

**MANAGEMENT OF STRATEGIC CHANGE BY NON
GOVERNMENTAL ORGANIZATIONS IN MATHARE SLUM,
KENYA**

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DECLARATION

This research project is my original work and has not been submitted for awards of a degree in any other university.

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

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I acknowledge my supervisor Prof. Martin Ogutu who worked tirelessly to ensure I completed this project on time. I acknowledge my colleagues for their professional and moral support during the time of writing this project.

DEDICATION

This study is dedicated to my family for their love and support during the time of undertaking the research project.

ABSTRACT

This study sought to establish the forces of change affecting Non Governmental Organization in Mathare slum of Kenya and to determine strategic change management practices adopted by Non Governmental Organizations in Mathare slum of Kenya. This study adopted a descriptive research design. The population for this study consisted of all NGOs operating in Mathare slum which is 23 NGOs. Both primary and secondary data was used in this research. Primary data was derived from questionnaires distributed to the NGO managers. The data analysis included both qualitative techniques and quantitative techniques. The findings show that most of the respondents indicated that having a crystal clear purpose and a reason to persevere despite inevitable difficulties, compliance to new regulations and changing patterns in aid allocations affect their organizations to a very large extent. These forces were followed by managing business information, consequences of uncertainty and public better informed about development issues as thought by the respondents as the forces affect that their organization to a very great extent. The respondents stated that other forces of change facing their organization were internal learning of the organization, programs to effectively utilize funds and resources, creating space for children and introducing life skills, structure and internal communication. Other forces of change that the respondents stated include: the environmental uncertainty, continuum of strategic development evolution, whose characteristics involve preparing functionally based plans, using historical data, no leveraging of resource and the value system is to meet budgetary targets, resistance by employees to change and pressure to increase efficiency while delivering improved and integrated services. In addition to these the respondents stated sustainability of service even in competitive markets; mitigate against potential failure of privatized services while reducing transaction costs. The researcher concludes that increased examination of NGOs will not only allow them to more fully describe the field of organizational types and their communicative characteristics and dynamics but also will provide a wealth of opportunities to validate current theoretical assumptions that have largely been based on the empirical picture presented in corporate organizations. Although NGOs have become established organizational actors within development policy and practice, critical questions are increasingly being asked of their performance and accountability. In general, the roles and activities of NGOs are far less systematic on internal organizational processes and management. In the light of this research it is recommended that NGOs have to make strategic choices between confrontational, complementary or collaborative strategic relationships with government. The process of making these strategic choices gives rise to internal tensions concerning expenditure priorities, the conflicting demands of clients and donors, which result in disagreements over an appropriate balance between quality services and meeting fundraising targets. Service-deliverers are pulled towards clients and fund-raisers towards donors. The result can be a split within the organization, which can be resolved by the voluntary organization acting as a mediator or bridge between donor and client.

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ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organizations
LOB	Line of Business
NGO	Non Governmental Organizations
SBU	Strategic Business Unit
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The management of strategic change is one of the central concerns in modern business theory and practice. Out of the economic and technological upheavals of the past decade has emerged a new dynamism in key areas of business activity, and a whole new body of ideas has developed on strategic change: how to redirect business away from out-moded practices to cope with the new challenges of technology, global markets and international competition that's why management of strategic change comes into play (Burnes, 2004). Organizations are formed to pursue a given purpose for which they align themselves to achieve during their life. Continuous evaluation of internal processes and the external environment is crucial to survival in the ever turbulent environment. To succeed, in achieving their goals, organizations need to formulate and implement strategies through management of strategic change (Koigi, 2002).

A dominant theoretical paradigm in academic strategic management circles is the Resource-Based View (RBV). The RBV is an inside-out perspective, according to which, competitive success lies within the hands of managers themselves. According to this theory management of strategic change is important because it is based on the concept of economic rent and the view of the company as a collection of capabilities. Another theory which supports the importance of management of strategic changes is the stakeholder approach to strategy. The impetus behind stakeholder management was to try and build a framework that was responsive to the concerns of managers

who were being buffeted by unprecedented levels of environmental turbulence and change (Burnes, 2000).

Non-governmental organizations in Mathare Slums are facing serious challenges in the management of strategic change occasioned by among others sudden changes that affect organizations` individual situation, fast spread of new technology, shifts in leadership, overseas initiatives, new products and services all are causing unpredictability among the NGOs operating in the slum. In addition to these the need to address a broader range of stakeholder interests than in the past, increasing global presence, information overload, lack of knowledge about the relationships between actions and results is an everyday reality for managers working in unstable environment is the common issue among NGOs (Ali,2012).

1.1.1 Concept of Strategy

The concept of strategy has been borrowed from the military and adapted for use in business. In business, as in the military, strategy bridges the gap between policy and tactics. Together, strategy and tactics bridge the gap between ends and means. Porter, (1991) argues that competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value. In short, Porter argues that strategy is about competitive position, about differentiating oneself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors. Thus, Porter seems to embrace strategy as both plan and position.

Mintzberg, (1994) argues that strategy emerges over time as intentions collide with and accommodate a changing reality. Thus, one might start with a perspective and conclude that it calls for a certain position, which is to be achieved by way of a

carefully crafted plan, with the eventual outcome and strategy reflected in a pattern evident in decisions and actions over time. This pattern in decisions and actions defines what Mintzberg called realized or emergent strategy. Strategy is the bridge between policy or high-order goals on the one hand and tactics or concrete actions on the other. Strategy and tactics together straddle the gap between ends and means. In short, strategy is a term that refers to a complex web of thoughts, ideas, insights, experiences, goals, expertise, memories, perceptions, and expectations that provides general guidance for specific actions in pursuit of particular ends.

Robert, (1993) argues that unclear strategy and conflicting priorities reduce business performance and profits. A business strategy clarifies a company's direction and the strategic changes required for long-term success. The process of creating a business strategy forces an organization to thoroughly analyze and structure its business. It explores the external trends and the industry logic as well as the strengths and weaknesses in the present business. The business strategy process fulfils several important purposes in the company: which include identifying industry changes and key external trends, indicating the company's future direction, strategy and business model, securing a common understanding and commitment in the management team, creating a pro-active organization and informing employees, board, investors and others about the strategies and plans.

1.1.2 Concept of Change in Organization

Quinn, (2004) defines a change as is a shift in some condition or situation from its present state to a new and different state. A change can range from minor shifts in procedures or technology to a revolutionary shift in roles within a society. According to him the word change is often used to refer both to a shift that occurs in the

organization's external environment, as well as the changes that occur inside of the organization in response to shifts in its external environment. Companies that refuse to embrace change may disappear. However, change is difficult because it involves modifying people's behavior. Resistance may come from employees who are generally skeptical of change initiatives, especially if they have lived through botched implementations in the past. Successful organizational change requires top management leadership and a clear explanation of how the contemplated changes can help employees do their jobs more efficiently (Burke, 1995).

Kotter, (1996) observes that change in organization is when a company or an organization is going through a transformation. Change in organization occurs when business strategies or major sections of an organization are altered. The concept of change in organizations is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow. However, success should not lead to complacency. To stay a step ahead of the competition, companies need to look for ways to do things more efficiently and cost effectively. There is no need to fear change. Instead, small businesses should embrace change as a way to lay the foundations for enduring success.

A company's change drivers include the competitive environment, new technologies, consumer demand, economic conditions and government policy actions. Information technologies have changed how businesses operate and interact with one another. New business models, such as outsourcing and virtual collaboration, would not be possible without high-speed communications and the Internet. Government regulations also force businesses to adapt, as do changing consumer preferences. Recessions usually lead to layoffs, which may require restructuring, and mergers and

acquisitions lead to changes in organizational culture. Organizational change typically consists of three stages: establishing the need, implementation and monitoring. To establish a need for change, senior management could articulate where the company wants to be in five to 10 years and what it needs to do to get there (Chang, 1994).

1.1.3 Non Governmental Organizations (NGOs) in Kenya

NGOs in Kenya gather its membership from international, regional and national NGOs operating in Kenya and working with a host of CBOs and groups. These NGOs are active in a cross section of sectors including: agriculture, water, education, environment, health, human rights, gender and development, children`s rights, poverty alleviation, peace, population, training, counseling, small scale enterprises, disability and many others. The NGO Council provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. It enhances the self-regulation of its members, and assists them to realize their potential in improving services that improve the socio-economic status of society in pursuit of sustainable development.

The non-profit sector has witnessed a huge growth rate throughout the post-colonial period. From a few hundreds at independence in 1963, the number has increased to thousands of organization. Appendix I shows the growth in the number of non-profit institutions from 2008 to 2013 which stands at 4,099 NGOs (Kenya NGO Bureau, 2013). These NGOs are from different sectors including health, education, poverty eradication, development and security. However, it is important to note that there are difficulties obtaining accurate and reliable data on the sector. The National System of Accounts does not have systematic data on non-profits. The source of data reported here includes administrative records of various ministries and it is difficult to

ascertain if they are complete and accurate. All along NGOs in the country have not been able to make and implement strategic decisions concerning how to continuously improve organizational performance and impact in an ever changing environment. They have lacked clear direction as a basis for important ongoing decision-making concerning the use of available resources. In addition to the above they have failed to formulate their strategy for how best to achieve their aims and the steps necessary to get there.

1.2 Research Problem

Organizational change is an empirical observation in an organizational entity of variations in shape, quality or state over time (Fullan, 2001), after the deliberate introduction of new ways of thinking, acting and operating (Quinn, 2004). The general aim of organizational change is an adaptation to the environment (Leana and Barry, 2000) or an improvement in performance (Boeker, 1997). Owing to the scarcity of resources and the inherent desire for accomplishment among every organization, there is a growing need to ensure that organizations thrive while benefiting the stakeholders which include the shareholders, customers, employees, management, and government, among others. NGOs in Kenya in general and those operating in Mathare slums in particular have been faced with numerous challenges that accrue to the ever changing environmental conditions which require infrequent changes to strategies. Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis which they have failed to master in their run of responsibilities (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003).

Various studies have been carried on this topic for example Ali, (2011) carried out a study on the factors influencing sustainable funding of non-governmental organizations in Kenya and found out that management of strategic change is core among them, Weerawardena, (2008) in his study inherently reflect the need of organizations including NGOs to leverage the competitive advantage that leads to superior financial performance, ensuring organizational survival and growth and Koigi (2002) argues in his study that to succeed, in achieving their goals, organizations need to formulate and implement strategies through management of strategic change. While the above studies have touched on the topic of management of strategic change practices; there is still quite a gap among profit making enterprises and non-profit making organizations in the sense that the desire for excellence is not reflected in a similar emphasis in investment of resources and significance despite increased vulnerability and threats to organizational continuance. Thus, this sought to fill this knowledge gap. The question answered was what management of strategic change practices is adopted by nongovernmental organizations in Mathare slum, Kenya?

1.3 Objectives of the Study

The objectives of this study were: To establish the forces of change affecting Non Governmental Organization in Mathare slum of Kenya and to determine strategic change management practices adopted by Non Governmental Organizations in Mathare slum of Kenya.

1.4 Value of the Study

The findings of this study will be useful to various groups of people. Scholars and researchers will benefit from these study findings in that they will add to the existing knowledge and hence will be of interest especially those who seek to explore and carry out further investigations

The study findings shall be beneficial to the management of other NGOs and other industry players for example the CBOs who may want to use the recommendations to customize and adopt effective management of strategic change.

On the other hand the findings of this study will give other stakeholders including the donors and government agencies relevant information to help them build and improve organizational capacity for responding to a range of changes in the operating micro and macro environment through an effective management of strategic management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers several subtopics such as the theoretical foundation which looks at the theories like teleological theory and life cycle theory. The chapter captures strategy formulation and Porters model. The chapter also covers managing strategic change and challenges of managing strategic change benefits of strategic change.

2.2 Theoretical Foundation

This study was based on two theories covering management of strategic change: These are the teleological theory and the life cycle theory.

2.2.1 Teleological Theory

Van de Ven and Poole (1995) describe a teleological theory as based on the assumption that change is guided by a goal or desired end state. It assumes that the organization is populated by purposeful and adaptive individuals. By themselves or in interaction with others they construct an envisioned end-state, take action to reach it, and monitor their progress. This approach underlies many organizational theories of change, including functionalism, decision making, adaptive learning, and most models of strategic choice and goal setting. Teleological theory views development as a cycle of goal formulation, implementation, evaluation, and modification of goals based on what was learned or intended. The theory can operate in a single individual or among a group of cooperating individuals or organizations who are sufficiently like-minded to act as a single collective entity. Since the individual or cooperating group has the freedom to set whatever goals they like, teleological theory inherently

accommodates creativity; there are no necessary constraints or forms that mandate reproduction of the current entity or state.

Teleology does not presume a necessary sequence of events or specify which trajectory development will follow. However, it does imply a standard by which development can be judged – development is that which moves the entity toward its final state. There is no prefigured rule, logically necessary direction or set sequence of stages in a teleological process. Theories based on teleology focus on the prerequisites for attaining the goal or end-state: the functions that must be fulfilled, the accomplishments that must be achieved, or the components that must be built or obtained for the end-state to be realized. These prerequisites can be used to assess when an entity is developing; it is growing more complex, it is growing more integrated, or it is filling out a necessary set of functions. This assessment can be made because teleological theories posit an envisioned end state or design for an entity and it is possible to observe movement toward the end state *vis-avis* this standard (Poole et al., 2000).

While teleology stresses the purposiveness of the individual as the generating force for change, it also recognizes limits on action. The organization's environment and its resources of knowledge, time, money, etc. constrain what it can accomplish. Some of these constraints are embodied in the prerequisites, which are to some extent defined by institutions and other actors in the entity's environment. Individuals do not override natural laws or environmental constraints but make use of them in accomplishing their purposes.

2.2.2 Life Cycle Theory

Van de Ven and Poole (1995) observe that many management scholars have adopted the metaphor of organic growth as a heuristic device to explain changes in an organizational entity from its initiation to its termination. Life cycle theory assumes that change is immanent; that is, the developing entity has within it an underlying form, logic, program, or code that regulates the process of change and moves the entity from a given point of departure toward a subsequent end that is already prefigured in the present state. External environmental events and processes can influence how the immanent form expresses itself, but they are always mediated by the immanent logic, rules, or programs that govern development.

The typical progression of events in a life cycle model is a unitary sequence which is cumulative and conjunctive (the stages are related such that they derive from a common underlying process). This is because the trajectory to the final end state is prefigured and requires a specific historical sequence of events. Each of these events contributes a certain piece to the final product, and they must occur in a certain order, because each piece sets the stage for the next. Each stage of development can be seen as a necessary precursor of succeeding stages. Life cycle theories of organizations often explain development in terms of institutional rules or programs that require developmental activities to progress in a prescribed sequence. Other life cycle theories rely on logical or natural properties of organizations. For example, Rogers' (1983) theory posits five stages of innovation – need recognition, research on the problem, development of an idea into useful form, commercialization, and diffusion and adoption. The order among these stages is necessitated both by logic and by the natural order of Western business practices.

2.3 Strategy Formulation

Porter, (1985), observes that it is useful to consider strategy formulation as part of a strategic management process that comprises three phases: diagnosis, formulation, and implementation. Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates. He further argues that diagnosis involves performing a situation analysis, including identification and evaluation of current mission, strategic objectives, strategies, and results, plus major strengths and weaknesses; analyzing the organization's external environment, including major opportunities and threats; and identifying the major critical issues, which are a small set, typically two to five, of major problems, threats, weaknesses, and/or opportunities that require particularly high priority attention by management.

The second phase in the strategic management process is formulation, produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. In formulation, we are trying to modify the current objectives and strategies in ways to make the organization more successful. This includes trying to create sustainable competitive advantages although most competitive advantages are eroded steadily by the efforts of competitors (Porter, 1985).

Williams, (2002) proposes three aspects or levels of strategy formulation, each with a different focus, need to be dealt with in the formulation phase of strategic management. These include the corporate level strategy, the competitive strategy and functional strategy levels. In corporate level strategy the concern is with broad

decisions about the total organization's scope and direction. Basically, organizations consider what changes should be made in their growth objective and strategy for achieving it, the lines of business they are in, and how these lines of business fit together. The three components of corporate level strategy are growth or directional strategy, portfolio strategy and parenting strategy. Competitive strategy on the other hand involves deciding how the company will compete within each line of business (LOB) or strategic business unit (SBU). Functional Strategy however are the more localized and shorter-horizon strategies deal with how each functional area and unit will carry out its functional activities to be effective and maximize resource productivity.

2.4 Porter`s Models

Porter (1979) developed his model which called Porters Five Forces Model that is considered as a main framework of strategic planning for the businesses. This model helps in evaluating the company`s environment and understanding its competitive position that extends beyond the current rivalry threat. A successful strategic planning enables the company to improve their competitive advantage. Strategy can be formulated on three levels, namely, corporate level, business unit level and departmental level. Porter's model outlines the primary forces that determine competitiveness within an industry and illustrates how those forces are related. The model suggests that in order to develop effective organizational strategies, managers must understand and react to those external forces within an industry that determine an organization's level of competitiveness within an industry.

Porter recognized the following three generic strategies: cost-leadership strategy, differentiation strategy and focus strategy. These three strategies are supposed to be implemented at the businesses to build a competitive advantage of the companies.

Porter 1979 explained how competitive forces shape strategy as he leaved a considerable impact on the strategic framework. He opened the door for implementing this model on levels of corporations, regions, nations and health care. The management can use this model in dealing with competition as they used to deal with a too narrow concept of competition by looking only to the current direct competitors. But now competition extends beyond the current competitive firms to include customers, suppliers, potential entrants and substitute products. So, the competition forces will include four additional forces to be five forces in total, (Porter, 2008).

Porter encourages the businesses to the focus on the factors of his model, to evaluate these factors and to classify them according to their degrees of importance when they conduct business environmental surveys,(Porter, 1980). Also, the determination of main factors of competence forces could help in exploring the read ground of strategic programs in the organization. This will help highlighting the strength and weaknesses of the business internal environment which help in selecting business strategies in a good manner, (Al-doury, 2005).

2.5 Management of Strategic Change

The organizational world is entering a new frontier composed of rapid, unpredictable change and substantial uncertainty that are transforming the nature of competition. Success in today's organizational world requires new managerial mindsets that emphasize global markets, strategic flexibility, and the ability to tolerate and harness change (Hitt, Ricart, & Nixon, 1998). Furthermore, the time frames of all strategic actions are significantly being reduced (Hitt, Keats, & DeMarie, 1998). This new business setting requires new forms of managerial thinking and organizational structures, global mindsets, considerable strategic and structural flexibility, and

innovative methods for implementing strategies. Managing change means getting the organization to accept the change, understand the elements of change and then properly executes change. Appropriate management of strategic change leads to costs saving, makes organizational structure stronger and corporate relationships are improved.

Strategic management has become a global practice for managing strategic change. This is because it enables organizations to be responsive to environmental needs and changes, see competitive challenges in advance, achieve operational effectiveness, develop strategic objectives and actions, effectively mobilize and utilize existing scarce resources and develop effective directional policy. It has also become necessary for organizations to continuously adapt their subsystems to enable them meet the requirements of the dynamics in the environment to guarantee organizational positioning, competitiveness and survival. This is because an organizational, as a function a living organism, has to account for its existence by having a mission. Strategic management of change provides this answer (Burnes, 2000).

Graetz (2000) goes as far as suggesting against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change. Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis (Burnes, 2004; De Wit and Meyer, 2005; Luecke, 2003; Nelson, 2003). Although the successful management of strategic change is accepted as a necessity in order to

survive and succeed in today's highly competitive and continuously evolving environment (Okumus and Hemmington, 1998).

In the past decade it has become a norm that the external organizational environment has become a significant player in the way of carrying out objectives so as to realize goals. Firms draw inputs from the environment and from within themselves which they translate into outputs for consumption by the environment and the firm itself. The changes in the environment therefore have a profound effect on the nature of opportunities and risks they pose to the organizations. It becomes necessary for organizations to align themselves with the environment for their continued survival and sustainability through an effective management of strategic change (Choi et al, 1985).

Organizations must therefore adapt their resource capabilities to address environmental opportunities and challenges. This is necessary if they have to justify the reason for their existence in the communities where they operate through what they are able to perform or to give to the society. However the greatest challenge for management is not even what they are capable to give but the level of environmental turbulence. The current organizational environment poses greater levels turbulence for both profit making and non-profit making organizations in relation to the ever changing nature of technology, the diminishing levels of natural resources, the increased change in demands and needs of the world coupled with their unpredictable weather and economic patterns, or but complicate the way of doing business (Burnes, 2000; Aosa, 1998).

Guimaraes and Armstrong (1998) argue that mostly personal and superficial analyses have been published in the area of strategic change management, and according to

Doyle (2002) there is even evidence to suggest that with only a few exceptions existing practice and theory are mostly supported by unchallenged assumptions about the nature of contemporary organizational change management in the firms. Edmonstone (1995) supports this observation when stating many of the strategic change processes over the last 25 years have been subject to fundamental flaws, preventing the successful management of strategic change. Even though it is difficult to identify any consensus regarding a framework for organizational strategic change management, there seems to be an agreement on two important issues. Firstly, it is agreed that the pace of change has never been greater than in the current business environment (Balogun and Hope Hailey, 2004; Burnes, 2004; Kotter, 1996; Luecke, 2003; Moran and Brightman, 2001; Okumus and Hemmington, 1998; Paton and McCalman, 2000; Senior, 2002).

Secondly, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hope Hailey, 2004; Burnes, 2004; Carnall, 2003; Kotter, 1996; Luecke, 2003), and, therefore, affects all organizations in all industries. Senior's (2002) proposed three categories of change as a structure with which to link other main theories and approaches. These three categories have been identified as change characterized by the rate of occurrence, by how it comes about, and by scale. Total quality management (TQM), business process re-engineering (BPR) and other strategic change initiatives embrace several of these characteristics (Balogun and Hope Hailey, 2004).

The planned approach to strategic change is long established and held to be highly effective (Bamford and Forrester, 2003; Burnes, 2004), however it has come under increasing criticism since the early 1980s (Kanter et al., 1992; Burnes, 1996). Firstly,

it is suggested that the approach's emphasis is on small-scale and incremental change, and it is, therefore, not applicable to situations that require rapid and transformational change (Burnes, 2004; Senior, 2002). Secondly, the planned approach is based on the assumptions that organizations operate under constant conditions, and that they can move in a pre-planned manner from one stable state to another (Bamford and Forrester, 2003). These assumptions are, however, questioned by several authors (Burnes, 2004; Wilson, 1992) who argue that the current fast-changing environment increasingly weakens this theory. Moreover, it is suggested that organizational change is more an open-ended and continuous process than a set of pre-identified set of discrete and self-contained events (Burnes, 2004).

By attempting to lay down timetables, objectives and methods in advance it is suggested that the process of strategic change becomes too dependent on senior managers, who in many instances do not have a full understanding of the consequences of their actions (Wilson, 1992). Thirdly, the approach of planned strategic change ignores situations where more directive approaches are required. This can be a situation of crisis, which requires major and rapid change, and does not allow scope for widespread consultation or involvement (Burnes, 1996; Kanter et al., 1992). Finally, the critics argue that the planned approach to strategic change presumes that all stakeholders in a change project are willing and interested in implementing it, and that a common agreement can be reached (Bamford and Forrester, 2003). This presumption clearly ignores organizational politics and conflict, and assumes these can be easily identified and resolved (Burnes, 2004).

The emergent approach to strategic change emphasizes that change should not be perceived as a series of linear events within a given period of time, but as a

continuous, open-ended process of adaptation to changing circumstances and conditions (Burnes, 2004; Dawson, 1994). The emergent approach stresses the unpredictable nature of change, and views it as a process that develops through the relationship of a multitude of variables within an organization. Apart from only being a method of changing organizational practices and structures, change is also perceived as a process of learning (Altman and Iles, 1998; Davidson and De Marco, 1999; Dunphy and Stace, 1993). According to the advocates of the emergent approach to strategic change it is the uncertainty of both the external and internal environment that makes this approach more pertinent than the planned approach (Bamford and Forrester, 2003).

To cope with the complexity and uncertainty of the environment it is suggested that organizations need to become open learning systems where strategy development and change emerges from the way a company as a whole acquires, interprets and processes information about the environment (Dunphy and Stace, 1993). The approach stresses a promotion of 'extensive and in-depth understanding of strategy, structure, systems, people, style and culture, and how these can function either as sources of inertia that can block change, or alternatively, as levers to encourage an effective change process'(Burnes, 1996). Furthermore, Burnes (1996: 13) argues, 'successful strategic change is less dependent on detailed plans and projections than on reaching an understanding of the complexity of the issues concerned and identifying the range of available options. It can, therefore, be suggested that the emergent approach to change is more concerned with change readiness and facilitating for change than to provide specific pre-planned steps for each change project and initiative.

2.6 Challenges of Managing Strategic Change

Faced with pressures for change, managers are likely to deal with the situation in ways which are in line with the paradigm and the cultural, social and political norms of organizational life. This raises difficulties when managing strategic change for it may be that the action required is outside the scope of the paradigm and the constraints of the cultural web-that members of the organization would be required to change substantially their core beliefs or 'the way we do things around here'. Desirable as this may be, the evidence is that this does not occur easily. Managers are much more likely to attempt to deal with the situation by searching for what they can understand and cope with in terms of the existing paradigm. In other words, they will attempt to minimize the extent to which they are faced with ambiguity and uncertainty by looking for that which is familiar (Schermerhorn, 2001). Faced with a stimulus for action, for example declining performance, managers first seek for means of improving the implementation of existing strategy, perhaps through the tightening of controls. In effect, they will tighten up their accepted way of operating. If this is not effective, then a change of strategy may occur, but a change which is in line with the existing paradigm. The evidence is that strategic management is, in the main, the predominant application of the familiar and that a fundamental change to the paradigm is unlikely until the attempt to reconstruct strategy in the image of the existing paradigm is demonstrably unsuccessful (Quinn, 1980).

Over time, the phenomenon of strategic drift will occur: that is gradually, perhaps imperceptibly; the strategy of the organization will become less and less in line with the environment in which the organization operates. This may be a process which takes very many years may not be discerned by the managers until the drift becomes

so marked that performance decline results. It is then that more fundamental changes in strategy are likely to occur. The reasons for this drift arise out of the explanations given above. Managers are likely to discount evidence contrary to the paradigm but readily absorb that which is in line with the paradigm. Change which is within the paradigm is therefore likely to be more comfortable. Moreover, radical challenges to the paradigm are likely to give rise to political resistance and reaction which further embeds the organization in its existing strategy: and since the organization is likely to be making changes of an incremental nature anyway, managers can point to the extent that change is occurring. The outcome of processes of decision making of this kind is not likely to be the careful, logical, adaptive strategy making which keeps in line with environmental change (Mintzberg, 1978).

2.7 Benefits of Strategic Change

According to Luecke, (2003), change management is important it helps in transitioning individuals, groups and organizations from a current state to a future state with intended business benefits. The strategic initiatives are formulated as a direct response to a change in the business environment. Strategic initiatives projects and programs by their very nature drive change in an organization. Kaplan and Norton (2001) argue that strategic initiatives are designed to help the organization achieve its targeted performance. In today's volatile environment, with the rate of change accelerating, organizations that successfully manage strategic initiatives save more money and are poised to gain an advantage over their competitors.

Organizations are more effective when they demand active project sponsorship as a core competency. Sponsors play a critical role in effectively integrating project management and a disciplined approach to change management that dramatically

improves the odds of a successful project implementation. The sponsor plays a key role by promoting and sustaining the focus on the project's critical nature and its urgency as well as by coaching employees and executives and, finally, by communicating a shared sense of the need for change. Furthermore, for change initiatives to be successfully implemented, projects are increasingly becoming the key drivers of organizational success. It is absolutely essential that the executive team develops the capability to be sponsors that truly understand, promote and demonstrate communication and leadership and clarify

Aiken et al, (2008) argues that the benefits of management of strategic change are the organization can respond faster to customer demands, helps to align existing resources within the organization, allows the organization to assess the overall impact of a change and organizational effectiveness and efficiency is maintained or even improved by acknowledging the concerns of staff. In addition to these employee performance increases when staff feel supported and understand the change process, increased customer service and effective service to clients from confident and knowledgeable employees, provides a way to anticipate challenges and respond to these efficiently, strategic change management helps to contain costs associated with the change, increased return on investment and creates an opportunity for the development of best practices, leadership development, and team development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that the study utilized. The chapter contains the research design and target population of the study. In addition to these the chapter covered the sample design and size that the researcher used. Equally the chapter covers data collection methods that the study used to collect data. Lastly the chapter looks at the data analysis techniques adopted in the study.

3.2 Research Design

This study adopted a descriptive research design. This design was appropriate for the study as it enabled higher level analysis. It also assisted in determining the practices that prevail, paradigms and point of view of the respondents in so far as management of strategic change in their organizations is concerned. According to Cooper and Schindler (2009) explanatory research design is structured with clear investigative questions and can be used to discover associations where necessary. This corresponds to the aim of the study of evaluating management of strategic change by Kenyan NGOs in Mathare slum.

3.3 Population of the Study

Population of study is a group of individuals taken from the general population who share a common characteristic in this case NGOs operating in Mathare slum. The population for this study consisted of all NGOs operating in Mathare slum which is 23 NGOs. Owing to the fact that the number of NGOs operating in Mathare slum are

small in number a census survey was carried for all 23 NGOs as shown in appendix ii so as to access the study parameters on the entire population.

3.4 Data Collection

Both primary and secondary data was used in this research. Primary data was derived from questionnaires distributed to the NGO managers. The questionnaires had both open ended and closed-ended questions and covered management of strategic change amongst NGOs operating in Mathare slum. The researcher personally administered the questionnaires using the drop and pick later approach. Secondary data was gathered from library material, NGOs and other organizations journals and reports, media publications and various search engines covering management of strategic change and conceptual frameworks applicable in their study. Questionnaires allowed for confidentiality of the respondents to be kept. The other method for primary data collection was personal interviews with the operations managers of the NGOs. This involved semi structured interview questions that enabled the researcher acquire in-depth information and data about the study subject. All these were for purposes of collecting detailed data.

3.5 Data Analysis

The data analysis included both qualitative techniques and quantitative techniques. The data was analyzed using SPSS to generate frequency distributions and percentages to assist the researcher in answering the research questions. The qualitative data was summarized and categorized according to common themes and was presented using frequency distribution tables. The data was also presented using content analysis and descriptive statistics. Descriptive statistics was used to

meaningfully describe measurement using statistics so as to arrive at the relationship of answers received. Content analysis was used mostly to arrive at inferences through a systematic and objective identification of the specific messages. The data that was obtained was also compared with existing literature in order to establish areas of agreement and disagreement in order to ascertain the facts.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, results and discussion. It captures personal information in relation to the position of the respondents, the durations the respondents had served in the organization and the duration the organization has operated in the country. The chapter also covers the sector the organization operates in, the size of the organization in terms of employees and the ownership of the organization. In addition the chapter looks at the forces of change and strategic change management practices and the relationship that exist on various aspects of forces of change and different practices.

4.2 Personal Data

The main objectives of this study were to establish the forces of change affecting Non Governmental Organization in Mathare slum of Kenya and to determine strategic change management practices adopted by Non Governmental Organizations in Mathare slum of Kenya. Data was collected from various managers through a questionnaire administered by the researcher herself. Out of the targeted twenty three NGOs operating in Mathare slums twenty one of them responded. The response rate represents a 91% success which according to the researcher is sufficient enough to be used in drawing conclusions and giving recommendations.

The study wanted to establish the position of the respondents. From the study findings the positions of those who responded were executive directors, project managers, administrators thus the information received is thought to be credible for the purposes

of this study since the managers are the ones responsible for management of strategic change. The study sought to find out the duration the respondents had served in the organization. The findings indicate that majority of the respondents 14 or 67% had been with the organization for period not exceeding ten years representing. This is as opposed to 7 or 33% of the respondents who had been with the organizations for a period exceeding ten years.

The study was interested in findings out for how long the NGOs had operated in Kenya. The study findings indicate that 5 or 24% of them had operated in the country for less than 10 years 7 or 33% had operated in the country for a period between 10 to 20 years while 9 or 43% of them had been in operation in Kenya for a period exceeding 20 years. In relation to the sector in which the NGOs operated in the findings show that most of them were operating in health and education representing 43% each while 14% of those who responded were operating in other sectors including social services, civil and advocacy and development and housing.

The research sought to find out the size of the organization in terms of branches. The findings show that 15 or 71% of the respondents had braches but the branches were less that 5 five across the country. The findings show that 6 or 29% of the remaining NGOs did not have any branches but were operating from a central point. In regards to the number of employees, majority of the respondents 11 or 52% indicated that they had over 50 employees. The findings show that 7 or 33% of the respondents stated that they had over 10 but less than fifty employees while 3 or 15% of the respondents indicated that they had less than 10 employees working for them. In terms of ownership of the organization the respondents stated that 14 or 67% were locally owned, 5 or 24% were internationally owned while 2 or 9% were locally

owned but in trust.

4.3 Forces of Change

The study sought to establish the extent to which various forces of change affect the NGOs using a five point scale where 1- not at all, 2- little extent, 3- moderate extent, 4-great extent and 5-very great extent. In relation to how various forces of change affect the organization, the findings indicate that forces of change such as having a crystal clear purpose and a reason to persevere despite inevitable difficulties and public better informed about development issues affect the operations of the organization. This is justified with a 3.4 for each of the above forces. The findings also indicate that forces of change in regard to compliance to new regulations and connection of employees to organizational goals and objectives with a mean of 3.3 also affect the organization operations in one way or another.

On the other hand the study findings indicate that the following forces of change thus need for frequent policy reform and governance and accountability challenges with a mean value of 2.8 did not affect the organization operations as much. In addition to these forces there were other forces such as having control of any changes, changing patterns in aid allocations, failure to effectively engage the public and changing demands for personal involvement with a mean value of 2.9 did affect the organization operation to some extent or moderately in that sense as contained in Table 4.1.

Table 4.1 The extent Forces of Change affect their Non Governmental Organizations

	Forces of Change	MEAN	STD. DEVIATION
1.	Consequences of uncertainty	3.1	0.62
2.	Having a crystal clear purpose and a reason to persevere despite inevitable difficulties	3.4	0.68
3.	Having control of any changes	2.9	0.58
4.	Connection of employees to organizational goals and objectives	3.3	0.66
5.	Collaboration among staff and with customers, partners, and suppliers to business needs	3.2	0.64
6.	Emerging technologies	3.1	0.62
7.	Compliance to new regulations	3.3	0.66
8.	Managing business information	3.1	0.62
9.	Changing patterns in aid allocations	2.9	0.58
10	Need for frequent policy reform	2.8	0.56
11.	Pressure to adopt professional standards in management of funds	3.1	0.62
12.	Rising levels of aid	3.1	0.62
Note: Table Continues to next page			

13.	Making the links between the micro- and macro-level advocacy activities and between service delivery and advocacy work	3.0	0.60
14.	Greater awareness	3.3	0.66
15.	Connectedness through new social movements, the media and the internet	3.0	0.60
16.	Public better informed about development issues	3.4	0.68
17.	Failure to effectively engage the public	2.9	0.58
18.	Changing ethnic and cultural make-up of society	3.0	0.60
19.	Changing demands for personal involvement	2.9	0.58
20.	Governance and accountability challenges	2.8	0.56
	GRAND MEAN	3.1	

From the study findings above the grand mean shows that forces of change covered in this study affects the organizations to a great extent as shown with a grand mean of 3.1.

The respondents were asked to state other forces of change in their organization. The respondents stated that other forces of change facing their organization were internal learning of the organization, programs to effectively utilize funds and resources, creating space for children and introducing life skills, structure and internal communication.

Other forces of change that the respondents stated include: the environmental uncertainty, continuum of strategic development evolution, whose characteristics

involve preparing functionally based plans, using historical data, no leveraging of resources and the value system is to meet budgetary targets, resistance by employees to change and pressure to increase efficiency while delivering improved and integrated services. In addition to these the respondents stated sustainability of service even in competitive markets; mitigate against potential failure of privatized services while reducing transaction costs.

4.4 Strategic Change Management Practices

The study sought to establish the extent to which strategic change management practices apply to how change is managed in their organizations using a five point scale where 1- not at all, 2- little extent, 3- moderate extent, 4-great extent and 5-very great extent. The study findings shows that majority of the respondents with a mean 3.3 were of the opinion that their firm uses the practice of communicating the vision of the organization as the strategic change management practice to how change is managed in their organization. This strategic management practices is used in with other practices such creating urgency around the need for change ,creating a vision for change, planning change management activities and ability to implement required skills and behaviors with a mean value of 3.2. The findings indicate that the respondents were also of the opinion that knowledge on how to change and awareness of the need for change practices were part of the strategic change management practices that are applied as to how change is managed in the organization with a mean value of 3.2. From the findings it is clear that strategic change management practices such as anchoring the changes in corporate culture and creating short-term wins with a mean value of 2.9 and making change stick with a mean of 3.0 were not applied to how change is managed in the organization. This is best illustrated in Table 4.2.

Table 4.2 The extent to which Strategic Change Management Practices Apply to how Change is Managed in the Organization

	Change Management Practices	MEAN	STD. DEVIATION
1.	Creating urgency around the need for change	3.2	0.60
2.	Forming a powerful coalition	3.1	0.62
3.	Creating a vision for change	3.2	0.64
4.	Communicating the vision	3.3	0.66
5.	Removing obstacles	3.1	0.62
6.	Creating short-term wins	2.9	0.58
7.	Building on the change	3.1	0.62
8.	Planning change management activities	3.2	0.64
9.	Making change stick	3.0	0.60
10.	Anchor the Changes in Corporate Culture	2.9	0.58
11.	Reinforcement to sustain the change	3.1	0.62
12.	Ability to implement required skills and behaviors	3.2	0.64
13.	Knowledge on how to change	3.2	0.64
Note: Table Continues to next page			

14.	Desire to participate and support the change	3.1	0.62
15.	Awareness of the need for change	3.2	0.64
	GRAND MEAN	3.1	

According to the grand mean on the strategic change management practices covered in this study applied to great extent as shown by a mean of 3.1 to how change is managed in the organization.

The study sought to establish other strategic change management practices in their organizations. The respondents stated resources mobilization strategic plan 2014-2015, training why change is needed in the organization, ensuring that the cost aspect is considered, services to customers and other stakeholders is a necessity, continuous training and giving incentives to employees to ensure that productivity enhanced in the organization. Other strategic change management practices the respondents stated include: processual approach in managing strategic change, providing support to employees during the strategic change process, observing culture and the management team conditions set. In addition to the above the respondents stated effective implementation and continuous evaluation of strategy.

4.5 Discussion of Findings

The findings show that most of the respondents indicated that having a crystal clear purpose and a reason to persevere despite inevitable difficulties, compliance to new regulations and changing patterns in aid allocations affect their organizations to a very large extent. These forces were followed by managing business information, consequences of uncertainty and public better informed about development issues at

of the respondents who thought these forces affect their organization to a very great extent.

On the other hand the study findings shows that majority of the respondents were of the opinion that the following strategic change management practices apply to how change in their organization to a very great extent. These strategic change management practices include: forming a powerful coalition, communicating the vision, ability to implement required skills and behaviors, knowledge on how to change, desire to participate and support the change and awareness of the need for change.

It is clear from the study findings that the present study is in agreement to other previous studies for example Koigi (2002) who argues in his study that to succeed, in achieving their goals, organizations need to formulate and implement strategies through management of strategic change. This so because the scarcity of resources and the inherent desire for accomplishment among every organization, there is a growing need to ensure that organizations thrive while benefiting the stakeholders which include the shareholders, customers, employees, management, and government, among others through management of strategic change in undertakings its operations.

The findings also concur with Quinn, (2004) argues that effective management is generic allowing of course for the fact that no two organizations in any field are exactly the same, and that many NGOs do not succeed because they do not pay proper attention to the fundamentals. NGOs claim to be driven by a specific, different set of values, generic management from business and government does not apply, and that they need their own different, value driven management principles.

As seen from the study findings it is important for organization to concentrate on the formulation and implementation of effective strategic change if they are to meet their objectives be it in operations or on profitability. Majority of the respondents agreed that strategic change management today has become an important aspect in every organization and is considered one of the best practices as there is no constant organization. Accordingly, strategic change management is one of the best practices that can promote performance in an organization be it public or private.

The study found that the strategic change management practices in NGOs in Mathare slum were necessitated by change in the stakeholder needs and preference. It was also noted that employee welfare and staff morale were not taken keenly in the change process. The findings indicate that in many respects NGOs are organizations like any other and should give priority to well established management principles in relation to strategic change, most of which are drawn from the business world. As for any organization, an appreciation of the NGO's operating environment and an ability to interpret that environment, are crucial to the building of effective management systems and choices on strategic change management.

The research findings shows that the use of strategic planning is widespread in NGOs even though they face strategic drift- continuous change in their strategic directions with plans only loosely coupled to their activities. It was found that by deliberately crafting multiple, ambiguous, and ambitious strategies, managers were able to effect organizational change and legitimacy in key stakeholder groups.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings of the study. It also covers the conclusions arrived at from the study findings and the recommendations for policy and practice drawn from the findings. In addition to chapter covers recommendations on the contribution of this study to knowledge, the implication for managerial policy and implications for managerial practice. Apart from these the chapter looks at the limitations of the study and suggestions for further research.

5.2 Summary

The findings show that most of the respondents indicated that having a crystal clear purpose and a reason to persevere despite inevitable difficulties, compliance to new regulations and changing patterns in aid allocations affect their organizations to a very large extent. These forces were followed by managing business information, consequences of uncertainty and public better informed about development issues as thought by the respondents as the forces affect that their organization to a very great extent.

From the study findings it is clear that most respondents indicated that forces of change such as connection of employees to organizational goals and objectives, collaboration among staff and with customers, partners, and suppliers to business needs affects the organization to a great extent. These forces were followed by forces of change including, pressure to adopt professional standards in management of

funds, connectedness through new social movements, the media and the internet and rising levels of aid.

The respondents stated that other forces of change facing their organization were internal learning of the organization, programs to effectively utilize funds and resources, creating space for children and introducing life skills, structure and internal communication. Other forces of change that the respondents stated include: the environmental uncertainty, continuum of strategic development evolution, whose characteristics involve preparing functionally based plans, using historical data, no leveraging of resource and the value system is to meet budgetary targets, resistance by employees to change and pressure to increase efficiency while delivering improved and integrated services. In addition to these the respondents stated sustainability of service even in competitive markets; mitigate against potential failure of privatized services while reducing transaction costs.

The study findings shows that majority of the respondents were of the opinion that the following strategic change management practices apply to how change in their organization to a very great extent. These strategic change management practices include: forming a powerful coalition, communicating the vision, ability to implement required skills and behaviors, knowledge on how to change, desire to participate and support the change and awareness of the need for change. The respondents stated resources mobilization strategic plan 2014-2015, training why change is needed in the organization, ensuring that the cost aspect is considered, services to customers and other stakeholders is a necessity, continuous training and giving incentives to employees to ensure that productivity enhanced in the organization. Other strategic change management practices the respondents stated include: processual approach in

managing strategic change, providing support to employees during the strategic change process, observing culture and the management team conditions set. In addition to the above the respondents stated effective implementation and continuous evaluation of strategy.

5.3 Conclusions

In conclusion strategic change management has become an important aspect in every organization universally and is considered one of the best practices as there is no constant organization. It is one of the best practices that can promote performance in an organization. To develop the organization, individuals have to be able to contribute in the decision making process and they need to learn. All participants need to understand their responsibility to represent their particular stakeholders and to support the implementation activities.

The researcher concludes that increased examination of NGOs will not only allow them to more fully describe the field of organizational types and their communicative characteristics and dynamics but also will provide a wealth of opportunities to validate current theoretical assumptions that have largely been based on the empirical picture presented in corporate organizations. Although NGOs have become established organizational actors within development policy and practice, critical questions are increasingly being asked of their performance and accountability. In general, the roles and activities of NGOs are far less systematic on internal organizational processes and management.

In summary there are many positive changes in development policy and practice that can be associated with the increased role and profile of NGOs. They include the

growth of participatory planning techniques, the integration of gender concerns into mainstream development thinking, and the continuing advocacy of human rights and environmental concerns. There is every reason to believe that NGOs of various kinds will continue to play important roles as actors in development processes through effective management of strategic changes.

In conclusion NGOs must face the management of a complex and diverse range of issues. They face internal management issues, for example questions of strategic planning, budgeting, staffing, and the governing structure of the organization, growth and change within the organization. They also face the management of external relationships; relations with government, the private sector, other NGOs and with their target communities. All of these come to bear on the possibility of NGOs managing development and other changes. The effectiveness of NGOs as actors in development and change depends on successful engagement with both internal and external management questions and also on the successful articulation between issues of internal and external management reasons why management of strategic change are necessary.

The study concludes that NGOs themselves should take the lead in promoting visionary leadership, strategic management, and the practice of good governance in their operations. Enhanced funding and capacity building of NGOs will bridge the gap between the efforts of the government and multinational institutions in promoting democracy, good governance, and sustainable development, particularly in the areas of human rights, equality, socio-economic and political empowerment as well as the eradication of poverty and injustices in Mathare slums in particular and the country at large.

5.4 Recommendations for Policy and Practice

An effective management of strategic change comes about when alterations are made to an organisation's functional parts, for example, through mergers, acquisitions or consolidations it is necessary that organizations are fully prepared to embrace the changes. Organizations therefore need to adopt corporate strategies, structures, procedures and technologies to deal with change stemming from internal and external conditions.

5.4.1 Contribution to Knowledge

It is recommended that continuous studies on the management of strategic change should be carried out. This is necessitated by today's business environment, with business models in a state of flux just as products and services are, it is virtually impossible for organizations to implement their chosen strategies without undertaking the kinds of strategic initiatives that inevitably require substantial behavioral and cultural change. Knowledge on this topic is important in that in today's volatile environment, with the rate of change accelerating, organizations that successfully manage strategic initiatives save more money and are poised to gain an advantage over their competitors through continuous research.

5.4.2 Implications for Managerial Policy

It is recommended that the NGOs council should put in place mechanisms to guide and govern operations of NGOs since some of them quit operations once their mandate is achieved. However, it could be beneficial to the community if all NGOs continue operating in the longterm through frequent policies. Managers are therefore expected to be on the forefront in the formulation of policies and standards that guide continuity of the NGOs.

Capacity building through policies is necessary in areas of financial management and reporting would also be beneficial in achieving effective management of strategic change. The government, in collaboration with NGOs, should strive to provide a positive environment in order to enable civil society to voice their concerns through democratic and civic means as well as through policies. Such an environment would encourage NGOs to be effective in service delivery, lobbying, advocacy, awareness building, and the empowerment of the marginalized. In the process, it will help citizens to actively participate and promote NGO sustainability through strategic change.

5.4.3 Implications for Managerial Practice

In the light of this research it is recommended that NGOs have to make strategic choices between confrontational, complementary or collaborative strategic relationships with government. The process of making these strategic choices gives rise to internal tensions concerning expenditure priorities, the conflicting demands of clients and donors, which result in disagreements over an appropriate balance between quality services and meeting fundraising targets. Service-deliverers are pulled towards clients and fund-raisers towards donors. The result can be a split within the organization, which can be resolved by the voluntary organization acting as a mediator or bridge between donor and client.

NGO leaders need not to demonstrate a chameleon-like ability to balance competing demands and a diversity roles according to the circumstances and the individuals involved; for example, balancing their personal vision with the practical needs of local communities, as well as the demands of donors or the vested interests of local politicians. They need to show the capacity to play different roles and balance

competing demands, as well as develop strategies that enable them to cope with the exigencies of complex and difficult external environments.

5.5 Limitations of the Study

In carrying out this study the researcher was faced by various limitations. Major among them was the unwillingness of the respondents to provide the right answers to the questions given forwarded to them. Some respondents were suspicious on the intention of the study and were not comfortable discussing aspects of their organization in relation to strategic change management practices and the forces of change.

Since the researcher is in full time employment there was a challenge of collecting data in good time owing to the fact that she did not have enough time. Time was therefore a limiting factor in this study. The research objectives were therefore not conclusively covered in this study. The research lacked adequate funding for conducting the research since the researcher was self-sponsored in the MBA course and focused only on two departments. Limited resources on the part of the researcher were a limitation.

5.6 Suggestions for Further Research

Owing the limitations noted above the researcher recommends further research to be carried out on the following: the external and internal factors influencing effective management of strategic change among NGOs, the impact of leadership skills on management of strategic change by NGOs and the challenges faced by organization in management of strategic change in Kenya. These studies are important in establishing the hindrances to successful management of strategic change and their findings

benefits organizations which want to achieve maximum implementation of strategic change.

Apart from the above studies it is recommended that further studies be carried on the major factors impacting on management of strategic change efficiency and the influence of human resource functions on management of strategic change and how national and international legislation affects strategic change. These studies are recommended because the business trends, environmental factors and shifts in the global, social and political sphere are so unpredictable and continuous in nature thus the need for frequent legislations on the operations of public or private business operations in relation to management of strategic changes.

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APPENDICES

APPENDIX I: NUMBER OF NON-PROFIT ORGANIZATIONS BY 7

CATEGORIES IN KENYA (2008-2013)

Number of non-profit organizations	2008	2009	2010	2011	2012	2013
Self-Help Groups	16,208	17,805	18,651	46,288	91,139	185,722
Womens Groups	85,205	97,317	107,080	122,441	127,951	135,294
Youth Groups	3,426	3,765	4,283	5,538	9,978	11,083
Cooperatives	7,500	8,669	9,151	9,928	10,204	10,867
NGOs	836	831	1,254	2,280	2,789	4,099
Foundations/Trusts	17	17	18	231	212	223
Unions	67	68	70	89	93	99
TOTAL	113,259	128,472	140,507	186,795	172,375	347,387

Source: Kenya NGO Bureau, (2013)

APPENDIX II: LIST OF MAJOR NGOs IN MATHARE SLUMS

African Children Education Fund

Africa Peace Forum (APFO)

African Community Education Network

SNV Netherlands Development Organization

Choice Humanitarian

Compassion International Kenya

ACHIEVE (African Center of Hope & Initiative Everywhere)

Action Against Hunger (UK)

Action in Focus

African Partnership Aid For Rehabilitation & Development (APARD)

Dignitas

Adventist Development & Relief Agency – Kenya

Africa Alliance of Young Men's Christian Association

Mama Fatuma Goodwill Children Home

Rescue Dada

Africa Rehabilitation & Education Programme (AREP) Foundation

African Network for the Prevention & Protection Against Child Abuse & Neglect

(ANPPCAN)

African Peace Agenda

African Rescue Organization

African Woman & Child Information Network Ltd

African Women's Development & Communication Network (FEMNET)

Amka Space For Women's Creativity

APPENDIX III: QUESTIONNAIRE

Dear respondent please provide appropriate responses to the following questions. All the responses given shall be kept in strict confidentiality.

SECTION A: GENERAL INFORMATION

- 1 What is your position?
.....
- 2 For how long have you served the organization?
.....
- 3 How long has the Non Governmental Organization you are working with operated in Kenya?
.....
- 4 Which sector does your organization operate in?
.....
- 5 What is the size of your organization in terms of branches?
.....
- 6 What is the size of your organization in terms of employees?
.....
- 7 What is the ownership of your organization (Local/ International)?
.....

SECTION B: FORCES OF CHANGE

To what extent does each of the following forces of change affect your Non Governmental Organization? Please rate on a five point scale where:

1

2

3

4

5

Not at all

Little extent

Moderate extent

Great extent

Very

Great extent

	Forces of Change	1	2	3	4	5
1.	Consequences of uncertainty					
2.	Having a crystal clear purpose and a reason to persevere despite inevitable difficulties					
3.	Having control of any changes					
4.	Connection of employees to organizational goals and objectives					
5.	Collaboration among staff and with customers, partners, and suppliers to business needs					
6.	Emerging technologies					
7.	Compliance to new regulations					
8.	Managing business information					

9.	Changing patterns in aid allocations					
10	Need for frequent policy reform					
11.	Pressure to adopt professional standards in management of funds					
12.	Rising levels of aid					
13.	Making the links between the micro- and macro-level advocacy activities and between service delivery and advocacy work					
14.	Greater awareness					
15.	Connectedness through new social movements, the media and the internet					
16.	Public better informed about development issues					
17.	Failure to effectively engage the public					
18.	Changing ethnic and cultural make-up of society					
19.	Changing demands for personal involvement					
20.	Governance and accountability challenges					

Are there other forces of change in your organization? Kindly specify

.....
.....

.....

.....

SECTION C: STRATEGIC CHANGE MANAGEMENT PRACTICES

To what extent does each of the following strategic change management practices apply to how change is managed in your Non Governmental Organization? Please rate on a five point scale where:

1
2
3
4
5

Not at all Little extent Moderate extent Great extent Very

Great extent

	Change Management Practices	1	2	3	4	5
1.	Creating urgency around the need for change					
2.	Forming a powerful coalition					
3.	Creating a vision for change					
4.	Communicating the vision					
5.	Removing obstacles					
6.	Creating short-term wins					
7.	Building on the change					
8.	Planning change management activities					

9.	Making change stick					
10	Anchor the Changes in Corporate Culture					
11.	Reinforcement to sustain the change					
12.	Ability to implement required skills and behaviors					
13.	Knowledge on how to change					
14.	Desire to participate and support the change					
15.	Awareness of the need for change					

Are there other strategic change management practices in your organization? Kindly specify

.....

.....

.....

.....

Thanks for responding to the Questions

