

**MANAGEMENT OF STRATEGIC CHANGE AT THE
FOOD AND AGRICULTURE ORGANISATION OF THE
UNITED NATIONS SOMALIA OFFICE**

BY

GACHOKI DAVID WACHIRA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.**

NOVEMBER, 2015

DECLARATION

This research project is my original work and has not been presented for examination in any other university.

Signed: Date:

GACHOKI DAVID WACHIRA

D61/73062/2014

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

Signed: Date:

Dr. JOHN YABS

SENIOR LECTURER

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENTS

I thank the Almighty God for his favour and blessings throughout my studies, and in my entire life. Thank you Lord.

Special thanks to my supervisor Dr. John Yabs who not only introduced me to strategic management but also ensured that I produced a good research document by giving useful critique and guidance. Grateful also to all the lecturers in the Strategic management section especially Prof. Martin Ogutu who taught me managing strategic change which inspired me to do this project.

I would also like to appreciate the respondents from FAO Somalia in Nairobi for making the time to give their valued feedback on the interview which went a long way in ensuring that the project was insightful on completion.

DEDICATION

This research project is dedicated to my loving and adorable wife Esther Wachira, my sons Murage Wachira and Muteru Wachira for their inspiration, support, encouragement and understanding in all what I undertake in my life. To my parents Mr & Mrs Gachoki who gave me the gift of education and for having shaped my life in early age. May God Bless you all.

ABSTRACT

Strategic change management today has become an important aspect in every organization universally and is considered one of the best practices as there is no constant organization. Managing strategic change differs from one organization to another because of differences in context and the people involved in the change. While the process of developing a competitive strategy is an analytical one requiring carefully appraisal of the environment vis-à-vis the internal capabilities of the organization, the process of managing the expected strategic change is somewhat different. Managing strategic change is dependent largely on how the leadership of an organization communicates, motivates and gets buy in from staff to carry out the required change. The study undertook to establish the management of strategic change practices undertaken at FAO Somalia in Nairobi Kenya. The objective of the study was to establish the approaches to managing change as adopted by FAO Somalia Office and also to determine the challenges of managing change at FAO Somalia Office. The study was carried out through a case study design where the unit of study was sought to find out the management of strategic change practices at FAO Somalia. The study made use of the primary data which was qualitative in nature. Primary data collection was done through interviewing members of top management at FAO Somalia. The respondents of the study were sixteen (16) managers drawn from various departments. They included the head of sectors from: Livestock, Fisheries, FSNAU, SWALIM and Head of Administration. Middle level managers interviewed included; Monitoring and Evaluation (M&E), Cash Based Interventions (CBI) and Human Resources. The researcher managed to interview four (4) of the selected five (5) employees. The study established that FAO Somalia has an elaborate change management process and has ensured that its leaders and staff accept change as business as usual. The study showed management of strategic change practices in FAO Somalia by reviewing the approaches to managing change adopted by FAO and to determine the challenges of managing change at FAO. Managers and employees' involvement, training, workshops, seminars are some of the change management practices that have been instrumental in steering change. The top down communication approach proved very important to ensuring strategic change is properly communicated to all levels of employees and management and it proved to be quite effective providing quick and speedy implementation. FAO Somalia is capable of managing change even with the ever volatile operating environment inside Somalia where cases of sporadic instability hampers delivery of services to the beneficiaries. Finally the study draws conclusion that FAO Somalia is capable of managing change even with the ever volatile operating environment inside Somalia where cases of sporadic instability hampers delivery of services to the beneficiaries but FAO is able to adapt to the ever changing environment and recommendation that would contribute to high success in change management. In addition the paper highlights areas for further research related to change management.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
ABBREVIATIONS & ACRONYMS	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 The Concept of Strategy	2
1.1.2 The Concept of Strategic Change	4
1.1.3 The Food and Agriculture Organisation	5
1.2 Research Problem	7
1.3 Research Objectives	10
1.4 Value of the study	10
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2 Strategic Change Management	12
2.3 Theoretical foundations of the study.....	15
2.4 Theoretical Basis for Strategic Change Management.....	15
2.4.1 Force Field Analysis	16

2.4.2 Kotter’s Eight Step Change Process	18
2.4.3 Contingency Theory by Burnes and Stalker (1961)	20
2.5 Change Management Approaches	21
2.6 Resistance to Change	22
2.7 Chapter Summary	223
CHAPTER THREE	25
RESEARCH METHODOLOGY	25
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Data Collection	26
3.4 Data Analysis	27
CHAPTER FOUR.....	28
DATA ANALYSIS, FINDINGS AND DISCUSSIONS	28
4.1 Introduction.....	28
4.2 The Respondents’ Profiles	28
4.3 Change management practices in FAO Somalia	29
4.4 Implementation of change and the challenges	31
CHAPTER FIVE	36
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	36
5.1 Introduction.....	36
5.2 Summary of the findings.....	36
5.3 Conclusion	37
5.4 Recommendations.....	38
5.5 Limitation of the Study	39
5.6 Area for Further Research.....	39

REFERENCES	40
APPENDICES	45
APPENDIX I: LETTER OF INTRODUCTION	45
APPENDIX II: THE INTERVIEW GUIDE	46

ABBREVIATIONS & ACRONYMS

CBI	-	Cash Based Interventions
FAO	-	Food and Agriculture Organisation
FSNAU	-	Food Security and Nutrition Analysis Unit
HR	-	Human Resources
HQ	-	Head Quarters
M & E	-	Monitoring and Evaluation
SWALIM	-	Somali Water and Land Information Management
UN	-	United Nations

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Environment is constantly changing and thus so should the organisations operating in that environment change in order to adapt to the ever changing environment. Change is inevitable and organisations should always look for ways to keep abreast with the changes as they occur. The change being talked of may be due to political factors, social-cultural factors, environmental factors, economic factors, technological factors or even legal factors. Hence in such an environment, organisations have had to constantly adopt their activities and internal configurations to reflect the new external changes. Change affects the way organization operates and for them to succeed, they must be aligned to the ever constantly changing environment (Johnson, Scholes, & Whittington, 2008).

For organisations to exist within different degrees of uncertainty and adapt to change in the environment, change agents use structures of their organisation to minimize the impact of the environment (Burnes, 2004). For these organisations to thrive they have to deal with change effectively. This might call for structural adjustments to enable the organisation respond clearly to the changes in the work environment. French and Bell (1978) views change as a long-range effort to improve an organisation's problem solving and renewal processes, particularly through a more effective and collaborative management of organisation culture, with the emphasis on the culture of formal work-teams.

A turnaround change needs major structural changes or major cost cutting programs to deal with a decline in financial performance or difficulty or changing market conditions (Bullock & Batten, 1985). Strategic change will usually arise out of the need for organisation to exploit existing or emerging opportunities and deal threats in the market. The external environment according to Johnson et al (2008) is an immensely complex and dynamic place and therefore performing an analysis of the external environment of an organization requires access to a wide range of information. A clear understanding of the general external environment allows an organisation to understand the changes going round and this in turn helps the organisation to develop and adjust strategies and plans in order to take best advantage of identified opportunities and perform to the best of its ability, (Kariuki, 2014). Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy (Dent & Barry, 2004).

1.1.1 The Concept of Strategy

Strategy is about winning. It is a unifying theme that gives coherence and direction to the actions and decisions of an individual or organization. Strategy is a large-scale, future-oriented plan for interacting with the competitive environment to achieve company objectives, (Kariuki, 2014). The concept of strategy is multi-dimensional which is often viewed as a means of establishing the organizational purpose in terms of its long-term objectives, action programs and resource allocation; a response to external opportunities and threats, and internal strengths and weaknesses, in order to achieve a sustainable competitive advantage; a coherent, unifying and integrative pattern of decisions; an expression of strategic intent; stretching the organisation; and a means to develop the core competencies of the organization, (Johnson et al, 2008).

Drucker (1954) defines strategy as analyzing the present situation and changing it if necessary which means finding out what one's resources are or what they ought to be. According to Chandler (1962) Strategy is the determination of an organization's long-term goals, then adopting courses of action and allocating resources necessary to achieve the goals. Strategy can be viewed as the configuration of an organization's thought process, actions, resources, and capabilities for charting its long-term direction and success within the context of changing external environment, (Machuki, 2010).

Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations, (Johnson et al, 2008). Ansoff (1965) puts Strategy as a rule for making decisions determined by product/market scope, growth vector, competitive advantage, and synergy. The game plan management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance, (Thompson & Strickland, 2003).

A strategy is a company's best game plan which provides a framework for managerial decisions and hence guides the management in making their decisions based on the laid down strategy. While strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives, (Pearce, Robinson Jr, & Mital, 2008). It involves planning, directing, organizing and controlling of an organisation's strategy related decisions and actions.

1.1.2 The Concept of Strategic Change

Strategic change management is a structured process designed to deal directly and intentionally with the human factors involved in planning and implementing but also through behavior change, (Njenga, 2014). It involves achieving the anticipated benefits that justified the change process in the first place, (McCarthy & Eastman, 2010). The performance of firms depends on the strategic fit between the firms and their external environments, the appearance of novel opportunities and threats in the external environment. This then forces the organisations to change their strategies in response to the changes in the environment. There are strong forces at work which are likely to push organisations towards certain patterns of change. Incremental strategic change is a natural outcome of the influence of experience (Johnson et al, 2008).

If change is to be successful it also has to link the strategic, operational and everyday aspects of the organisation. Action for managing strategic change needs to be context dependent such that it will not be the same for all situations in all types of organisations. Managers need to consider how to balance the different approaches to managing strategic change according to the circumstances they face, (Johnson et al, 2008). Successful adaptation to change is as crucial within an organization as it is in the outside world. Effective change management framework should be evolved in organisations to successfully manage change and gain sustainability in competitive advantage. Organisations regularly need to alter their existing systems and processes, they need to redefine their strategies and business practices.

Giola and Thomas (1996) argues that one of the major challenges in achieving strategic change can be the need to change the often long standing mindset or the taken for granted paradigms or assumptions. There is no one way of managing change. The approach taken towards managing strategic change need be context dependent as argued by Johnson et al. 2008). Ansoff and McDonell (1990) view the approach to strategic change management as being structured and systematic towards achieving a sustainable change in human behavior within an organisation.

Managers will always face the challenge of resistance to change from the people they are managing and as such they have to come up with ways to go round this and implement the strategic change in a supportive way. A manager takes substantive change demands seriously and considers the existing identity and image, (Giola & Thomas, 1996). Organisations must find ways of operating by developing new competencies as the old advantages and competencies gained is quickly eroded, (Johnson & Scholes, 2002).

1.1.3 The Food and Agriculture Organisation

The Food and Agricultural Organisation of the United Nations (FAO) is a specialized agency of the United Nations headquartered in Rome Italy, with 194 member nations, two associate members and one member organisation, the European Union, with a presence in over 130 countries. FAO was founded in 1945 with a mandate of raising levels of nutrition and standards of living, to improve agricultural productivity and to better the conditions of rural populations. It's an agency that leads international efforts to defeat hunger. FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy.

FAO is also a source of knowledge and information, and helps developing countries and countries in transition to modernise and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all. FAO's mission is to help countries govern, prevent and mitigate risks and crises and support them in preparing and responding to disasters (FAO Somalia, 2015).

FAO Somalia offices are located in Nairobi, Kenya, as a result of security restrictions in Somalia. FAO Somalia works in strategic partnership with the Somalia government, national and International Non – Governmental Organisations as well as other UN agencies. FAO Somalia has a lead role in the coordination and monitoring of humanitarian interventions in Somalia's agricultural sector, in addition to providing stakeholders with high quality up-to-date information on food security, nutrition and natural resources, (FAO Somalia, 2015). Key objectives of FAO's emergency programme in Somalia aim at prevention, mitigation and response to natural disasters and the impact of conflict and currently are mainly concerned with increasing agricultural and livestock production, livelihoods enabling assets transfer and cash for work rehabilitation of rural productive infrastructure. All this is to prevent households from sliding into humanitarian emergency, provide and protect assets at house hold and community levels to improve livestock and crop production and strengthen community capacity to mitigate the impact of soaring food and basic commodity prices (FAO Somalia, 2015).

FAO's new Strategic Framework outlines the Organization's vision, strategic objectives (SOs), and desired outcomes in terms of hunger eradication and agricultural development. Strategic Objective 1 deals with how to contribute to the eradication of hunger, food insecurity and malnutrition. Strategic Objective 2 -

increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner. Strategic Objective 3 - reduce rural poverty. Strategic Objective 4 - enable Inclusive and efficient agricultural and food systems. Strategic Objective 5 - increase the resilience of livelihoods to threats and crises.

1.2 Research Problem

Organisations have to respond to the ever changing environment in order to survive and remain relevant. The external environment could not be constantly decided; it would be decided depending on the decision maker's cognition of external environment, (Rajagopalan & Spreitzer, 1997). Nutt (2001) acknowledged that profound environmental change is occurring with greater frequency and organizations are learning to live with constant change. Most of the changes occurring in organisations are well beyond the control of these organisations' management forcing the management to keep on adjusting its practices to curb the threats as they arise. Many think that change management can be handled in an ad hoc manner and that it all goes down to the experience of the managing team and this has led to the many organisations failing in their strategic change management approach.

Change is imperative for survival and performance in the current turbulent global environment. Unlike in commercial entities which are usually driven by profitability, growth and performance, management in humanitarian organisations is very different as achievement is measured by delivery to the intended beneficiaries under the specific project.

Change management is a problem finding and problem solving activity. The problem is the future state to be realized, some current state to be left behind and some organised process for getting from one state to the other, (Ongeti, 2009). How do we confirm that it is change management that leads to certain results being achieved? Some organisations have been known to meddle through their operations and still pull through. Other organisations rely on environmental trends and therefore one can argue that for example, with an improved economy organisations will automatically perform well while the opposite will happen in recess. It is undertaken to achieve desired results within a specified time frame (Davis & Holland, 2002).

There are numerous drivers of change which are exerting power over organisations and are having a direct impact on the workplace including increasing competition, changing and more fluid industry boundaries, rapid technological changes, international legislation and regulatory changes, increasing awareness and expectations, increasing demands for better quality, and changes in the profile of the work force, (Lubanga, 2009). These changes have direct implications for the management who must consider the type of management style and organizational culture needed in a changing competitive landscape. These changes usually point to a need for internal processes and practices to ensure the required management skill-sets are built within an organisation.

Many studies have been done on strategic change management in Kenyan organisations. The objective of any change management is to maximize the benefits while at the same time minimizing the risk of failure during the implementation process, (Kariuki, 2014). Kimathi (2011) argues that many of the major decisions at

the heart of strategic management lead directly to significant change within the organisation. Kiptoo (2008) did a study of strategic management change at the University of Nairobi and established that strategic change management practices if successfully implemented provides survival in the turbulent times. Lang'at (2011) studied strategic management at Kenya Revenue Authority and how change in the environment was handled and came up with the conclusion that change depends on how well it is handled. Machuki and Aosa (2011) found out that companies listed in Nairobi Stock Exchange practice strategic management to deal with the effects of external environment. They found out that external environment factors appeared to have great influence in the companies' strategic decision making process. Foreign studies have also been conducted in organisations looking into strategic change management practices. These studies have provided useful insights into how various organisations approach strategic change in different contexts and how they respond to the same (Benson, Kimmel & Lawler, 2013; Price & Chahal, 2006).

Very few studies on strategic change management and its challenges have been done on United Nations agencies or even on major humanitarian agencies offering aid and more so those agencies operating in Somalia. This study therefore seeks to investigate what are the approaches to managing strategic change at the Food and Agriculture Organisation – Somalia Office, in order to delivery and achieve its mission of to helping countries govern, prevent and mitigate risks and crises and support them in preparing and responding to disasters. Also vital to find out what are the challenges encountered in the implementation process and how they managed to overcome? Finally what was the influence of the practices on service delivery given the volatile and hostile political environment it operates in?

The environment in which FAO Somalia operates in is a tough one which calls for a strategy in operational strategy now and then for at least the mandate of the organisation to be delivered. To be able to assist the marginalized and the ravished poor communities in the war torn with extremely harsh environmental conditions is demanding and needs tact to be used in order to delivery. Every season/calamity require a quite different approach than the one used earlier. The study is intended to answer the question: How does the management of FAO Somalia manage strategic change?

1.3 Research Objectives

The study had two objectives.

- i. To establish the approaches to managing change as adopted by the Food and Agriculture Organisations Somalia Office.
- ii. To determine the challenges of managing change at Food and Agriculture Organisations Somalia Office.

1.4 Value of the study

This study will be of great importance to various stakeholders. It will be important in assisting the management and employees in FAO and other UN agencies in establishing the effects of strategic change management on the overall performance the organisation in delivery of services to the people of Somalia and also on the effect on the staff morale and productivity. This will enable the management to make informed decisions when considering change.

The research will also be useful to other researchers and scholars in theory building and value addition to the existing knowledge and help to build a basis for further studies on strategic change management practices of organisations and its effects on long term success and service delivery. The impact on all stakeholders will also be important to investigate.

It will also be important to other organisations which are considering implementing a strategic change. The findings of this study will enable such organisations make better and informed decisions on change management. This is important because change is not something that just happens but must be planned in a proactive and purposeful way to keep the organisation current and viable.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores the existing literature about strategic change management. It will present and review critically the main theories that can facilitate answering the research questions. The literature review will commence with the core concept of strategic change management and then followed by theories basis of strategic change management.

2.2 Strategic Change Management

Strategic management is combination of science and arts which increases an organization's chances of success as it involves detailed planning of each and every variable of the organization that can help in the achievement of goals and objectives, (Asfar, 2011). Strategic management is adaptive and keeps an organization relevant. Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. External events may also necessitate organizational change. Change management has at least three different aspects- that is, adapting to change, controlling change, and effecting change, (Chemengich, 2013).

Change management for organizations means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities. Ansoff and McDowell (1990) argues that current business environment is characterized by drastic unexpected changes in

environmental factors which includes political legal factors, customer awareness, competition and technological advancement which have created new challenges to organizations. Every day there are new situations which require to be dealt with in a different approach which leads to unknown adventure with unknown outcomes and this then calls for strategic change management. Change generally can be said to be a significant disruption in established patterns of behaviour and/or expectations.

Strategic change management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives, and missions. Change is necessary for organizations to continue to thrive and meet and exceed the competition of industry competitors. Strategic change is the reshaping of culture, strategy, structure and paradigms of an organisation over a period of time by tinkering natural designs and external forces or simple drift in order to implement a strategy, (Otiso, 2008).

Strategic change is defined as changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy, (Hofer & Schendel, 1978). This means that strategic change is a way of changing the objectives and vision of the company in order to obtain greater success. There is no certain magic formula to do the job and it is not always leading to success. Many companies fail to implement the plan correctly and completely, whereas the others fail to convey this change among employees and organization. It doesn't matter how great your theory is or how useful you change may be for the organization, as long as you cannot make it understand by people it's worthless, (Naghibi & Baban, 2011).

Change management is not a distinct discipline in its own right. It grounds its basic approaches in theories from other social sciences and extensively draws from experience and real-life examples. Change is seen as an unavoidable, mostly negative element of life (Vercellese, 2004). Modern organizations recognize change is a constant. Change management acknowledges these transformations and seeks their understanding for the sake of strategic survival and benefit. According to Senge (1990) people both fear and seek change. Change management treat it as an ongoing effort to understand both industry and internal dynamics and where possible to capitalize on it, (Kitchen & Daly, 2002). It is not seen only as a one-off initiative, but as a process of organizational learning (Clutterbuck & Hirst, 2002).

Sustainable successful organizations must change continuously particularly in the face of the ever increasing global competition, this is according to (Christen, Richard & Jean, 2006). The implementation of decisions taken by management is far from being equalized to delivering a plan immune to resistance. Whatever strategic option is chosen after generating a list of possibilities for the organization, this option will involve changes for the people working in it. That conclusion inevitably points at the strategic importance of communicating timely and effectively at all steps of the change process. As change is a constant in organizations it also means communicating at all times to the salient stakeholders (Cornelissen, 2008). Organizing and communicating themselves involve on-going changes.

2.3 Theoretical foundations of the study

The study of managing strategic change is founded on the theories underpinning strategic management. By explicitly outlining and understanding some form of theory, it becomes easier to explain the reason why an intervention may work to induce planned change. Various theories have been developed that explain what makes a firm become competitively sustainable within the industry. Some of the key theories include the Force field analysis, the Kotter's eight step change process model and the Contingency theory by Burnes and Stalker. These models are discussed in the following sections and provide a basis on which change management is viewed from a global perspective of strategic management.

2.4 Theoretical Basis for Strategic Change Management

There are various management models that have been introduced by various scholars that can be used for better understanding of change management in organisations. Managing change has received increasing attention as both internal and external factors accelerate their pace and challenge organizations to respond accordingly. An integral part of strategic change is effective internal communication that corresponds to each stage of the strategy. Communicating to employees as internal stakeholders is viewed as crucial for the outcome of change programmes. Launching a planned communication strategy for the purpose of informing timely is a prerequisite for fruitful feedback and eventual success (Barrett, 2002).

Lynch (2009) distinguishes between organizational and strategic change and goes on to propose a pace level differentiation. Thus, organizational change is the change that happens continuously within organizations and it can be manifested in its two extremes – slow organizational change and fast organizational change.

Strategic change is different in essence due to its being a result of proactive initiatives through various managerial tools. Proactive here means that the company takes the initiative to manage new strategies and their impact on people in an organization, (Lynch, 2009, p. 564). Causality of change or the reasons that evoke change are important due to their relevance to achieving a better grip of control over the change process. In order to manage strategic change, it is important to understand what is driving the process (Lynch, 2008, p. 758). Many organizations which have undergone change have had to adapt to some kind of strategic change initiatives. Generally there is no single change strategy. An organisation can adopt a general or what is called a "grand strategy" but, for any given initiative, but an organisation is sometimes best served by some mix of strategies.

2.4.1 Force Field Analysis

This is one of the most widely known models for change and was developed by Kurt Lewin in 1951. He proposed a three-step model. His theory encompasses three conditions of the organization that take into account pre- and post-change stages plus the stage of actual translation into specific goals, (Stoyanova, 2011). The steps suggested are: One. Unfreezing current attitudes - in order to move on to the next step that constitutes of change taking place in the organization, the old status quo should be viewed through negative lens. A need should be created within the organization

that prepares for the upcoming change. Two: Moving to a new level – during the second step the organization experiences a period of options seeking or alternatives generating. Three: Refreezing attitudes at the new level – it indicates that an alternative is already agreed upon but the model does not clarify how exactly such an agreement or reassessment is made (Stoyanova, 2011).

This model assumes that most problems or situations have multiple causes, most problems or situations are held in equilibrium between driving and restraining forces; People are most likely to accomplish changes if we identify these forces; and it is frequently easier to make changes by reducing restraining forces. The application of this model is suitable where some managers may have tendency to increase the driving forces in order to attain change and this may however result in instability of the system and may lead to negative consequences (Stoyanova, 2011).

The model is useful in to analyzing the driving and restraining forces in order to fully understand the change situation. The field force analysis model helps one to get a specific picture of the situation as it exists, to understand the components of the situation under study, it also provides a framework for looking at the total situation, helps in graphic representation of the situation and it gives a way of understanding factors that can be influenced and those that can't be influenced (Stoyanova, 2011)..

Lewin's force field theory has led to the development of the actual field of research on the human behaviour. This approach has guided researchers in experiments in the field of social cognition, social motivation and group processes. Lewin openly stressed on the important role of communication during all three steps of the change

process. At each step information needs to be disseminated in order to support the chosen direction. It offers a simplified model of the process and it excludes any sudden changes that might occur in the middle of the implementation stage. Kanter, Stein and Jick (1992) criticized Lewin's model on different grounds, claiming it describes change as occurring only with applications of concentrated effort and only in one direction at a time, (Stoyanova, 2011).

Lewin openly stressed on the important role of communication during all three steps of the change process. At each step information needs to be disseminated in order to support the chosen direction. However, this early model does not make clear how exactly this is achieved, through what tools and in what time frame. It offers a simplified model of the process and it excludes any sudden changes that might occur in the middle of the implementation stage. Kanter et al, (1992) criticized Lewin's model on different grounds, claiming it describes change as occurring "only with applications of concentrated effort and only in one direction at a time" (Hatch, 1997, p. 356).

2.4.2 Kotter's Eight Step Change Process

Kotter introduced his eight-step change process in 1995 and he argues that his eight steps are a process and not a checklist. Successful change goes through all the eight stages. The eight steps as developed by Kotter include the following: Create Urgency; According to Kotter (1995), for change to happen, it helps if the whole company really wants it. A sense of urgency has to be developed around the need for change. This may help the management to spark the initial motivation to get things moving. It helps if many people start talking about the change the organisation's management is proposing, and then the urgency will build and be fed on itself.

For this change to be successful, at least 75% of the organisation's management must be in support of the idea for change. Kotter (1995) suggests that one should identify the potential threats and develop scenarios showing what could happen in the future; examine opportunities that should be, or could be, exploited; start honest discussions, and give dynamic and convincing reasons to get people talking and thinking; and request support from customers, outside stakeholders and industry people to strengthen your argument; Form a Powerful Coalition - Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough one has to lead it. Effective change leaders don't necessarily follow the traditional company hierarchy. Influential people in the organisation will be required to help in attaining the desired change – this helps in forming the powerful coalition of strong individuals (Kotter, 1995).

Create a Vision for Change: This includes first starting to think about change. Link these concepts to an overall vision that people can grasp easily and remember. Communicate the Vision: What one needs to do with the vision after it's created and this will determine the success. One needs to communicate it frequently and powerfully, and embed it within everything that one needs to do. Remove Obstacles: this is achieved by Identifying, or hiring, change leaders whose main roles are to deliver the change; looking at the organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with the vision; Recognize and reward people for making change happen. Identify people who are resisting the change, and help them see what's needed. Take action to quickly remove barriers - human or otherwise, (Kotter, 1995).

Create Short-Term Wins: One should look for sure-fire projects that can be implemented without the help from any strong critics of change; No need to choose early targets that are expensive; and to thoroughly analyze the potential pros and cons of one's targets. Building on the change: Kotter (1995) argues that many change projects do fail because victory is declared too early. He advises that real change runs deep. Each success should provide an opportunity to build on what went right and identifying what one can improve on. Anchor the changes in corporate culture: Kotter (1995) states that to make any change stick, it should become part of the core of the organisation. The corporate culture often determines what gets done and so the values behind the vision must show in the day-to-day work. Continuous effort should be made to ensure that the change is seen in every aspect of the organisation.

Criticism of Kotter's eight steps model of change: Kotter's model embeds the mindset that change is a one-time event, a process that must be meticulously managed and promises stability at its end; it promotes the idea that real change can only come from the C-suite. This approach makes it easy for employees to lose trust and credibility as leaders make changes to the change they've just touted as the most significant in the company's history; it forces employees to be objects of change, (O'Keefe, 2011).

2.4.3 Contingency Theory by Burnes and Stalker (1961)

Contingency theory is a behavioural theory that claims that there is no single best way to design organizational structures. The best way of organizing is, however, contingent upon the internal and external situation of the company. Burnes and Stalket (1961) established a contingent relationship between an organisation and its environment and the need to adapt to that environment. The basic tenant to this theory is that there is no one best way to change. The theory states that structure and the

performance of an organisation are dependent on the situational variables that it faces (Dumphy & Stace, 1993). The point is to design an organizational structure that can handle uncertainties in the environment effectively and efficiently.

Contingency theory, although having several strengths, it has been criticised for the difficulty of relating structure to performance and that it assumes that organisations and managers do not have any significant influence and choice over situational variables and structure, (Burnes, 2004). It also generally falls short in trying to explain why leaders with certain leadership styles are effective in some situations but not others. Finally, Contingency theory also fails to adequately explain what should be done about a leader/situation mismatch in the workplace.

2.5 Change Management Approaches

Mostly the way change is implemented varies depending on the type of industry, organisation's culture/values, the purpose that initiated the change, the goal the change process intends to achieve, the model chosen by the management, and the challenges that may arise while change implementation process is taking place, (Ouma, 2014). Either Top-down or bottom-up approaches may be used to initiate change. In top-down change, the senior management or executives generally conceive, plan and directly implement change, (Ryan et al, 2008). The middle management is responsible for detailed coordination and internal management of change while the non-managerial employees are vital with embedding change. The bottom-up approach takes place when the lower cadre employees who are closer to the operations give their views and suggestions on improvements to the organisation.

2.6 Resistance to Change

Resistance is the conduct that employees adopt in order to preserve the status quo when faced with pressure or if they feel that their security and/or status is being threatened, (Dent & Goldberg, 1999). Resistance to change is a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of change. It may take the form of: Procrastination and delays in triggering the process of change; unforeseen implementation delays and inefficiencies which slow down the change and make it cost more than originally anticipated; and efforts within the organization to sabotage the change or to absorb it in the welter of other priorities. According to Folger and Skarlicki (1999), resistance is the resultant employee's reaction of opposition to organizational change. Resistance is also multifaceted phenomenon because it introduces unanticipated delays, costs and instabilities into the process of a strategic change, (Waddell & Sohal, 1998).

Managers need to plan for some resistance when they are planning to implement change. Some resistance to change might be positive in that it slows down the speed with which innovation might otherwise proceed and allows time for employees to adjust to it, (Ouma, 2014). According to Armstrong (2009) people will resist change because it is seen as a threat to familiar patterns of behaviour as well as to status and financial rewards. According to Ivancevich et al (2005), resistance to change is categorized into individual resistance and organizational resistance. They have a feeling that threatens their position, power, status, quality, authority and the economic insecurity regarding the retaining of the job or level of compensation.

The inability to predict with certainty the new organizational design or compensation system creates natural resistance and sometimes they are not informed about the need for change, (Kimaita, 2010). Forces within an organization pose barriers to the implementation because the professional and functional orientation of a department or a unit may differ as each of them creates its own norms and standards of behaviour.

Resistance to strategic change is often considered to be the major source of resistance within organizations and the key reasons why change initiatives fail and persists to haunt even in future. As organizations continue to experience changes even the slightest, management must ensure that employees see that the change process has priority, is beneficial, and is permanently present and that key information is not lost within the chain. Resistance to change is especially relevant if the vision of a change agent differs from the values and beliefs of the existing organizational culture. If that is the case, then cultural issues in the government sector must be addressed (Schein, 1991).

2.7 Chapter Summary

The above school of thought argues that there is no distinction points out that the management of strategic change models by Kurt Lewin, John Kotter and Burnes & Stalker apply equally well in both commercial and non-commercial organizations. In an ever changing world, change is inevitable irrespective of the nature of the organisation.

These studies seek to establish the management of strategic change practices that are being undertaken at the Food and Agriculture Organisation - Somalia for effective performance. Moreover, the study shall identify how these change strategies differ in the nature of that value, resources, capabilities and environments, in ways which have implications for the making and implementation of the strategic change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives an outline of the approach that was used to collect data to answer the research questions. It gives the methodology in terms of how data was collected and analysed in order to deduce interpretations and conclusions of this study. It also consists of an outlay of research design, data collection and data analysis. In this stage, most decisions on how the research was executed and how respondents were approached, as well as when, where and how the research was completed.

3.2 Research Design

The research study was conducted through a case study which was aimed at getting detailed information regarding the management of strategic change by FAO. Yin (1989) argues that a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. According to Cooper and Schindler (2003), case study concentrates on full contextual analysis of fewer conditions of events and their interpretation.

The research was carried out at the FAO office in Nairobi where the Somali operations are carried out due to the harsh and volatile environment in the Somalia country. The aim of the study was at getting detailed information in order to find out how FAO Somalia office is managing change and the challenges it is encountering in doing so.

3.3 Data Collection

For the purposes of this study, primary data was collected. To achieve this, data was collected through discussions and interviews were conducted and this called for the use of an interview guide. The procedure involved personal interviews which helped to determine the approaches to change and their challenges.

People who were interviewed included the Officer in charge of the FAO Somalia office, the top level managers who are relatively few heads of sectors and budget holders who manage the overall organisation. These are the people who establish organisation goals at the country level, strategies and operating policies and they represent the organisation to other external events in may be meeting with donors, the government and meeting other executives of other organisations or agencies. The middle level managers who are responsible for implementing policies and plans developed by the top managers and they are also responsible for supervising and coordinating the activities will also be interviewed. A few selected employees were included in the study to aid in giving a balanced and holistic approach.

Primary data was collected by use of questionnaires administered to the above group. Semi structured questionnaires were sent to the respondents with a guide and instructions where necessary. The questionnaires had three sections namely: Respondent's Profile, Change management practice in FAO Somalia and Implementation of change and the challenges. The research used a five point likert scale to measure perception on subject areas being researched on.

3.4 Data Analysis

Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data, (Shamoo & Resnik, 2003). Before processing the responses, the completed interview guides were edited for completeness and consistency. Qualitative data was analysed to draw inferences. The nature of data collected was qualitative.

Data was analysed using the content analysis technique. Content analysis technique is used in making inferences by systematically and objectively identifying specified characteristics of information, (Nachmias & Nachmias, 1996). Content analysis refers to a set of procedures for collecting and organizing information in a standardized format that allows analysts to make inferences about the characteristics and meanings of written and other recorded material. Simple formats can be developed for summarizing information or counting the frequency of statements. More complex formats can be created for analyzing trends or detecting subtle differences in the intensity of statements. It enables researchers to shift through large volumes of data with relative ease in a systematic fashion (Cooper and Schindler, 2007).

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter will address the findings of the research study. It will cover the general findings and results of the study, the change management practices, approaches to change management, model of change management, dimension of change management, challenges faced in managing strategic change and discussions of the findings.

4.2 The Respondents' Profiles

The respondents comprised of the top management of FAO Somalia and a few selected staff. In total the researcher interviewed 12 of the 16 respondents that had been intended to be interviewed as in the research design making a response rate of 75%. This complied with Mugenda and Mugenda (2003) who suggested that for generalisation, a response rate of 50% is adequate for analysis and reporting, 60% is good while a response rate of 70% and above is excellent. These included the head of sectors from: Livestock, Fisheries, FSNAU, SWALIM and Head of Administration. Middle level managers interviewed included; Monitoring and Evaluation (M&E), Cash Based Interventions (CBI) and Human Resources. The researcher managed to interview 4 of the selected five employees. In terms of working experience, all the twelve respondents had worked in the organization for a period ranging from four to seven years. To this extent, the respondents were found to be knowledgeable on the subject matter of research and thus helpful to realization of research objective.

4.3 Change management practices in FAO Somalia

The interviewees stated that they were aware of the various changes that FAO Somalia as an organization was undertaking. They said these changes included; change of project approach to programme approach, the recently implemented staff reduction, the introduction of the Global Resource Management System as the universal corporate system and the changing scope of donors in regard to the responses in the Somalia community. When questioned further, the respondents said that in their views the various changes in the organisation was necessitated by the ever complicated donor funded environment whereby there were emerging challenges in the world which required donor attentions and thus donors would divert their funding efforts to the emerging areas.

Most of the respondents said the changes being implemented by FAO Somalia had both positive and negative effects. Positive effects were as a result of the long term impact the changes will have on FAO as the changes helps it to strategise into the future. This would help FAO to be in a position to deliver its programs to the intended recipients in Somali in a more efficient manner considering the ever shrinking donations from the world donor countries. The negative impacts were because a number of employees were directly affected by loss of jobs and hence their revenue string was cut short and also hampered effective delivery of the donor programs to the intended beneficiaries in Somali.

On factors that accelerated the changes and what factors reduced the speed of change, respondents felt that the leadership at the top of the FAO as whole in the world and their vision as the leaders accelerated the changes. Also at the country level the fact

that Somalia is moving towards stability affects the inflow of donor funds thus shrinking the programme drastically and hence need to match the operational costs to the size of incoming funds for the programme. Factors that reduced the speed of change mainly due to the corporate practices and procedures inherent in the FAO as a whole and these worked towards the slow speed of changes being implemented. Other factors included coming up with a proper and acceptable mode of selection for the staff reduction and also drafting a new structure to operate the programme. Finally, apathy from the employees in FAO Somalia as the drastic measure of staff reduction was being implemented also caused delay in the implementation of this change.

According to the respondents, some of the major successes of the changes included focus on developing new programme considering the overall needs of the country. There was also drastic reduction of the operational cost as more funds were channeled to the projects and less to the administrative costs, more and better information was being released and shared out to all the stakeholders involved. These changes focused on the long term results to the beneficiaries which was the key objective of the organisation. Finally more donors were attracted by the positive changes and new vibrant structure for service delivery and thus channeled more funding to the Somalia community.

The respondents said that FAO is still very much adapted to the changes in the environment. In that regard, FAO keeps on scanning the environment and adjusts its policies and procedures to be in line with the changes in the operating environment and this ensures timely and maximum delivery and responsiveness to the Somalia community. On whether the senior management initiates changes in the organization,

the respondents agreed that indeed the senior management is the key driver of most of the major changes in the organisation. This shows that the management of FAO Somalia is dedicated to aligning the changes in the environment to its organisation for maximum delivery of services to the beneficiaries in Somalia.

4.4 Implementation of change and the challenges

The respondents were asked whether the organisation anticipated the changes it is undergoing and how the changes were carried out. Respondents said that the organisation anticipated the changes at the head office for FAO as whole. These changes at HQ level were well anticipated and planned and sensitisation for their implementation done to all the parties involved.

Changes were carried out through the corporate decision to move in the whole of FAO in the world from project approach to programme approach as this will enable pulling of resources together and hence improve on delivery by working as a team. Also assessment of capacity for all countries was done with the support of experts from various fields. By assessing the capacity enabled the HQ to be in a position to allocate various delivery targets and approaches based on the individual delivery and capacity of the programmes at the country level. The respondents also said that there was the need assessment to overcome the expected problems in implementing the change. Sufficient support was provided by the management at the time of implementing the changes. This ensured that the process went on smoothly without interruptions as the very much needed support and back up of the management was ever present.

On whether there was any consideration regarding the changes being accepted, the respondents said that there was that consideration on whether the various changes would be acceptable. At every member country level, this decision of changes was vigorously discussed and the pros and cons were considered and deliberations on how the changes can be implemented were discussed in length and finally agreed upon and approved.

The respondents said that to ensure the acceptability of the change amongst its various stakeholders and to minimise the possible resistance, the organisation employed various strategies which included the following. From the head office level to the country level, sufficient support to the senior management was provided to ensure that all is well covered and understood by this top implementing team. Also the head office conducted a need assessment for changing and the support required was done for each country office in the whole world. They ensured that the diverse needs of the various country offices were carried clearly identified and the relevant support requirements based on the identified needs would be provided by the head office to ensure that change is well carried out.

The respondents also pointed out that proper training and briefing was carried out to all the concerned/involved staff and this resulted in the smooth implementation of the changes. Briefing to the various other stakeholders involved was also done so that they could be carried on board on the change processes going on and this ensured that there were no surprises on the stake holders regarding the changes being carried out by FAO Somalia. This included notifying and educating all the employees of the impending changes and more so emphasis and caution was exercised while informing

them about the restructuring process – the employees were first trained and coached thoroughly to ensure that they come in to terms with the reality of drastic staff reduction.

When questioned on what was done to ensure that change was institutionalised, the respondents pointed that the organisation ensured that change was informed to all stakeholders working closely with FAO to realise its mandate. Institutionalising was done through ensuring the organization structure is aligned with the strategy; choosing leaders who support strategy for important roles; Developing supportive cultural stories, myths and attitudes; Revising and enforcing policies; and linking rewards to desired actions. Also sufficient funds were allocated for this exercise to ensure change was properly implemented and well adapted by all the stakeholders involved.

Proper documentations were also provided to each country office. These were documents with well elaborate explanations on the need for change, the benefits of change and how the change will help improve on the life of all those impacted by it. The organisation also implemented a feedback programme whereby follow up on changes done and the problems/challenges encountered were addressed. This made the employees feel really appreciated and valued the whole process as they counted themselves as part of the change process in FAO Somalia.

The respondents agreed that change was dully communicated to the staff and this was done using various channels. There were common platforms for all the staff through the all staff meetings and the use of internal memos to all the staff. Another way was

by engaging and involving the leaders at different stages and levels of the change process. This ensured that the leaders were well informed and would play a vital part/role in ensuring the other staff buys into the change idea by making them understand and finally appreciate the change process. Also workshops were conducted for providing the necessary support for the change process.

On whether the top management supported the change process, all the respondents said yes and this showed how the change process in FAO Somalia is institutionalised and supported by all from the top and bottom. Also on whether the mission and vision were well articulated and properly understood by the FAO staff during the change process, the respondents agreed meaning that the staff are aware of the organisation's mission and vision and are able to match it with the changes in the organisation.

Regarding whether the respondents were part of the change implementation in FAO Somalia, those in the senior management team responded to the affirmative while those with no management responsibilities responded to the contrary. Those who responded affirmatively said that their role in the change implementation was to ensure that they change the management information system to adapt to the new changes and also generate and reorganise the information for managers. Other said they had no specific role but to ensure that they understood about the change process and that their juniors were well informed and versed with the changes which would result in high acceptance and support of the change implementation process.

When asked about the major challenges in implementing change at FAO Somalia, the respondents said that some of the challenges included explaining the change process

to the fellow managers and informing them of the new role they would be required to play and the expectations required from the managers based on these changes. The requirement of an entirely new corporate management system to adopt the change was another challenge identified by the respondents.

Resistance from the supportive procedural units like the procurement unit and the project management unit was also a challenge. Other challenges included reporting to the donors and getting clearance for reports the corporate financial unit. The future image of the organisation was also at risk as it was likely to be very much affected by the high staff turnover in the case where change involved was reduction of the number of staff due to shrinking donor funding and high operating costs. Cultural barriers also came out to be some of the challenges of implementing change. FAO being a multi-cultural environment had to do a lot of balancing act and also given the hard to change approaches adopted by the Somalis who are the targeted beneficiaries.

Finally, the other challenge involved conducting a thorough training to the staff to ensure they well understood what to do especially where change of the corporate system was involved. Training also helped to ensure that the element of resistance is addressed as the trainings are conducted.

The respondents said that all the staff members are involved at the planning and implementation stage of the change at one point or the other. This covers all staff through the active participation by the numerous unit heads who actively involve the staff under them. This ensures the planning and implementation is covered by all and active participation through the broken down units per area of operation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the findings of the research, presents the conclusions from the study and makes recommendations derived from the experiences encountered by FAO Somalia in the course of managing its strategic change. The section also looks at the limitation of this study and makes recommendations for future research in that area.

5.2 Summary of the findings

The objective of the study was to establish the approaches to managing change as adopted by FAO Somalia Office and also to determine the challenges of managing change at FAO Somalia Office. From the study findings, it was clear that in overall the process of implementing strategy at FAO Somalia office seemed to have been largely successful due to the approaches adopted at the head office. The FAO Somalia office is closely monitored and controlled by the FAO head office in Rome and hence the practices and procedures adopted by the HQ are well implemented downwards by the other country offices.

From the study we find out that the changes at FAO Somalia were all implemented in accordance with the guidance provided by the HQ and mostly all the changes being done were supported by the top level managers and employees at all levels. The study

noted that change was usually properly communicated at all levels and feedback and support sort from the staff and managers involved. Change was well planned for and acceptance level was high as the whole process was carried out with the involvement of all stakeholders and especially the staff. This from the study it shows was done in accordance to the FAO's vision and mission of alleviating hunger.

To the objective of determining the challenges of managing change at FAO Somalia Office, the study found out that the various challenges of managing change were well addressed at every time FAO Somalia was planning change. This ensured that there would be minimal or no resistance as the issues addressed by the various stakeholders have been properly addressed. Information available regarding the change at hand was shared well in advance and the staff directly to be affected by the changes were prepared through professional counseling and training.

5.3 Conclusion

The study concludes that FAO Somalia has been managing strategic change through the implementation of change management practices. All managers and employee involvement, training, workshops, seminars are some of the change management practices that have been instrumental in steering change. The top down communication approach proved very important to ensuring strategic change is properly communicated to all levels of employees and management and it proved to be quite effective providing quick and speedy implementation.

Some major changes in the organisation including new corporate system and the restructuring due to shrinking donor funding greatly influenced the implementation of strategic change by encouraging uniformity of adoption to FAO policies and procedures and hence overcoming cultural barriers. Though there were challenges arising in managing strategic change it was not detrimental to the implementation of the change process. It is therefore concluded that FAO Somalia is capable of managing change even with the ever volatile operating environment inside Somalia where cases of sporadic instability hampers delivery of services to the beneficiaries but FAO is able to adapt to the ever changing environment.

5.4 Recommendations

The study recommended that for FAO Somalia to counter the challenges of managing strategic change it is facing, it needs to address resistance to change caused by fear of loss of jobs and fear of the unknown due to the rapid changes in the organization. The top management needs to win the trust of the employees for the employees to own the change management process. Communication is vital in winning the trust of the employees and the need to strengthen communication will ensure that information flows effectively between decision makers and implementer. To ensure that proper and adequate funds are there to carry out its activities, FAO Somalia should embark on vigorous donor funding campaign which will be aimed at collecting funds to implement projects in Somalia and also ensure staff security due to constant fear of loss of funds due to shranked funding.

5.5 Limitation of the Study

The researcher encountered challenges of interviewing the top management of FAO Somalia especially due to their busy working schedules and frequent travel to the field and HQ thus limiting the time available for the interview. Other managers were citing that they have signed a confidentiality clause with the management and were afraid of disclosing information citing that the information granted would be used against them. Employees interviewed felt like they might be victimised by giving out the challenges faced or shortcomings identified in the change process. Securing appointment with those who were earmarked to be interviewed was a challenge while others were either too busy, had little time to spare or assigned their assistants to do it on their behalf.

Data collected was qualitative in nature and therefore the researcher was required to analyze this data using content analysis. The method is subjective and involves a lot of decision making which can lead to different conclusions by different researchers while analyzing the same data.

5.6 Area for Further Research

The researcher suggested the need for a detailed survey on management of strategic change in the donor funded industry and especially the other UN agencies. The challenges faced in management of strategic change and the measures adopted to counter the challenges in the UN agencies and donor funded industry would be addressed.

REFERENCES

- Academy/lesson Retrieved July 27, 2015 from study website
<http://study.com/academy/lesson/what-strategic-change-management-definition-models-examples.html>
- Ansoff, H. I. and McDonell, E. J. (1990). *Implanting strategic management*. 2nd Edition, Prentice-Hall International.
- Armstrong, M. (2006). *Human Resource Management Practice*. USA, Tenth Edition
- Asfar, B. (2011). *Strategic Management in today's complex world*. Business Intelligence Journal
- Benson, G. S., Kimmel, M., & Lawler, E. E. (2013). *Adoption of Employee Involvement Practices: Organization Change Issues & Insights*. Research in Organizational Change and Development, Vol. 21, pp. 233-257.
- Bullock, R. J. and Batten, D. (1985). *It's just a phase we are going through: A review of and synthesis of organizational development phase analysis*, Group organizational studies Dec 10 pp (382-412).
- Burnes, B. (2004). *Managing change: a strategic approach to organizational dynamics*. Harlow. Prentice-Hall.
- Chemengich, M. K (2013). *Managing Strategic Change in Public Sector*. Standard Research Journal of Business Management Vol11 (1): 1-40, April 2013.
- Christen C, Richard & Jean M (2006), *What Colour is your Parachute*. Ten Speed Press
- Clutterbuck, D, and Hirst. S. (2002). *Talking Business: Making Communication Work*. Butterworth Heinemann.
- Cornelissen, J. (2008) *Corporate Communication. A Guide to Theory and practice*. 2nd Edition, Sage Publications.

- Cooper, R.D. and Schindler, P. (2003). *Business Research Methods*, 8th edition, McGraw Hill, Irwin.
- Dent, E. & Goldberg, S. (1999). *Challenging resistance to change*. Journal of applied behavioural science, 35(1), 25-41.
- Dent, M., and Barry, J. (2004). *New public management and the professions in the UK: reconfiguring control?* in Dent, M., Chandler, J., Barry, J. (Eds), *Questioning the New Public Management*, Ashgate, Aldershot, pp.7-20.
- Dumphy, D. and Stace, D. (1993) *The strategic management of corporate change*, *Human Relations*, 46(8), pp. 905 – 918.
- FAO/sotookit Retrieved July 12, 2015 from FAO website http://intranet.fao.org/about_fao/sotookit/
- Folger, R. & Skarlicki D. P (1999). *Unfairness and resistance to change: Hardship mistreatment*. Journal of organizational change management, vol. 12 no. 1, pp. 35-50.
- French, W. & Bell, C. (1978). *Organisation Development*. 2nd Edition. Prentice-Hall.
- Giola, A. D. and Thomas, B. J. (1996). *Identify, issue and image interpretation: sense making during strategic change in academia*. *Administrative science quarterly* 41 (3) 370-403.
- Hatch, M. J. (1997) *Organizational Theory. Modern, Symbolic and Postmodern Perspectives*. Oxford University Press.
- IKM/Leadership Retrieved August 1, 2015 from tlu.ee website http://www.tlu.ee/~sirvir/IKM/Leadership/20Models/critics_towards_contingency_approaches.html - *Critics towards Contingency Approaches*
- Johnson, G., Scholes, K. and Whittington, R. (2008). *Exploring corporate strategy: Text and cases*, 8th Edition. Essex. Prentice-Hall

- Kanter, R.M.; Stein, B.; Jick, T. (1992) *The Challenge of Organizational Change: How Companies Experience it and Leaders Guide it*. The Free Press, New York. cd
- Kariuki M. R. (2014). *Strategic change management practices and service delivery at the Co-operative Bank of Kenya*. Unpublished MBA project, School of Business, University of Nairobi.
- Kimathi, L. G. (2011). *Implementation of strategic change at Parliamentary Service Commission*. Unpublished MBA project, School of Business, University of Nairobi.
- Kimaita, M. R. (2010). *Strategic change management practices within teachers service commission - Kenya*. Unpublished MBA project, School of Business, University of Nairobi.
- Kitchen, P.J. and Daly, F. (2002) *Internal communication during change management, Corporate Communications: An International Journal*, Vol. 7 Iss: 1, 46–53.
- Kotter, J.P (1995) *Leading Change*. Havard Business Review, March-April 1995, 56-67. Retrieved from Emerald February 2, 2009
- Kotter, J.P (1996) *Leading Change*. A conversation with John P. Kotter. Strategy & Leadership, Havard Business School press.
- Langat B. (2011). *Strategic change management at Kenya Revenue Authority*. Unpublished MBA project, School of Business, University of Nairobi.
- Lubanga L. (2009). *Strategies used by Kenyatta National Hospital for Management Development*. Unpublished MBA project, School of Business, University of Nairobi.
- Lynch, R. (2008) *Corporate Strategy*, 4th edition, Harlow, Pearson Education.

- Lynch, R. (2009) *Strategic Management*, 5th edition, Harlow, Pearson Education.
- Machuki, V. N and Aosa, E. (2011). *Influence of the external environment on the performance of publicly quoted companies in Kenya*. AIBUMA conference, school of business, University of Nairobi.
- McCarthy, C. and Eastman, D. (2010). *Change Management Strategies for an effective EMR Implementation HIMSS: IL, USA*.
- Naghibi. M. A and Baban H. (2011). *Strategic Change Management: The Challenges Faced by Organisations*. 2011 International Conference on Economics and Finance Research, IPEDR vol.4 (2011) © (2011) IACSIT Press, Singapore.
- Ongeti W. J (2009). *The impact of Change Management on Profitability: Case of National Bank of Kenya*. Unpublished MBA project, School of Business, University of Nairobi.
- Otiso H. N (2008). *Strategic Change Management Practices: The Case of Africa Merchant Assurance Company*. Unpublished MBA project, School of Business, University of Nairobi.
- Ouma, A. H (2014). *Change Management in the Kenya National Commission for UNESCO*. Unpublished MBA project, School of Business, University of Nairobi.
- O'Keefe, K (2011). Retrieved August 01, 2015 *Where Kotter's 8 Steps Gets it Wrong*.
Published in: <https://www.executiveboard.com/blogs/where-kotters-8-steps-gets-it-wrong/>
- Pearce II, J. A, Robinson Jr, R. B and Mital, A. (2008). *Strategic Management, Formulation, Implementation and Control*. Tenth Edition Tata McGraw Hill Education Private Ltd.

- Rajagopalan, N. and Spreitzer, G. M (1997). *Toward a theory of strategic change: A multi-lens perspective and integrative framework. Academy of management review*, 22 p 48-79 (Hannan and Freeman, 1984).
- Ryan, N., Williams, T., Charles, M., & Waterhouse, J. (2008). *Top down organizational change in an Australian government agency. International journal of public sector management*, 21(1), 26-44.
- Stoyanova, T. 2011. *Strategic Change Management and the Use of Internal Communication The case of HP.*
- Thompson, J. L. (1997). *Strategic Management: Awareness and change*. 3rd Edition, International Thompson Business Press.
- Vercellese, M. (2004) *Cogito Ergo Sum*. Garzanti Editore.
- Yin, R. K (1989). *Case study research: Designs and methods* (Revised ed., Vol. 5) London: Sage publication.
- Waddell, D. & Sohal, A.S.(1998). *Resistance: A constructive tool for change management. Management Decisions*, 36(8), 543-549.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE 7/9/2015

TO WHOM IT MAY CONCERN

The bearer of this letter DAVID GACHOKI


Registration No. D61/73062/2014

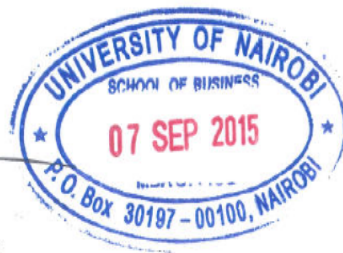
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: THE INTERVIEW GUIDE

Part I: Respondent's Profile

1. State your position/Title in FAO Somalia?
2. What is your Department?
3. How long have you worked for FAO Somalia?

Part 11: Change management practice in FAO Somalia.

4. Are you aware of any changes the organization has been undertaking?
5. If the answer is yes, which changes are you aware of?
6. In your own view what necessitated the changes? Explain.
7. Do you think the changes are impacting positively or negatively? Explain.
8. In your own opinion, what are the factors that accelerated the changes and what factors reduced the speed of change?
9. What are the major successes of the changes?
10. Is the organization still adapted to changes within the operating environment?
11. Does the senior management initiate changes in the organization?

Part 111: Implementation of change and the challenges

12. Did the organization anticipate the changes it is undergoing and how were the changes carried out?
13. Was there any consideration of whether the changes will be accepted and the possible resistance?
14. What was done to ensure the acceptability of the change amongst its various stakeholders and to minimize the possible resistance?
15. What was done to ensure that change was institutionalized?
16. Was change communicated to the staff? And if yes, how was it done?
17. Did the top management support the change process?
18. Were the mission and vision articulated and well understood by the staff?
19. Were you part of change Implementation in your organization? If yes, what role did you play?

20. What are the major challenges in implementation of change in your own opinion?

21. Are the staff members involved in planning and implementation of change?