

**IMPLEMENTATION OF CORPORATE RESTRUCTURING AT
THE INDEPENDENT ELECTORAL AND BOUNDARIES
COMMISSION IN KENYA**

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DECLARATION

I declare that this Research Project is my original work and has not been submitted to any other college, institution apart from The University of Nairobi.

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This Management Research Project has been submitted for moderation with my approval as the University Supervisor.

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I dedicate this research project to my mother Rodah Imbo, your ceaseless love, encouragement and prayers have seen me through my studies. Your value for girl child education has transformed my life, thanks and God bless you.

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ABSTRACT

Restructuring is a deliberate transformative exercise whose prime aim is enhancing the performance of the organization by reconstituting its structures. It entails among other things downsizing, outsourcing, and mergers. In essence it can target both the physical and philosophical orientation of the organization. This study targeted IEBC, the electoral management body of Kenya. The latter is currently undertaking an elaborate restructuring exercise. The study objective was to establish the extent to which the exercise has evolved and secondly to determine the challenges that have been encountered in the restructuring process at the IEBC. The research was undertaken on a case study design, the target being the restructuring implementation at the IEBC. Data was generated using structured personal interview with some of the commissioners, Directors and top departmental managers. The finding of the study established that only part of the targeted restructuring has been done; it also established that of those sectors already restructured there still exist operational flaws. It also established that the exercise is ongoing and may well meet the envisaged outcome by 2017 timeline. The study also established that there are challenges, both in the macro and micro environments and all are consistent with the sort of challenges one would expect in restructuring exercises. However the study established the organization is managing the challenges and the process is ongoing. The outcome of this study adds to the general body of knowledge on organizational restructuring and also offers a reference point for management practitioners and policy formulators. The study recommends that another research on the same area be carried out at the expiry of the proposed timeline – 2017, to establish if the restructuring was successfully implemented.

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ABBREVIATIONS AND ACRONYMS

BVR	Biometric Voter Registration
CAJ	Commission for Administration of Justice
CEC	Constituency Elections Coordinator
CEO	Chief Elections Officer
COC	Constituency office clerk
CVR	Continuous Voter Registration
ECK	Electoral Commission of Kenya
EMB	Electoral Management Bodies
ERS	Economic Recovery Strategy
ETR	Electronic Transmission of Results
EVID	Electronic Voter Identification Device
ICCPR	International Covenant on Civil and Political Rights
ICT	Information Communication Technology
IEBC	Independent Electoral and Boundaries Commission
IFEC	International Federation of Electoral Commission
IIEC	Interim Independent Electoral Commission
IREC	Independent Review Commission
KCB	Kenya Commercial Bank
NAIC	National Accord Implementation Committee
UDHR	Universal Declaration of Human Right

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Corporate restructuring is not a new phenomenon. Organizations have indulged in the exercise for years. The overall aim is improving organizational performance in the light of rapidly changing economic, social and political environments, which triggers the need for organizations to restructure in order to align (Recardo and Heather, 2013). Restructuring connotes change, and as always, change sends mixed signals. The latter is captured by Statt (2004) who observes that restructuring disrupts, in the process generating suspicion, distrust and resistance occasioned in most cases by attachment to old ways and fear of the unknown. Yet as Konze and Posner (2002) contend, corporate restructuring is inevitable in the current competitive environment and would determine the survival or demise of an organization. The latter view is shared by Kotter (1998) who sees restructuring as a deliberate move to weed off organization's flaws with the ultimate goal of enhancing its performance. According to Bradford & Burke (2005) restructuring is an all embracing exercise that targets the process, the systems, the structures and philosophy of the organization in most respects.

This study will be premised on and guided by the precepts of Complex System Theory, (Gell-Mann, 1995). The theory views organizations as complex systems whose component structures must align and reconfigure to be in tandem with the dictates of changing environment. The theory treats organizations as collections of strategies and structures which are complex but dynamic. They are adaptive and self organize

Corresponding to changes in the environment, a subscription to Complex Adaptive System (CAS) paradigm.

The need to restructure IEBC has roots in the Vision 2030 mooted by the government of Kenya in 2006. The branded Kenya's strategic plan 2006-2030 envisaged transforming Kenyan economy to industrialized status by the proclaimed date. Subsequently, it became the government policy that all public institutions/organizations had to develop their respective strategic plans which would enhance efficiency and performances in respective organizations thus cumulatively propel the country towards the said goal. The fiasco of 2007 general election and the attending violence gave urgent impetus and raised questions as to whether the former electoral body, Electoral Commission of Kenya (ECK), had proper structures in place to manage the electoral process. The outcome of the Kriegler Commission-Independent Review Commission (IREC)-2008, earlier constituted to investigate the said organization concluded that ECK had to be proscribed and a new electoral body, imbued with appropriate structures formulated. Under section 40 of 2008 ECK was proscribed to be followed by section 41 that saw inception of Interim Independent Electoral Commission (IIEC) later to be superseded by Independent Electoral and Boundaries Commission (IEBC). With no structures in place the first task IEBC undertook was to initiate restructuring of the new electoral body.

1.1.1 The Concept of Corporate Restructuring

According to Sullivan (2005), corporate restructuring is a deliberate transformative endeavor aimed at elevating the organizations' performance to a desired platform by imbuing it with new structures and institutionalizing the operations. That view is shared

by Kim (1994) who points out that the intended purpose of organizational restructuring is to increase an organizations' performance by focusing attention on cost cutting, creating efficiency, and flexibility and streamlining communication channels among other parameters. The components of restructuring vary as is observed by Gereffi, Humphrey and Sturgeon (2005). The latter cite such measures such as downsizing, redundancy, delayering, outsourcing, mergers among other considerations as possible constituents but as they explain, the direction and depth of restructuring will be contingent on the nature of the organization in question and the objectives behind the restructuring.

Organization may restructure without massive disruption to the overall composition of workforce far from what such concepts as redundancy, downsizing and delayering might suggest. That would be the case in situations where the focal point is the reconfiguration of administrative structure by redefining the roles of the workforce and putting in place mechanism to police the introduced change, (Mintzberg and Quins, 1991). The ultimate result in such cases, based on the rationalization of the prevailing work force vis –a-vis tasks/goal might or might not disrupt the status quo adversely though focus must not be missed that the realization of the projected objective takes precedence and dictates the depth and course of the restructuring exercise.

According to Recardo & Heather (2013) successful restructuring demands strong Executive support; Executive sponsorship that outlines the acceptance of change to be initiated by stakeholders and which expresses consensus on timing, factoring in business cycles. The latter view is shared by Gordon (1994) who views executive patronage in the exercise as crucial as it validates the critical strategy that will drive the restructuring. On

the whole however, restructuring no matter how well designed or conceptualized should not entirely be viewed as an undertaking that faultlessly materializes and come into fruition as envisaged from the start (Hebriank 2005). A lot of issues do emerge in the process that prompts suspension of parts or redirection of the process. That however should not blur the initial objective or focus of the undertaking (John & Scholes, 2002).

Data driven, transparent and all inclusive restructuring process that factor in micro and macro environmental forces and flexible enough to adjust to any eventuality should yield the outcomes that ultimately propel the organization into realizing enhanced performance, the ultimate objective of restructuring (Gordon, 1994).

1.1.2 Implementation of Corporate Restructuring

Implementation of corporate restructuring is the culmination of a rigorous and systematic development of strategic plan (Hammer & Champy, 1993). Suffice to say, understanding the concept of strategic implementation calls for broader understanding of the concept of strategic plan itself. Strategic plan is a deliberate exercise undertaken by the organization to initiate a long term plan of action designed to enhance the organization ability to anticipate and respond to exigencies and the long term institutional structures and operations (Hebriank, 2005).The implementation of corporate restructuring is the actualizing of strategy plan, transferring the blue print which is the plan and effecting it on the organization as proposed (Spinelli, 2012).

An organization needs to understand its current position, project where it is going and above all work out the modalities that would propel it to attain the desired objective. According to Spineli (2012), it is a process which starts with envisioning, defining the

strategic foundation, performing an organization assessment, defining strategy, providing strategic plan ,generating an implementation plan which entails providing timelines and allocating resources and then finally putting the implementation into action. The latter initiates the implementation, evaluation and monitoring activities. Implementation of strategic plan thus derives from a well formulated strategic plan. It is a process that actualizes the proposal outlined in the strategic plan.

Implementation of corporate restructuring must not be viewed as quick fix strategy; rather it is a long time management undertaking whose benefits is realized over a period of time after consistent and effective nurturing (John and Scholes, 2008). Implementation does not always follow sequentially the blue print. Since new developments during implementation phase might force the organization to revise its priorities to align best with the emerging environmental dictates. The latter implies implementation of strategic plan can be riddled with challenges, such as lack of good will from some stakeholders who might regard the process as a threat to their vested interest (David, 1997) among others. Good leadership is thus of essence for the purpose of articulating the purpose, the mission and vision of the organization and explaining why undertaking a restructuring is critical (Konze & Posner, 2004). According to Recardo and Heather (2013) poor or non synergetic communication during the restructuring process posses one of the biggest challenges to the realization of the objectives set. Equally critical to successful implementation is the ample provision of resources. When not factored from the envisioning stage and made available along the entire course of implementation, an organization might experience the tragic reality of scuttling the process midway (Girgis 2013).

1.1.3 Electoral System in Kenya

Electoral systems vary the world over in approach and institutional grounding but share one common principle; the desire to present to the citizen that elections carried out are credible free and fair. Kenya is a party to international bodies such as UDHR, ICCPR among others (IFEC 2012) that set international standards that relates to electoral process and which enshrines civil and political rights. Kenya thus has a legal obligation to enforce the rights in the instruments to which she is a party. Kenya has an independent electoral body. That implies that the body operates independent of the executive. It has its own structure provided for and protected by the constitution; security of tenure for the top management to insulate them from undue blackmail and a budgetary allocation. That should make it measure to the ideal EMB model: efficient and effective; boasts reasonable level of professionalism; is impartial and speedy in adjudication of electoral matters and finally transparent (Spinelli, 2012).

To put it in perspective, Kenya's electoral system has undergone marked transformation. In 1963 an electoral commission presided over a multiparty election, this body had no structures in place to facilitate the exercise independently and in conformity with the ideal general expectation. Being under a government department, the assumption would be that executive patronage would have compromised its independence and fair play-the hallmark of an ideal electoral body. The 1966 election was presided over by an election supervisor based in the attorney Generals' office; this arrangement again cast aspersions on the system as once more being under a department in a government that was a contestant at the same time compromised the essence of impartiality. In 1982 Kenya

became a de jure one party state effectively killing competitive politics and rendering the electoral process mere rubberstamping.

The introductions of queue voting in 1988 eliminated the most basic right of the voter- freedom to secretly vote and elect a representative. In 1991 multi-party system was reintroduced, however the appointment of officials was not provided for in the constitution exposing the electoral system to executive manipulation (Final strategic plan, IEBC, 2011). The defunct Electoral Commission of Kenya (ECK) was proscribed after the 2007 election debacle. Placed under the auspices of a ministry it was construed as susceptible to executive influence thus lacking the ability to be independent, fair and impartial. The 2007 post- election violence was attributed partly to the ECK's inability to deliver on its mandate. The Kriegler commission set to review the electoral body-ECK- recommended its proscription which was done through a legislative process. In 2008 section 41 of the constitution of Kenya was amended, it disbanded the ECK and saw the formation of the Interim Independent Electoral Commission of Kenya (IIEC) with section 41b of the constitution creating the Interim Independent Boundaries Review Commission IIBRC (Kriegler report, 2008). In ideal terms the Independent Electoral and Boundaries Commission (IEBC), the final product of the electoral body reform process was expected to usher in an independent electoral system that conforms to universally accepted standards propagated by international watchdogs to which Kenya subscribes to, earlier on mentioned.

1.1.4 Independent Electoral and Boundaries Commission

The independent electoral and boundary commission (IEBC) is the body constituted and charged with the responsibility of organizing and carrying out the election after the defunct Electoral commission of Kenya (ECK) had been proscribed. It traces its origin to the chaos that followed the controversial 2007 general election. The national accord implementation committee (NAIC) formed immediately after the chaos came up with various recommendations. Key amongst them was the formation and subsequent commissioning of the Kriegler commission to review the 2007 election and provide recommendation. One key recommendation made by Kriegler commission was the urgent need to create a new electoral body to take over the electoral matters from the disgraced ECK.

Being an independent electoral body legally constituted, IEBC is shielded from the executive branch of the government; it manages its own budget and as a common practice its top management is accorded security of tenure. Its core values of professionalism, integrity, fairness and impartiality reflects the doctrines universally professed by functioning electoral bodies. The Independent Electoral and Boundaries Commission (IEBC) was constituted under the article 88 of the new constitution of the republic of Kenya. The mandate of the new Electoral management body, the IEBC was reforming the electoral process; establishing effective secretariat ; promotion of free and fair election ; voter registration; instituting modern systems of collecting, transmitting and tallying data; allowing for proper monitoring and evaluation of elections; promoting voter education and democratic culture ; adjudicating over electoral disputes among

other related functions enshrined in the framework provided by the law of the country (Final Strategic Plan, 2011). The IEBC embarked on a holistic restructuring process projected to run from 2011-2017 with priority put on the activities precursory to 2012 general election. It was to place structures and mechanisms that would empower it to optimally operate as an independent electoral body.

The IEBC undertook preliminary reorganization upon inception to help it undertake its most immediate mandate. First was the creation of an administrative structure. The commission is headed by a chairman and supported by eight commissioners. They have a seven year non- renewable tenure. They enjoy a security of tenure and can only be taken out of the office through a legislative or judiciary process. IEBC also created a permanent secretariat. This was a departure from the previous times when virtually all the actors were commissioned just before an election in most cases by the executive. The secretariat is presided over by the Chief Election Officer (CEO). It comprises nine directorates with respective directors, managers of key departments, seventeen regional coordinators and two hundred and ninety constituencies Election Coordinators (CEC) with their respective clerks, Constituency Office Clerks (COC).

1.2 Research Problem

Corporate restructuring elicit, both negative and positive dispositions from across the divide (Cassio 1993). It is a complex undertaking that targets both tangibles and intangibles (Statt, 2004). The latter entails reviewing the organizations philosophy and general culture while the former reconfiguration of the structures and institutions of the

organization in order to align it with the environment. With the rapid technological advances, given impetus by globalization, complex social development, incessant political upheavals and unpredictable economic trends, organizations tend to reposition themselves in a state considered most strategic to weather any challenge thrown at them (Bateman & Zeitmal 1990). One key approach employed is restructuring. According to (Mintzberg & Quins (1991) corporate bodies have to continually reconfigure themselves in a manner that enhances their capacity to satisfy the demands of stakeholders. The essence of quality service delivery is thus at the core of restructuring exercise.

Organizing and carrying out an election is a complex undertaking. It is an exercise that is done according to laid down precepts which must command respect and recognition nationally and beyond the national frontiers. An efficient and an enabled electoral institution is a prerequisite to discharging electoral matters successfully. Apart from having legal anchorage electoral bodies should have structures in place to help facilitate the prescribed mandate. IEBC was formulated and tasked with the responsibility of organizing electoral process within a stringent and elaborate constitutional framework. However, with no functional structures inherited from ECK, the former electoral body, IEBC started from scratch with no institution, no structures and no reference point. The latter necessitated the restructuring of the body which ensued in 2011 and spread over a seven year period, projected to end in 2017. To date no structured study has been carried out to capture corporate restructuring at the IEBC. This study when conclude would ultimately fill that void.

There have been a number of studies carried out on restructuring of organization which touches on various aspects; effects on employee, challenges encountered in the restructuring process among other areas. For instance Wachira (2011) on Challenges affecting Corporate Restructuring at the Kenya Commercial Bank (KCB); Sudhe (2011) on the restructuring of Kisumu Water and Sewerage Company, Onyango (2011) on effects of Corporate restructuring on Employee Job Satisfaction at KCB, Karani (2011) effects of downsizing on employee productivity in Barclays Bank of Kenya Limited, Oundo (2011) the process of implementation of staff retrenchment program in Rift Valley Railway western region Kisumu Kenya among others.

Organizations have their own peculiarities and insights gained from some studying some may not generally apply to other sectors or used to explain restructuring exercises in other organization in toto, the latter therefore creates the need to undertake this study and generate insight relevant to the electoral sector in Kenya.

As fore-mentioned, to date no study has been carried out to determine to what extent the restructuring of the IEBC as an electoral management body has been undertaken, what has been implemented, whether the implementation is on course and the benefits so far attained. This study was an attempt to bridge the gaps: How is Independent Electoral and Boundaries Commission implementing Corporate Restructuring?

1.3 Research Objectives

The objectives of the study were:

- i. Determine how the Independent Electoral and Boundaries Commission is implementing corporate restructuring

- ii. Identify the challenges IEBC faces in the restructuring process and how they are dealing with the same.

1.4 Value of the study

The findings of this study help develop restructuring approaches that would be invaluable to organizations undertaking or intending to undertake restructuring exercises. It helps generate new models or frameworks applicable to organizational change situations thus becoming an invaluable reference point and basis for future studies on electoral management bodies and other organizations undertaking restructuring.

The study forms one of the first in-depth analyses of Independent Electoral Boundaries Commission as an Electoral Management Body in Kenya. The outcome of the study is an invaluable reference point to policy formulators and implementers on electoral matters locally and beyond.

Challenges encountered in the implementation process were unraveled and means of redressing them established. Managements of various organizations intending to or carrying out restructuring would find this information an invaluable reference point from where to seek information and guidance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter offers an insight into the concept of corporate strategic implementation from different perspectives. The purpose is to look at some of the existing relevant literature with the ultimate aim of establishing a research gap. The following areas are covered: the proposed theoretical underpinning; strategy implementation; implementation of corporate restructuring and challenges of implementing corporate restructuring.

2.2 Theory Underpinning of the Study

The theory underpinning this study is Complex System Theory, (Gell-Mann, 1995). The Complex System Theory views organizations as complex systems whose component structures must align and reconfigure in order to be in tandem with the dictates of changing environment. The theory treats organizations as collections of strategies and structures which are complex but dynamic. They are adaptive and self organize corresponding to changes in the environment, a subscription to Complex Adaptive System (CAS) paradigm (Olson and Eoyang, 2001).

The Complex System Theory underscore the necessity of continuous inter-play between the micro- and macro environments, where the sub-systems in the organizations have to aggregately form a synergy and aptly adapt to the demands of ever changing macro-environment. The assumption is that the survival of the organization depends on how aptly and incessantly the adaptation lasts.

2.3 Corporate Restructuring

Corporate restructuring connotes redesigning one or more aspects of the organization. According to Belout and Baikin (2000), reasons necessitating restructuring vary; they cite among others the desire to position the organization to be more competitive, weather unfavorable economic climate or stage the organization to move to a totally different pre-planned direction. On the same note, David (2003) view restructuring as a deliberate but fundamental departure from doing things the old way. He observes that restructuring becomes necessary when the original structures no longer yield the envisaged performance level for the organization. Restructuring of organization thus becomes an inevitable reaction to the rapidly competitive and increasingly sophisticated globalised world where the yardstick for performance is marked in superlatives. As Rogolff and Reinhat (2009) contend, defaults in the structure of organizations are largely to blame for most of the crises that bedevil them. The latter prompts the need for organizations' reconfiguration through planned, systematic and sustained restructuring to conform to the demands of the environment in order to optimally enhance its performance. According to Belout and Balkan (2000) the concept of restructuring has been there for a long time, and has evolved in orientation parallel to the ever changing environment.

When well planned and executed, restructuring makes the organization to evolve into more successful entity (Britt and Jex, 2008) though with consequences for employees especially where the exercise entails downsizing, mergers or acquisition, which inevitably results in job losses. But as Gowing et al (1997) observes the wider goal- better performance -mitigates for such negative consequences. The essence of developing strategic plans underscore the importance of organization restructuring and in actual

sense precedes the implementation. According to Spinelli (2012), irrespective of the field of activity an organization operates in, there is a wide array of approaches, tools and methodologies that aim to enhance the effectiveness of its planning and management system, the aggregate of any such move would be restructuring.

Broadly restructuring can be grouped into portfolio and asset restructuring, capital restructuring and finally organization and management restructuring (Andrews 2001). As hinted the cited types can be further subdivided into simpler components. Whatever the nature, cooperate restructuring is based on some strategy whose ultimate goal is boosting the organizations' ability to anticipate the potential obstacles, identify key priorities, setting targets, establishing strategies then apportioning resources to enable it fulfill its mandate and obligations (Spinelli, 2012).

2.4 Implementation of Corporate Restructuring

Restructuring will only be complete when implemented. A good restructuring implementation responds both to the micro and macro environment and structures: internal factors like customers, competitions, suppliers, employee culture and trend of the organizational operations and external aspects like the economy, politics, social trends, environment and government among others-The former in the light of the latter (Recardo & Heather, 2013). Implementation of a corporate restructuring is not a one off affair, (Hebriank, 2005). It is a process staggered over a predetermined time and carefully measured phases always in order of organizational priority. As Porter (1980) contends, best restructuring plans will fail when implementation is ineffective. The latter ascribes that success, first to the practicality and soundness of the plan to be implemented, and

secondly to the leadership. He observes that as a prelude to restructuring, it is imperative the strengths of the current structure is understood, of importance are issues as work flow across the structure, cost data and relations between performance issues and current structure. The restructuring he continues should be aimed at decreasing or eliminating the weakness in the current structure and not adversely affecting its residual strength. The scholar summarizes by stressing on the importance of the leader citing his centrality in steering the implementation towards its logical and desired end while bringing on board all the stakeholders.

According to Pearce, Robinson and Mital, (2010), crucial to restructuring implementation are seven key areas implementers must take into account; these are strategy formulation, organization structure, system, shared values, skills, styles and staff. An overview of those areas best signify whether an organization is optimally performing or not. Dubbed McKinseys 7s framework (Peters and Watermann, 1982) it serves as a checklist during implementation process.

Hammer and Champy (1993) observed that in essence there is no definite pre destined path implementation process takes though the fundamental question should be –what is wrong with the current structure? An understanding of the latter should offer a clear departure point and help charter a path the reform exercise follows. The duo suggest that implementation process can be reviewed mid stream to accommodate contingencies that crop up along the way and provision and latitude must be offered for such eventuality. The latter can dictate that the process is reviewed and priorities reset without necessarily upsetting the original objective, a subscription to diagnostic approach. However they stress that implementation must derive from a strategic plan developed after proper

diagnosis of the organization to avoid the specter of subjecting the organization to misplaced overhaul.

Katzenberg and Smith (1994) identify four factors they consider crucial for a successful implementation of corporate restructuring: inspiring leadership resource allocation, monitoring and evaluation. As noted earlier in the discourse, leadership is crucial not only to stewardship but mediation, explanation to all interested party the essence of the exercise, the perceived benefits and mitigation for the sacrifice that might be made in the process. Provision of adequate resource allocation is a must. Restructuring can be costly, it is riddled with the unexpected and the last thing an implementer would envisage is stopping the exercise mid way because the resources dried up lastly the two also voiced out the need to have in place apt in- built monitoring and evaluation mechanism.

Morrison (2008) cautions that it should not be lost on the implementers that underlying restructuring are a transformative agenda. Unit or units undergoing restructuring should therefore pass the test of being able to add value and boost performance. The scholar ends by observing that implementations must aspire to align people, process and technology initiatives with the organizations vision as professed in the strategic blue print guiding the implementation. The foresaid appears to stress the essence of synchronizing the implementation so that the units targeted fits in the overall plan, which ascertains the organization retains its functionality and focus. The disequilibrium that is inevitably caused by the incorporation of new aspects and approaches, the hallmark of restructuring, should be momentary and the organization should aspire to normalize its operation on the new plane as soon as is feasible. According to Nickols (2008), the implementation of reforms because of its disruptive nature should not be a perpetual undertaking and voiced

concerns that the folly of most organizations is the lack of foresight of knowing when to stop, take stock and re-strategize.

2.5 Challenges in Implementing Corporate Restructuring

Implementation of strategic plans will always encounter numerous hurdles. The onus of the matter is how best the implementer navigates through the challenges. Restructuring implies change and in any change no matter how well intentioned there will be perceived or real loser and those who benefits (Burke, 1994). The resultant fear of the unknown would always be a challenge to the implementation of any restructuring program.

Most of the implementation of corporate restructuring affects stakeholders in different measures. In his work, Girgis (2013) contends that the exercise can be a very emotive one to some sections of the organization. He cites restructuring entailing delayering, redundancy, mergers, acquisitions and downsizing as those disruptive undertakings that affect not only the casualties- perceived or real – of the exercise but also those who survive the exercise. He observed that it is for that reason that most implementation should be staggered and the least disruptive path followed.

Implementation of corporate restructuring though aimed at cutting cost by boosting efficiency is none the less a very expensive venture. The worst the implementers can do is to plan poorly and abort the implementation midway, David (1997). The latter attributes this scenario to failure on the part of the management or powers behind the exercise to anticipate the potential obstacle. Key drawback in this scenario is the poor or inadequate allocation of resources needed to see through the exercise. He also cites vested interest and lack of moral support from interested parties as other causes and

concludes that such instances leave organization rudderless with the possibilities of the exercise crumbling into chaos.

Effective leadership is a must during the implementation stage, John & Scholes (2002). According to the latter an ineffective, uninspiring and non-innovative leadership is a recipe for disaster during the implementation phase and poses one of the most significant challenges. Most of the implementation of restructuring takes years to accomplish and that calls for leadership that rallies all and sundry behind the exercise.

Communication channels should be fully operational and stakeholders kept informed of the process, the time-scale and in case of any delay or readjustment, explanation offered (Ryan, 1989). Poor or lack of communication would be a challenge and in certain instances impede the restructuring process taking into account that the exercise is multi-faceted and thrives on the harmonization of interests which in most instances are divergent. According to Glison (2010) the idea is to move forward with every stakeholder and make them own the process irrespective of their perceived disposition. According to Recardo & Heather (2013) development of a proper communication plan is partly meant to stem this challenge and suggests any communication plan should use the stakeholders assessment as a key in-put and that the ensuing communication should be customized to each key stakeholder group.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter explains in detail the methodology employed in the research in order to realize the stated objectives. Subsequently the research design is clarified, the method used detailed and the research process and design explained. The sampling technique used is also explained, as is the justification of construction and use of interview in the data gathering process. The chapter also explains the data analysis process.

3.2 Research Design

The study employed case study design. The approach entails an in-depth study of a particular research problem rather than a sweeping statistical survey. It involves an extensive exploration of a single unit study (Baxter & Jack, 2008). According to the latter it helps in understanding a complex issue through detailed contextual analysis and is very useful when much is not known about the phenomenon. According to Choo (1994) Case study is appropriate because it answers ‘Why’ and ‘how ’questions and is the most appropriate approach when studying business and organizational issues plus a host of other social issues.

This design was appropriate for this study as it offered a more surgical and focused research of the organization in question by eliminating possibilities of deviations. As Choo (1994) appropriately said, it helps unravel the Why and How questions. That is more so because IEBC is restructuring for the first time ever.

3.3 Data Collection

The data for this study was collected from primary and secondary sources. The Primary data was collected using structured interview guide. The questions were constructed with the objectives of the study in mind. The target respondents were IEBC CEO, the directorate heads and Head of departments. The information was noted as the interview progressed with special sieving of those aspects that directly impacts the study.

The secondary data was generated from existing sources. Key among these was the scrutiny of the IEBC strategic plan to gain perspective, IEBC inventories, and other relevant resource material. Data relevant to the objectives of this study was subsequently retrieved and used for the same.

3.4 Data Analysis

Since the data expected was largely qualitative, conceptual and content data analysis approach was the most appropriate for this study, Krippendorff (1980). The latter avers that content analysis is most appropriate when the purpose of the study is to gain insight into a precise and focused research problem. Content analysis as a research tool helps in deciphering the salient details or implications of words or concepts within texts or set of texts (Choo, 1994). Subsequently the data generated was scrutinized for consistency then placed against the IEBCs strategic plan, timelines and the organization's stated objectives to ascertain whether the restructuring was on course.

The data was also be analyzed and checked for the information that points to challenges the entire process was facing and how best the implementers were handling it. That kind of information came from in-depth interview and pointed questions raised to key implementers of the re- structuring during the data collection stage.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings and the subsequent discussions which take cognition of the pre-stated objectives of the study, that is; determining how IEBC is implementing corporate restructuring and identifying the challenges faced in the restructuring process. This chapter is presented in two sections. The first looks at the general information of the respondents and the organization. The second looks at the corporate restructuring and the challenges the exercise presents. The data was collected through structured interview specifically designed to generate data relevant to the research objective and analyzed through content analysis. The respondents targeted were grouped in three cohorts; the commissioners, the directors and finally the departments respective managers. Out of the targeted group of thirty five informants, twenty participated in the research, broken down further; seventeen have held their current positions for over five years while the other three have served the organization in their current positions for over three years. The average length of service of the informants is five years which surpasses the inception of IEBC and the life of the on-going restructuring process.

4.2 Implementation of Corporate Restructuring at the IEBC

The IEBC initiated corporate restructuring for a myriad of reasons. Cutting across the board was the desire to enhance efficiency by creating functional structures. According to one senior commissioner instrumental in the restructuring process it was pertinent to note

that IEBC was not transforming from an existing structured and functional entity per se- it was a newly commissioned organization that boasted of no structures in the first place. The interviewee pointed out that caution should be taken when branding the exercise a transformative process as that would in the literal sense imply a development or improvement of an existing functioning entity, which with the IEBC was not the case. Nonetheless he cited the pressure to live to the dictates of its mandate, being an efficient electoral management body that informed the decision to restructure from whatever vestiges the organization was. Yet according to another interviewee, being relevant to the rapidly changing environment affecting the socio-political and economic dispensations gave impetus to the initiation of the restructuring as was the desire to rationalize and make effective use of the available resources both human and material. There was also the need to remove non –productive areas and merging of activities wherever possible.

The restructuring started in 2010 and is on-going. It targets all the key sectors of the organization, physical, philosophical and policy re-formulation. Directed from top and with an elaborate strategic plan as a reference point and well defined constitutional parameters to guide the process the implementation of the restructuring process incorporate the participation of key top departments of the organization as key implementers in close liaison with peripheral departments at regional levels and other stake holders like the Parliament, Kenya Law Reform, Civil Society, Political Parties, and the Public.

The researcher established that so far the implementation process has yielded mixed results with different levels of success. One key aspect is the introduction of ICT in the

electoral process. According to a senior officer in the ICT department the move to infuse technology as a central component of the electoral body was fast tracked to help with electronic voter registration as a prelude to the general election in 2013 which witnessed the first attempt to facilitate the process electronically. According to the interviewee the latter witnessed a number of positive developments; first was the inception of biometric voter registration (BVR) - an elaborate effort to capture the voters' biometric details in a centralized data pool. According to the finding, the essence of introducing BVR is the elimination of the possibility of multi-registration and multi-voting. Also implemented for the same reason is the electronic voter identification device (EVID) which apart from eliminating the prospect of double voting, facilitates the actual voting process by reducing time wastage and help economize on human and material resources. Also already implemented is the transmission and collation of election results electronically (ETR). The latter facilitates the transmission and announcement of results in real time. Most of these devices have been tested, first prior to and in the 2013 general election and later in the subsequent by-elections, all with mixed levels of success.

Most of the interviewees cited the creation of a permanent secretariat as a plus in the new electoral body. There seemed to be a consensus the move had reconfigured the physical and operational structure of IEBC. Arguably, it has enhanced the management of electoral matters at the organization. The latter has a wide ranging effect on the operation of the organization. With a CEO, two deputies, the directors, departmental heads and regional and field officers, the organization operates round the calendar stretching the entire electoral cycle, a far cry from the original practice where electoral managers were constituted just before an election as were the usual preparations that precedes elections.

According to one senior commissioner, the benefits abound from the latter. First and foremost the field officers especially the constituency election coordinators (CEC) have been trained and empowered to not only effectively discharge their duties but also take up professional responsibility. He contrasted the latter with the previous arrangement where officers officiating in the electoral process were recruited just prior to an election and disbanded shortly after that. He pointed that issues pertaining to mitigating litigious issues arising from the elections were complicated as a result. Equally important is the very important issue of voter registration, hitherto carried out only when the general election was approaching, the changes has witnessed the inception of continuous voter registration and effective management of contingencies like by-elections arising from natural attritions, incapacitations or judicial process all of which would benefit from pre-positioned officers.

To streamline and enhance communication between the IEBC and political parties the organization has created political parties liaison committee at national and regional levels. This offers a forum and procedures for mitigating emerging issues and charting a mutually agreed upon way forward as an alternative recourse. The idea is to open windows that would facilitate free flow of communication and enhance understanding between the electoral management body and the political parties. According to a director however, the existence of this office has not been fully utilized as an alternative means of sorting out emerging political issues with most political players instead preferring the more confrontational court processes.

In the same vein there has been creation of a central data pool for political parties' membership. Created under the auspices of the registrar of political parties, its

establishment is meant to polish the handling of such delicate and potentially volatile exercises as party nominations during electioneering period where the legibility and authenticity of nominators and the nominated is vital in ascertaining whether the outcome of the exercise is credible and beyond reproach. The researcher established that most political parties hardly seek this vital data when conducting their party nominations nor ask the IEBC in whose custody the data is supposed to be, to preside over the same. According to an interviewee, the apparent limited implementation and operationalization of the said can partly be attributed to the fact that most political parties are reluctant to press for IEBC to preside over nomination process, first because it would cost money and more significantly because most political parties have not in the first place supplied the IEBC with the updated party membership for centralized storage and usage wherever the need arose. It was also noted that no systematic collection and storage of the said data has been undertaken and that for any successful implementation, it would take more than just IEBC as an organization.

One other key aspect targeted in the restructuring is harmonization of electoral laws. The repeal of election law and regulation in 2012 ushered in several legislations dealing with elections. Those dealing with referendum, those dealing with by-election, the IEBC Act, the Presidential election Act, political disputes Act among other myriad of regulations. According to an informant, most of these regulations conflict or occasionally are not in tandem with the constitution. The need to harmonize the loose ends was thus urgent and apparent. However the finding revealed the latter has not been easy as several paralegal and legal entities with competing interests like the CIC, CAJ, the parliament, the IEBC among others are yet to agree on the way forward. The position is that while not

underplaying the importance of coherent, non conflicting law to the operations of the IEBC, very limited has been achieved in that area.

4.3 Challenges to Restructuring at the IEBC

One of the key objectives of this research was to determine the challenges encountered by implementers of the restructuring at the IEBC. To get this information the researcher employed structured interview to raise the necessary data. In that regard the top management that constitutes the Commissioners, the Directors and head of departments, who essentially are at the centre of implementation process were targeted. The exercise revealed that the implementation process has encountered an array of challenges, some predictable while others completely unforeseeable.

According to one senior commissioner, one of the key challenges the organization encounters in the restructuring process is lack of adequate financial support from the treasury for planned and budgeted for activities. The latter has grossly affected full implementations of certain proposed structures. The bulk of the money earmarked for the process and budgeted for never left the treasury. Released in piece meal, it has never sustained a coherent implementation of the proposed restructuring. Cited as an example was the delay and controversies in the procurement of electronic gadgets meant to facilitate the full implementation of carrying out electoral process electronically during the 2013 general election and beyond. The delay in cash disbursement and the inadequate funding is blamed for the failure of the devices at the critical moment and the suspect quality of the acquired devices respectively. The result being the envisaged level of optimal operation of the said is yet to be attained.

The IEBC has also experienced unprecedented employee turnover rate. This has been occasioned by several factors. According to the data obtained from the Human resources records, voluntary separation where employees aspire and secure employment elsewhere takes the lion share. There is also the separation attributed to natural attrition and finally those occasioned by litigation matters. According to an interviewee, the latter is evident in the court cases involving very senior officers in the IEBC management with the most glaring affecting the immediate chief executive officer, the key individual instrumental in the implementation of the restructuring. The onus of the matter is that most of these separations involve very senior personnel some of whom are directly responsible for the implementation of the restructuring process. The ensuing disturbance occasioned by these departures, reasons notwithstanding, distorts the pace of and drags back the restructuring exercise.

For the organizational restructuring like the one being undertaken by the IEBC to succeed, the centrality of human resource base cannot be overstated. The personnel have to not only internalize the organizational goals but also be imbued with the right skills for task allocated. One challenge cited at the IEBC is the mismatch between tasks and qualification/skills of respective personnel undertaking them with the inevitable consequence that delays abound in the restructuring process, partly attributable to the ineptness of those accorded the responsibility. According to data available, to date there is no established institutional framework or guideline to establish the staff development gap and capacity building procedures. There is no systems in place for identification of training needs for respective staff, the current practice is ad hoc with no formal fall back

procedures. Yet one would assume that key to transformation is the pre-positioning of right personnel in the organizations strategic portfolio.

Being a highly sensitive area the electoral body attracts attention from key stake holders. An interviewee cited lack of good will from the power that be, especially from the political elites whom she regarded a major stumbling block to the reform process. Manifested in incessant litigations, petitions and impeachments and casting of aspersions on the performance and ability of IEBC more so by political parties which failed to win in the 2013 general election, the cumulative effect has been momentary derailment from the on –going restructuring process in order to address those concerns. The principle underpinning the operations of IEBC as an independent electoral management body is tested to the limit as the varying interests of protagonist stakeholders in the political chessboard clash at the door of IEBC. The latter definitely puts pressure on the restructuring process as there is always an attempt to accommodate those varying interests.

The overly tight timelines has been a drawback. Some activities are bound by time and at the same time calls for creation of certain structures as a prerequisite to their accomplishment. Appoint in question was the 2013 general election. The drive to hasten the pace and infuse new technology in the process contingent on a tight time line led to a haphazard implementation. According to senior personnel in the ICT department, the apparent failure of the electronic voting method in the 2013 was attributed more to time constraint than anything else. He cited subsequent by-elections where the same technical procedures have been employed. The reason he gave for the latter was adequate provision

of time. The consequence is a corrective revisiting of the whole structure just to be sure, which ultimately has implication on the restructuring schedule and resources.

One more challenge cited is the disharmony in the command structure. It becomes difficult for peripheral/ field officers and lower strata management to implement certain directives due to non uniform instruction from the top management. According to one senior officer in the regional offices, they are totally unaware of what the head office is up to as far as the transformation is concerned. What they receive is piecemeal instructions most of them via the internet. She said that it is not uncommon to encounter mixed or out rightly conflicting or countermanding instructions on an issue. Time taken to seek clarity or way forward not only drains on the time thus affecting the schedule but also resources. The latter is prevalent in instances where an aspect targeted for reform cuts across several directorates, where there are overlaps with each sector advancing its perspective on the path and the process it should follow. For instance whose idea should shape the development of policies guiding the training length of field officers recruited to officiate during elections using the recently introduced technology-the Human Resources the Finance department? That is so because each department looks at the reform exercise from its office perspective-efficacy, resources management, or technical proficiency among other parameters leading to a mini scramble that confuses the whole process.

4.4 Discussion

The outcome of this study is revealing. In a number of ways it conforms to patterns observed in a number of organizations undertaking structural reforms and echoes in many respects empirical studies already carried out in the field of strategic management

especially structural reforms. For instance Wachira (2013) on challenges affecting corporate restructuring at the KCB cited the centrality of effective communication from the leadership of the reform process and availability of resources to the restructuring process. The latter has concurrence with the finding in the study undertaken by Sudhe (2011) on the restructuring of Kisumu Water and Sewerage Company, which identified cooperation from key stakeholders and effective leadership as crucial to successful implementation of organization reform.

Both of the above researchers also agree in their finding that the key idea behind undertaking a restructuring process is enhancement of the organizations performance. They also established that challenges abound in the process and implementers of reform need to develop the capacity and mechanism of handling the same. In his study on the process of implementation of staff retrenchment at the rift Valley Railway, western railway region Oundo(2011) cited the issue of resource material and the essence of effective communication during the reform implementation.

The finding of this study though on a typically different organization has a general concurrence with the cited studies. Such issues as the necessitating factors, the prerequisites to a carrying out successful implementation and the nature of challenges encountered tend to share a unique similarity. According to studies carried out by wheelan and Hunger (2008) strategic plan will remain just that- a strategic plan unless implemented and its tenets incorporated into the daily operations of the organization.

That observation underscores the essence behind successful implementation. First and foremost it is not out of the ordinary that it can be fraught with challenges most of which

are not anticipated at the onset of the exercise, a testament to observations made by scholars like Hebriank (2005) who argued that the implementation of a structural reform to a large extent will depend on how the leadership involved in the reform process navigate through the exigencies.

One key factor that emerged was the issue of adequate resource allocation. Of course before embarking on any meaningful restructuring process one would expect that the leadership in conjunction with key stakeholders and other relevant agencies factors in the cost element, as observed by Girgis in his work- corporative restructuring (2013), failure to make available resources almost certainly lead to a miscarriage of organizations structural reform process. That is the case with reforms being carried out at the IEBC.

What emerged in the finding that part mitigates for the apparent lack of resources however was the unexpected demands that the IEBC faced in the course of time. For instance the interviewee cited multiple by-elections occasioned by litigations or natural attrition and which had to be carried out within strict timelines provided in the constitution. The foresaid implied the organization had to reschedule a number of things to create resources both material and human for the said exigencies. One of course would argue that with electoral management bodies the fore-mentioned issues should be the norm rather than the exception and should be factored in together with other undertakings in the budget allocation and human resources management. That would bring to fore the suggestion that what is missing at the IEBC is not necessarily the resources but rather a functional systems management.

When looked at vis-a vis the strategic plan which provides the structural reform blueprint, a number of key structures are yet to be put in place, though admittedly that should not be out of the ordinary in a restructuring process where delays, rescheduling or reconfiguration of the exercise occasionally becomes unavoidable as voiced by Mutonga (2008) in his research on the effects of downsizing on workforce quality among commercial banks in Kenya. He pointed in his finding that restructuring as a process must be sensitive to emerging issues in the micro and macro environment which occasionally demands it be suspended or rescheduled. .

This research has also strengthened the argument about centrality of effective and inspiring leadership during restructuring exercise which ultimately translates into effective mobilization of key stakeholders towards realizing the envisaged reform goals. The finding tends to fault or credit the top leadership wherever there is a misgiving about the reform process or acknowledgement of achievement respectively. The apparent failure of the much touted electronic electoral process in the 2013 general election was a point in question; the researcher established that the poor implementation of the project and the attending failure was largely to blame on poor and inept or irresolute leadership rather than the inefficacy of the procured gadgets. The success of the subsequent by-elections using the same discredited process attests to the fact that the implementers were to blame. The latter is in line with the observations of scholars on organizational reforms like Katzenberg & Smith (1994) or Strickland et al (2008) that advanced the centrality of leadership in the restructuring process. They contend that most of the failures of the restructuring processes are attributed to ineffective leadership. That 90% of all organizational restructuring ends up in failures, one would be forgiven to assume that the

situation would be far much better if organizations undertaking reform had effective and proactive leadership.

Quite indicative was the fact that some interviewees professed ignorance of the structural reforms being carried out at the IEBC. Even more worrying was the fact that some of the the interviewees who confessed ignorance are placed quite high in the seniority ladder and have been working for the organization for over five years. Which begs the question, who really are the implementers of the structural reform at the IEBC and how far is the exercise inclusive? According to one of the theorists on organization reforms, Gilson (2010) the key fundamentals in ensuring that structural reforms succeed are effective communication and inclusion, a position shared by Ryan (1989). It would therefore be out of the script if the whole reform process is the reserve of a few individuals or if there was no deliberate effort to bring all on board.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

The chapter provides a summary of the findings of this study, the conclusions drawn and recommendations made. The chapter also proposes plausible areas for further investigation.

5.2 Summary of Findings

From the study a number of pertinent issues can be identified and certain conclusions made. First and foremost, the study establishes that there was a need to initiate a structural reform at the IEBC to imbue the organization with those structures that would empower it to deliver on its mandate. The structures were largely lacking when the current electoral body, the IEBC, took over from the former one, the ECK.

The study also revealed that in deed the organization embarked in good faith and at the critical moment the process of structural implementation based on an elaborate strategic plan drawn by an all inclusive government organs and other stakeholders. This provides a timeline that supports the objective of this study, as it becomes possible to trace the onset of the reform process enabling the researcher assess the extent of implementation already achieved against approved timescale .

The structural reform targets all key sectors of the organization, however, though still on going the study revealed that a number of areas targeted for reform are yet to fully

realize the envisaged optimal level of operation. Examples are the Human resource management and development practices, the full and efficient transition into electronic electoral process, streamlining efficient and unambiguous communication procedures among other areas. The latter provides a platform that suggests the reform process though on is not yet accomplished, an aspect that this study aimed to establish.

The fore-mentioned reveals there are challenges constraining the implementation process. Key issues identified as contributory factors are securing adequate funding from the exchequer to help facilitate the implementation of the proposed reforms, litigations issues emanating both from within and from outside the organization but which in some ways affect the process as is the issue of staff turnover among other obstacles.

However the researcher established that the reform process is on-going the challenges notwithstanding. It would also be imperative to take cognition that the best time to ascertain the full extent of accomplishment is when the timeline for implementation expires in 2017.

5.3 Conclusion

As Hebriank (2005) stated, successful implementation of the reform blueprint heralds successful restructuring. The same scholar observes that the restructuring process is a staggered affair which must be patiently nurtured over a period of time with a big possibility all might not work according to pre laid schedule.

The restructuring currently being undertaken at the IEBC can rightly learn from the fore said. From the study not all that was to be achieved within certain timelines has been realized. However it should not be lost on us that the restructuring at the IEBC whether

on schedule or not was supposed to run up to 2017. Factual assessment as to whether all proposed structures will be implemented and functional can only be left to time.

However, from the findings it is established that practical results have been noted though with mixed levels of success from those sectors already reformed or in the latter stage of reform. One such area is the infusion of technology into the electoral process. If the conclusion drawn from the latter was that it improved the performance of the organization in carrying out its mandate, however marginally, then it is a strong indicator that the process is achieving its aim-enhancing the performance of the IEBC and thus in line with the very essence of organizational structural reform.

According to the finding there seemed to be lack of a structured and operational assessment mechanism to monitor and evaluate the reform process. One would conclude that the fore-said departs from the conventional norm where adequate monitoring and evaluation, key determinants of success or failures of the of a restructuring process takes center stage as suggested by Katzenberg and Smith(1994).

5.4 Recommendation for Policy and Practice

From the outcome of this study certain recommendations can be made. Much of the latter targets the approaches employed in the restructuring process. First it became apparent that some officers within the ranks of top management at IEBC had a very vague picture of what the reform at the organization was all about or whether it is actually on-going. The conclusion one draws in that regard is that the leadership of the implementation process might not be having everybody on board-yet one of the prerequisites to successful implementation of a restructuring process is moving forward with every

stakeholder and make them own the process. That would improve organization citizenry which ultimately refocus employees on the organizational goals which the reformed structure would postulate.

The study reveals that involvement of peripheral staff, most of them senior field officers at the regional level is virtually nonexistent yet they are the fellows who interfaces with the public thus in the best position to explain the implications of reforms unraveling at the organization and tail end implementers of policy and practice overhaul. The latter definitely affects the morale of the employee and weakens organizational citizenry as a sense of exclusion might creep in with the attending implications. The organization needs to involve and develop a functional system of cascading down the latest on the reform process. This could be achieved by organizing periodical workshops at regional levels to explain the process and not through intermittent memos on the internet as is the practice.

5.5 Limitation of the Study

Suffice to say this research will add some knowledge to the general understanding of organizational restructuring. Nonetheless due to time constraint, resource scarcity the conceptual grounding might not be as exhaustive. A more elaborate cross analysis of other empirical studies on restructuring would have created a more precise knowledge gap thus set for this study more precise parameters to fill.

The researcher basically targeted the secretariat based at the headquarters in Nairobi. Ideally a more dispersed interview targeting regional heads would have been more insightful. Certain factors, resources and time militated against that possibility with the result that the finding might not be very representative. However the fore-said

notwithstanding, the researcher dealt with what was available as diligently as was possible and the outcome definitely reflect to some reasonable degree the real state of circumstances. Access to some secondary data, critical to this research but viewed as classified by the top management implied that this research could be lacking certain salient details that would make the finding more far reaching and incisive.

The tool employed for gathering the data was interview, implying arranging and meeting the targeted informants. However due to pact work schedule, trips out of the country and engagements in other regions of the country, it was not possible to interview quite a number of the senior management staff who are also the key implementers of the reform process as earlier. The information received may be not as deep and representative as would have been wished as certain key informants were not interviewed.

5.6 Suggestions for Further Research

This study only looked at an organization still in the restructuring process. Most studies target organizations that have already undertaken and presumably finished the reform process thus have readily available data for comparative analysis. More studies should focus on on-going restructuring processes across a wide spectrum of organizations to help generalize practices and challenges encountered by implementers of the exercise. This would help generate an authoritative reference point for organizations initiating reforms.

A more elaborate and inclusive study on the restructuring at the IEBC would definitely be more instrumental in offering a clearer perspective of the process. A study that involves

all and sundry at the organization, that which does not limit the target population to top officers at the headquarters but also extend to all reachable peripheral staff and key stakeholders would provide a more insightful finding. That would definitely imply a more apt methodology –research design and research tools that would be more suitable for reaching a wider population and collating and analyzing a bigger data pool.

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APPENDICES

Appendix I: Interview Guide

1. Why was it necessary to transform the organization?
2. What are the main objectives of the restructuring program?
3. Are there specific aspects of the organization targeted for restructuring?
4. Who are the main stakeholders in the restructuring process?
5. What is the level of involvement of the rest of management?
6. Since the inception of the restructuring process are there new aspects incorporated which were not originally intended?
7. What are the challenges so far encountered in the implementation process?
8. Apart from challenges encountered, are there other challenges anticipated in this restructuring process?
9. What are some of the structural mechanism in place to address the problems?
10. On the whole is the restructuring program on schedule?
11. What in your view has been successfully implemented so far?
12. Would you regard the extent of implementation so far achieved satisfactory?
13. What are the projected outcomes of the restructuring?
14. What monitoring and evaluative mechanisms do you have in place to ascertain the restructuring achieved the intended objectives?

Appendix II: Letter of Introduction

Hilda Akumu Imbo
P.O. Box 274-40100
Kisumu, Kenya

Tel. 0721419231

July 2014

To The Chief Executive Officer
Independent Electoral and Boundaries Commission
P.O. Box 45371-00100
Nairobi, Kenya.

Dear Sir/Madam,

RE: DATA COLLECTION MBA PROJECT RESEARCH PROJECT

I am a student at Nairobi University currently undertaking an MBA course specializing on strategic management. My target organization is IEBC subsequently I am requesting permission to be allowed to collect data from the organization. The said data will be collected through personal interviews with some of the management staff.

I would like to reaffirm that the data collected is strictly intended for academic purposes and will be treated with utmost confidentiality. A copy of the research will be presented to you upon your request.

Yours faithfully,

Hilda A. Imbo
Student-School of Business
University of Nairobi.

Dr. Vincent Machuki
Supervisor
University of Nairobi.

Appendix III: Administrative Composition at the IEBC

1. Commissioners(9)-Includes Chairman and his Deputy

2. Chief Executive Officer

3. Deputy Chief Executive Officer

4. Directorates

- a) Finance
- b) Risk and Compliance
- c) Legal and Public Affairs
- d) Research and Development
- e) Voter Education and Partnership
- f) Human Resources and Administration
- g) Voter Registration and Electoral Operation
- h) Information Communication Technology
- i) Office of the Registrar of Political Parties

2. Departments

- a) Finance
- b) Procurement
- c) Internal Audit.
- d) Risk
- e) Commission Affairs
- f) Legal Services
- g) Research Development
- h) Partnership

- i) Voter Education
- j) Administration
- k) Transport Security
- l) Human Resources
- m) Training
- n) Voter Registration
- o) Logistics
- p) Boundaries
- q) Systems Analysis
- r) Business Support and Training