of the entire implementation process.

### **5.7 Suggestions for Further Research**

The study recommends that further research should be done on the policy measures that can be strategically developed in order to enhance the management of change in government institutions. Further study should look at how to reduce resistance of change in change management process and ensure that all stakeholders are happy with the change management process especially in the main stream public sector.

The researcher further recommends that a similar study be done on organizations that provide for social transfers that are non cash for the purposes of benchmarking with the ministry's programme. This is helpful since the operating environment has become very volatile due the high level of globalization effects on organizational performance.

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## APPENDICES:

### Appendix I: Questionnaire

This questionnaire is to collect data for purely academic purposes. The study seeks to establish management strategies employed by cash transfer programme in response to delayed delivery of cash to the vulnerable people in the social security sector. Do not put any name or identification on this questionnaire.

*Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

#### SECTION A: GENERAL INFORMATION

1. What is your position in the Programme?  
.....
2. Which programme do you work for? CT - OVC [       ] Older Persons[       ]  
UFSP [       ] Don't Know [       ]
3. How long have you been engaged with this programme?  
Below 1 years [       ] 2 - 3 years [       ] 4 - 5 years [       ]  
Above 5 years [       ]
4. What is the Frequency of Cash disbursement in the Programme you are engaged in?  
Monthly [       ] Bi - Monthly [       ] Quarterly [       ]  
Semi Annually [       ] Annually [       ] Other (Specify) [       ]
5. How do the beneficiaries receive their benefits?  
Cash [       ] School fees [       ] Foods Items [       ]  
Other (Specify) [       ]
6. How prompt are the disbursements of these benefits?  
Very Prompt [       ] prompt [       ] moderately prompt [       ]  
Delayed [       ] Don't Know [       ]
7. Where do the beneficiaries receive money from?

PSP [ ] Shop [ ] Banks [ ] Kiosk [ ]  
 Don't Know [ ]

8. Who are the payment service providers (PSP's) for the programmes?

PSP [ ] Shop [ ] Banks [ ] Kiosk [ ]  
 Don't Know [ ]

9. How is the cash transfers disbursed to the beneficiary households?

Liquid Cash [ ] Cash in kind [ ] Tokens [ ]  
 Goods Exchange [ ] Don't Know [ ]

10. How long do the beneficiaries stay on the queue to get their benefits?

1 – 2 Hrs [ ] 3 – 5 Hrs [ ] 6 – 8 Hrs [ ]  
 24 Hrs [ ] More than 24 Hrs [ ]

## SECTION B CHANGE MANAGEMENT STRATEGIES

The following questions are designed to get information on the change management strategies that have been employed by the programmes whereby 1 is Excellent, 2 is Good, 3 is Fair , 4 is Poor and 5 is Bad

	VARIABLES	1	2	3	4	5
1	How will rate the promptness in disbursement of cash to the beneficiaries?					
2	What was the perception of the programme by the beneficiaries in the way money was being disbursed to them?					
3	Has the programme changed the payment service provider that makes payments to the vulnerable population?					
4	How do you know your current payment service providers?					
5	Are you aware of how they make their payments to the beneficiaries?					
6	What is the experience of the beneficiaries in the programme in regard to the payment service providers who used to transfer funds on behalf of the organization?					

7	What was the experience of the beneficiaries in the programme in regard to the frequency and reliability of the cash disbursed using the former payment service provider?					
8	How can you rate now the time the beneficiaries stay on the queue to wait for the cash?					
9	How can you rate the strategy employed by the management work?					
10	Do you think that the challenges faced by the three programmes in sorting out the nature of delayed cash disbursement solved by the new payment service providers?					
11	How would you rate the way they sorted out the challenges?					
12	Was the challenge alleviated due to the new payment service provider or other mechanism in the organizations?					
13	How have the Ministry of Labour, Social Security and Services program managers responded to the challenges posted by the disbursement promptness?					
14	Was the change that you see brought about by the change of the new payment service provider?					
15	How in your own opinion can rate the change that has been employed in addressing the delayed disbursement of cash been effective?					
16	How effective are the ways employed by programme managers in addressing the problem of delayed disbursement to the beneficiaries?					

### **SECTION C: - IMPACT OF THE CHANGES.**

1. Do you know your current payment service providers?

Circulars [ ] Telephone [ ] Third Party [ ]  
Headquarters [ ] County Officers [ ]

2. After the new the new service provider has been brought on board how long do the beneficiaries stay in the queue to receive the cash?

1 – 2 Hrs [ ] 3 – 5 Hrs [ ] 6 – 8 Hrs [ ]

24 Hrs [        ] More than 24 Hrs [        ]

The following questions are designed to get information on the impact of change that has been employed by the programmes whereby 1 is Excellent, 2 is Good, 3 is Fair , 4 is Poor and 5 is Bad

	VARIABLES	1	2	3	4	5
3	Kindly rate whether the challenges that were faced by the beneficiaries before the contracting of the new payment service provider have been addressed?					
4	What is the overall perception by the beneficiaries of the programmes in reference to the current changes in the payment service provider (PSP) in addressing delays in cash disbursement?					
5	How will you rate the change of the payment service provider in addressing their problem?					
6	What is the experience of the beneficiaries in the programme in regard to the payment service providers who is currently transferring funds on behalf of the programmes?					
7	What is the experience of the beneficiaries in the programme in regard to the frequency and reliability of the cash disbursed by the new payment service provider?					
8	How can you rate the time the beneficiaries stay on the queue to wait for the cash?					
9	How can you rate the change strategy that was employed by the management if it is working?					
10	Was the change that you see about occasioned by the change of the payment service provider?					
11	How in your own opinion can rate the change that has been employed in addressing the delayed disbursement of cash been effective?					

**THANK YOU FOR YOU PARTICIPATION**

**NB:** The information provided will be treated confidentially and will purely be used for academic purposes.

## Appendix II: Letter of Introduction from the University Of Nairobi



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAMME**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE: 8/8/2013

**TO WHOM IT MAY CONCERN**


The bearer of this letter MR. OMBASA, PETER ONDARI  
Registration No. D 61/67039/2011

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.

  
**PATRICK NYABUTO**  
**MBA ADMINISTRATOR**  
**SCHOOL OF BUSINESS**



**Appendix III: Introduction Letter to hold Interviews with officers at  
the Cash Transfer for Vulnerable Children Programme**



**MINISTRY OF LABOUR, SOCIAL SECURITY AND  
SERVICES**

Telegrams: "APPROVED", Nairobi  
Telephone: Nairobi 2228411 ext 30040  
E-mail: [children@labour.go.ke](mailto:children@labour.go.ke)  
[customercare@labour.go.ke](mailto:customercare@labour.go.ke)  
Fax: Nairobi 310574 & 2248827  
[www.gender.go.ke](http://www.gender.go.ke)  
When replying please quote

DEPARTMENT OF CHILDREN'S SERVICES  
HEADQUARTERS  
JOGOO HOUSE "A"  
TAIFA ROAD  
P.O. BOX 46205-00100  
**NAIROBI**

Date : 13<sup>th</sup> August 2013

**Ref: No. CS/9/6 VOL V (60)**

The County Children Coordinators  
The Sub - County Children Coordinators / DCO's

**RE: DATA COLLECTION BY MR. OMBASA PETER CT – OVC  
PROGRAMME.**

Kindly refer to the above mentioned subject.

The Ministry of Labour, Social Security and Services and in particular the Department of Children Services has received a request from one of the officers **MR. PETER OMBASA** (CT –OVC Secretariat) who intends to do an educational project in the cash transfer programmes in the ministry and his area of interest is in strategic management.

It is with this background that I wish to introduce him to you so that you can be able to fill in the questionnaire that he has designed in order to allow him to finalize his educational project.

Kindly accord him the necessary assistance that he may need in his endeavor to finish his project.

**MARY MBUGA,**  
**For: - DIRECTOR CHILDREN'S SERVICES.**

## Appendix IV: Introduction Letter to hold Interviews with officers at the Older Persons Cash Transfer Programme

