CHANGE MANAGEMENT WITHIN THE BUSINESS UNITS OF PARASTATAL ORGANISATIONS IN KENYA

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DECLARATION

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

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

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DEDICATION

To my late Dad, mum, husband, sisters, brothers, children, friends, colleagues and my house manager for their unwavering support. It is through your support, prayers and selfless assistance that this was possible. I will forever remain indebted to you all.

ABSTRACT

The study focuses on how business units within parastatals in Kenya manage change. The main areas explored include communication of change to employees at all levels, involvement of staff on planning for the change, goals and objectives of change, employees who are affected by change, approval of changes and how the organization manages the various aspects to make sure the change is effectively managed. To achieve this objective a cross-sectional survey study was conducted on various parastatal organizations in Kenya including Kenya Bureau of Standards, Teachers Service Commission, New Kenya Cooperative Creameries, National Bank of Kenya, Kenya Re-Insurance Corporation, National Housing Corporation, Kenya Meat Commission and Kenya National Library Service. The structured questionnaires were randomly administered in all selected parastatals in Kenya. A sample of seven employees from each parastatal were interviewed resulting to total of 48 employees, however only 40 respondents managed to return the questionnaires. Data was collected and the responses coded into labeled categories and keyed into statistical program for social sciences (SPSS) for analysis Since this was a descriptive study, the data obtained was analyzed using statistical tools. Frequency distribution tables, mean scores and standard deviation were used to determine how parastatal organizations in Kenya manage change in their business units. The information was presented by use of frequency tables, charts and graphs. Most of the organization had been operating for more than six years , even the employees had worked for the same organization for more than six years , this means that the data collected is factual. This is an indication that parastatal organizations in Kenya have been operating and managing change. The study shows that Majority of the respondents had worked with the organization for long time thus the data that was collected is valid in terms of experience. It is also notable that in the recent past the organizations have undergone some change due to change in the way business is contacted, new entrants or competitors in the market which has seen the plan change in their business units to remain in existence and in business too. The study was keen to find out the management of change that exists in parastatal organizations in Kenya since this would in a significant way determine how their business units manage change and how effective the management of change can impact on the organization. Management of change has also been faced with various challenges which the

organization can devise means of solving or reducing the challenges. It can be said deductively that the management at the top makes the decision in terms of approval of changes in the organization. Thse changes are implemented by personnel who have little knowledge about the change, basically the line managers are required to cascade the changes to the staff and they are the most affected because they form the link between the top management and the lower level which stands at 59%

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

We live in a world where "business as usual" **is** change. New initiatives, project-based working, technology improvements, staying ahead of the competition – these things come together to drive ongoing changes to the way we work. Whether you're considering a small change to one or two processes, or a system wide change to an organization, it's common to feel uneasy and intimidated by the scale of the challenge. You know that the change needs to happen, but you don't really know how to go about doing delivering it. Where do you start? Whom do you involve? How do you see it through to the end?

The key to achieving and sustaining significant change is changing the basic ways of thinking within the organization, but this is difficult to achieve and sustain (Senge et al.1999). Companies resist new truths with a great deal of emotion (Martin 1998:114). Change management requires leadership, poses both personal and organizational stresses and challenges, and, if not done or done poorly makes things worse (Goodstein and Burke 1995:7). Even when an organization can figure out what to do, it still has to figure out how to make goals and methods transparent enough that employees are willing to take some calculated risks (Martin 1998:137).

Change is a common thread that runs through all businesses regardless of size, industry and age. Our world is changing fast and, as such, organizations must change quickly too. Organizations that handle change well thrive, whilst those that do not may struggle to survive. The concept of "change management" is a familiar one in most businesses today. But, how businesses manage change (and how successful they are at it) varies enormously depending on the nature of the business, the change and the people involved. And a key part of this depends on how far people within it understand the change process. One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the 1940s, and still holds true today. His model is known as Unfreeze – Change – Refreeze, refers to the three-stage process of change he describes. Lewin, a physicist as well as social scientist, explained organizational change using the analogy of changing the shape of a block of ice.

Consequently, when "the organization's capabilities reside primarily in its people, changing capabilities to address the new problems is relatively simple. But when the capabilities have come to reside in processes and values, and especially when they have become embedded in Culture, change can be extraordinarily difficult" (Christensen and Overdorf 2000:71). Processes are not nearly as flexible or adaptable as resources, and values are even less so. Frequent and often pervasive change is becoming a fact of life as organizations face increasing challenges in ever-more competitive environments. This is particularly true for parastatals in Kenya as they work to adjust to a rapidly changing business environment (Ault, Walton, & Childers, 1998).

1.1.1 Change management programmes

According to Nickols (2000), change management has at least three basic definitions, which are The task of change management, which refers to the task of managing change in a planned and managed fashion, an area of professional practice where many consultants internationally, profess to specialize in managing change on behalf of client and A body of knowledge, which consists of models, methods and techniques, tools, skills and other forms of knowledge that go into making up a practice.

Hiatt and Creasey (2002), state that change management evolved as a result of the convergence of two predominant fields of thought, an engineer's approach to improving business performance and a psychologist's approach to managing the human side of change. McKee (1998) provides an interesting insight into change management by reflecting on the difference between change and transition. He states that changes are successfully made by organizations, but they fail in the process of transition. Change is physical, like moving from point A to point B, but transition is a psychological process that people need to go through to come to terms with the new situation and this takes time. Transition starts with an ending.

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping employees to accept and embrace changes in their current business environment. Kotter defines change management as the utilization of basic structures and tools to control any

organizational change effort. Change management's goal is to minimize the change impacts on workers and avoid distractions. Successful change management is more likely to occur if the following are considered with great importance: The change should benefit management and realization to define measurable stakeholder aims, create a business case for their achievement (which should be continuously updated), and monitor assumptions, risks, dependencies, costs, return on investment, dis-benefits and cultural issues affecting the progress of the associated work.

1.1.2 Parastatal organizations in Kenya

The compendium, however, represents a useful guide to parastatal organizations In Kenya both for a quick reference to an individual organization as well as to those functional fields where government intervention penetrates to contribute to increased government control and regulation of the economy over and above the level of interventions provided by the ordinary civil service administration. Each parastatal organization is responsible to a parent Ministry within the government, with the executive head of that parastatal being answerable to the Permanent Secretary of the Parent Ministry. The government, however, may issue guidelines from time to time defining further the role of a given parastatal organization. The government policy that the Mandates given as by law should be viewed as pointers of what could be done to make a contribution to the service of the nation, in the context of national Concepts and aspirations.

Miles (1997) emphasizes that transforming change is vision-led rather than problem-driven. Christensen and Overdorf (2000), Sull (1999), and Miller and Morris (1999) highlight the strategy issues created by the tradeoffs organizations face when dealing with disruptive or discontinuous change: execute current business effectively or adapt to meet the new needs. In the wake of competition and uncertain business opportunities there is need to explore change management in parastatals and its impact on the transition process. It is important to take into account the impact such a change would have in management, communication plans and management techniques of the employees. Such a smooth transition would often call for implementation of communication strategy, resistant management plans and strategy to deal with resistance to change.

1.2   Research problem

According to John Kotter (1996), most credible evidence suggests that change will happen at a more rapid pace in the business environment in the future. Kotter states that the rate of environmental movement will increase and pressures on organizations to transform themselves will grow over the next few decades. He suggests that if this is the case that the only rational solution is to learn more about what creates successful change. In fact, use formal change management techniques to ensure the success of change initiatives will be considered an important fact.

A parastatal is a legal entity created by a government to undertake commercial activities on behalf of an owner government. Their legal status varies from being a part of government into stock companies with a state as a regular stockholder. The defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs. While they may also have public policy objectives. Parastatals face diverse challenges in change management because of the existing government structures and protocols involved especially in management and implementation of change management. The employees are faced with change which is planned or unplanned and they are required to implement the changes at their functional levels.

To make parastatals effective and commercial in their operations, they have to compete effectively in this dynamic business environment coupled with change paradox. While acknowledging the non-linear aspects of the change process, it is still useful for organizational leaders to analyze available information to identify what needs to be changed inorder to prepare the organization to be successful in its current and future environment. Mohrman, Jr. et al. (1989), Ackoff (1999), Hedberg et al. (1976). This provides a rich mixture of theory, conceptual frameworks, guides that Collectively, convey the wide range of options, complexity, and challenges of managing organizations through voluntary or involuntary change.

Some persons deal very well with change and thus adapt quickly to any new situation. Others that fear of unknown or fear that they do not have the skills they will need if changes are

implemented, do not find this easy at all, and therefore resist any changing situation that might occur. Once one understands more about change, the easier it is to adapt. managers are advised to recognize that change is implemented by and has consequences for people, and that change can be made significantly less traumatic and more successful if these human aspects are anticipated and handled effectively. In view of this, how do Parastatals organizations in Kenya manage change?

1.3 Research objective

To determine how business units within parastatals in Kenya manage change.

1.4 Value of the study

This research study will assist the organization to identify the best ways of managing change. This will help the organization to prepare to balance the structures with work force to effect successful change. This literature indicates that managers of organizations, both public and private, need to be "environmentally vigilant," carefully monitoring and analyzing the external environment to identify and analyze changes that could significantly alter the "rules of the game" and indicate a need for organization-wide change within their organization (Burke and Trahant 2000).

Forces such as globalization, the movement to "centerless organizations" in which organizational boundaries are altered by partnerships and network interactions, redefinitions of strategic Interests and the role of parastatals, a changing political climate that dictates new, more extensive, or different partnerships in either the funding or execution of strategies. This study provides a rich mixture of theory, conceptual frameworks, guides that Collectively, convey the wide range of options, complexity, and challenges of managing organizations through voluntary or involuntary change. It can help leaders of parastatal organizations understand and interpret the challenges facing their organizations and arm themselves with the tools needed to develop a set of change strategies that are tailored.

The study will help the organization to adapt to changing environment. Management of employees during change is critical and when evaluated it will give the organization the value of employee's involvement in change management. The strategy for success is not easy to determine since many aspects of the changing environment are still emerging and are highly uncertain. This places a premium on rapid recognition of changing conditions that require a change in strategy, and a thorough understanding of the capabilities, values, and processes of the organization, which determine the organization's ability to implement a strategy.

The study also will assist organization in defining their change agents in the organization and how effective communication can reduce resistance to change from employees. Social psychology of the workplace is critical for successful organizational change. Consequently, a substantial segment of the change management focuses on describing how managers and employees respond to change and advising managers and staff about how to handle the stress, conflicts, and emotional issues that accompany change, gain support for and participation in the change effort, and generally, make organization-wide change less traumatic.(See Adizes 1991, 1999; Argyris 1993; Heifetz 1994; Holman and Devane 1999; Kotter 1998;Marquardt 1999; Marshall 2000; Woodward and Buchholz 1987).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Change management, which falls within the broader theoretical framework of social change (Lewin 1951, 1958), has been a perennially popular topic in the organizational effectiveness and management literature. Identifying the need for organization-wide change and leading organizations through that change is widely recognized as one of the most critical and challenging responsibilities of organizational leadership. These responsibilities have become even more important in recent years as organizations are living through a time of tremendous sea changes, Globalization, the disruptive influence of new technologies, the emergence of e-business, and growing electronic connectivity among financial markets are all accelerating the pace of commerce throughout the world today – in virtually every industry. Add deregulation, political instability, emerging new economies in the Pacific Rim, and an exploding number of new scientific discoveries (many of which lead quickly to new products and commercial applications), and you have a recipe not only for market turbulence, but also for … "disruptive phase shifts" in how business is conducted. (Burke and Trahant 2000).

Recent change management literature has focused primarily on the private sector, targeted to those trying to lead organizations through organization-wide change processes (Goodstein and Burke 1995; Mohrman, Jr. et al. 1989). The goal of the intentional organizational change typically addressed in this literature is to make rapid improvements in economic value while simultaneously creating an organization whose structure, processes, people, and culture are tailored appropriately for its current mission and environment and positioned to make the next round of needed change. Two levels of intentional change are typically discussed (Burke and Trahant 2000; (1) fundamental or transformational (addressing "big picture" issues such as mission, strategy, culture, leadership, external environment); and (2) transitional or transactional (the everyday, how things get done issues such as structure, management practices, systems, motivation, needs, job fit, and work unit climate).

2.2 Change Management Models

There are many different change management models some of which are 7-S Model, Lewin's Change Management Model, and Kotter's Eight Step Change Model. There are many differences to each of these models that can be seen once we discuss them further. There are also many similarities between the three models. Only one of these models can be considered as a best fit for a company needing a large amount of change. The McKinsey 7-S Model was created by Tom Peters and Robert Waterman while they were working for McKinsey & Company, and by Richard Pascale and Anthony Athos at a meeting in 1978 . The McKinsey 7-S model is a holistic approach to company organization, which collectively determines how the company will operate There are seven different factors that are a part of the model: shared values, strategy, structure, systems, style, staff, and skills, which all work collectively to form the model (12Manage, 2007).

Shared values are the center of the model because it is what the organization believes in and stands for, such as the mission of the company. Strategy represents what the company plans to do react to any changes of its external surroundings (Recklies, 2007). The structure refers to the organizational structure of the company. Systems are the portion of the model that represents "the procedures, processes and routines that characterize how the work should be done". Staff is quite obvious in the fact that it is a proper representation of who is employed by the organization and what they do within the organization, Style signifies the organizational culture and management styles that are utilized within the organization and Skills indicate the abilities and competencies of either the employees or the organization holistically (12Manage, 2007).

There are many benefits and disadvantages of the McKinsey Model. There are four main benefits of the McKinsey 7-S Model: It is an effective way to diagnose and understand the organization; it is a guide for organizational change; it is a combination of both rational and emotional constituents; and all parts are interrelated, so all portions must be addressed and focused on (12Manage, 2007). One major disadvantage is that when one of the parts is changed, all parts change because they are all interrelated (12Manage, 2007).This model ignores differences (Morgan, n.d.). After five years many of the companies that used this model fell from the top (Morgan, n.d.).

Lewin's Change Management Model was created in the 1950s by a psychologist named Kurt Lewin (Mind Tools, 2007). Lewin recognized three stages of change, which are still widely used today: unfreeze, transition, and refreeze . The majority of people tends to stay within certain safe zones and is hesitant of change (Syque, 2007). In order to overcome this frozen state, we must initiate an unfreeze period, which is done through motivation (Mind Tools, 2007). Motivation is important in any organization, even when it is not changing. This is when leadership is critical for the change process to work. Another important part of this stage is the reassurance that this is good for the company as well as the employees. At the end of the transitional voyage, comes the next stage: refreeze. This is the stage where the company once again becomes stable (Syque, 2007).

According to Nickols, at the heart of change management lies the change problem. That is, for some future state to be realized, some current state needs to be left behind and some structured, organised process for getting from one to the other needs to exist.The vision is the bridge between the current and future states and is the force behind transformations. The vision should include the rationale, benefits and personal ramifications of the suggested change. (as per Lewin's Change Model), has three distinct stages as reflected below.

Figure 2: Illustration of the three stages of change

 (*Source:* Balogan, J., Hailey, V.H. (1999:127): *Exploring Strategic Change*, Prentice-Hall: London).

As with the previous model there are many disadvantages and benefits of Lewin's Change Management Model. Benefits include: that this is a simple and easily understood model for change; the model is done through steps; this is an efficient model that is used today (Mind Tools, 2007).The main disadvantage of this model is that it is timely, but you must consider that it is timely for any change to take place. Another disadvantage is that at the refreezing period, many people are worried that another change is coming, so they are in change shock. This change shock causes employees to not be as efficient or effective in their jobs (Syque, 2007).

Kotter's Eight Step Change Model, Step One: Increase urgency for change, Step Two: Build a team for the change , Step Three: Construct the vision, Step Four: Communicate, Step Five: Empower, Step Six: Create short term goals, Step Seven: Be persistent, Step Eight: Make the change permanent (Chapman, 2006). The first step is to create urgency for change. This means that we have to convince the employees that this change is necessary for the company to survive (Rose, 2002). This also means that we must communicate that the change is achievable without any detrimental effects on their jobs. The next step is to build a team for the change, which has to be of some respected employees within the company (Rose, 2002). The third step is to construct the vision, which will show clear direction to how the change will better the future of the company and their jobs (Rose, 2002).

The fourth step by kotter is to communicate this vision. In order for the vision to work it must be fully understand by the employees, which means that it is necessary for the leaders of the change group to follow this vision (Rose, 2002). The fifth step it to empower the employees to execute the change by creating short term goals, we assist the employees to accept the change by showing them progress (Rose, 2002). Rewards are very important at this step also (Rose, 2002). The seventh step is about persistence because we should influence more change even after the short term goals are met or the original plan for change will cease and die (Rose, 2002). The final step is to make the change permanent by moving fitting it into the company's culture and practices, such as promotion (Chapman, 2006).

Kotter's Eight Step Change Model has many disadvantages and benefits, but overall it is the best fit for most companies because substantial change is needed for the divisions because it's history. This will also help ease the transition because the division has quite a history compared to the rest of the company, so people are not as set in the ways, as they would be if the division had been around longer. Organizations need to plan for ten years of effort to accomplish a major transformational change (Kotter 1998). Skipping steps creates only an illusion of speed and never produces a satisfying result (Kotter 1998:2), Because of the need to maintain a capability to conduct existing business during the interim and the entrenched structures and practices that must be overcome, there is general agreement that it may be easier to create the necessary conditions in new organizations than in existing organizations.

Change can be broken down into discrete time periods or phases, change leaders can adapt their strategies and techniques based on the unique attributes of that phase. This article deals with the four stages in the process that forms the foundation of successful change management by creating a sense of urgency. Change in an organization does not happen in a vacuum. If nothing happened to disturb organizational life, change would be very slow and perhaps, merely accidental (Senior, 1997). Establishing a sense of urgency is crucial to gaining the needed co-operation to bring about change. Employees at all levels within the organization need to be aware of the forces driving change, and need to be motivated to undertake change that will impact on their personal and working environment.

Change needs to be associated with a sense of urgency and must be propelled by various driving forces that need to be stronger than the restraining forces. Employees need to be motivated to undertake the change by believing that the benefits of the change will outweigh the cost of the change, There exists some practical first steps that make the change more ''real'' to employees (Senior, 1997). Having a powerful force behind the change involves having a senior management team, which supports and drives the change. The implementation of change needs constant and effective communication. It should be based on a formal communications plan, which motivates employees to undertake the change and which is repeated to enforce the need for change in the minds of employees. The communications plan needs to build a foundation for change.

2.3 Strategic Business Unit (SBU)

A strategic business unit is a significant organization segment that is analyzed to develop organizational strategy aimed at generating future business or revenue. Exactly what constitutes an SBU varies from organization to organization. In larger organizations, an SBU could be a company division, a single product, or a complete product line. In smaller organizations, it might be the entire company. Although SBUs vary drastically in form, they have some common characteristics. All SBUs are a single business (or collection of businesses), have their own competitors and a manager accountable for operations, and can be independently planned for.

In business, a strategic business unit (SBU) is a profit center which focuses on product offering and market segment. SBUs typically have a discrete marketing plan, analysis of competition, and marketing campaign, even though they may be part of a larger business entity(Senior, 1997). An SBU may be a business unit within a larger corporation, or it may be a business unto itself. Corporations may be composed of multiple SBUs, each of which is responsible for its own profitability. General Electric is an example of a company with this sort of business organization. SBUs are able to affect most factors which influence their performance. Managed as separate businesses, they are responsible to a parent corporation. Companies today often use the word *segmentation* or *division* when referring to SBUs or an aggregation of SBUs that share such commonalities.

Strategic business units are absolutely essential for multi product organizations. These business units are basically known as profit centres (Senior, 1997). They are focused towards a set of products and are responsible for each and every decision / strategy to be taken for that particular set of products. Strategic business units can be best explained with an example. The key to Strategic business management is to have a strict watch on the investment and returns from each SBU. The SBU manager too plays a crucial role in this and hence he is recruited from the industry with extensive experience of that particular industry. Portfolio / Multi SBU management and is done at the absolute top level of the management. Each and every change in the market, and its affect on SBU's is anticipated which is then taken into consideration. Business management may actually mean product portfolio management or SBU management.

BCG Growth Share Matrix – The BCG growth share matrix was developed by Henderson of the BCG group in 1970′s. The matrix classifies businesses / SBU's by Relative Market Share – The market share of the business / SBU / Product in the market as compared to its competitors and overall product / category and the Market growth rate –The growth rate of the industry as a whole is taken into consideration from which the growth rate of the product is extrapolated. This growth rate is then pitched on the graph. An SBU absolutely needs to be flexible because it needs to adapt to any major changes in the market. For example – if an LCD manager knows that LED's are more in demand now, he needs to communicate to the top management that he would also like a range of LED products to make the SBU even more profitable. Thus by adding LED to its portfolio, the SBU can immediately become double profitable. Thus by adjusting to change on SBU levels, the organization as a whole can become profitable.
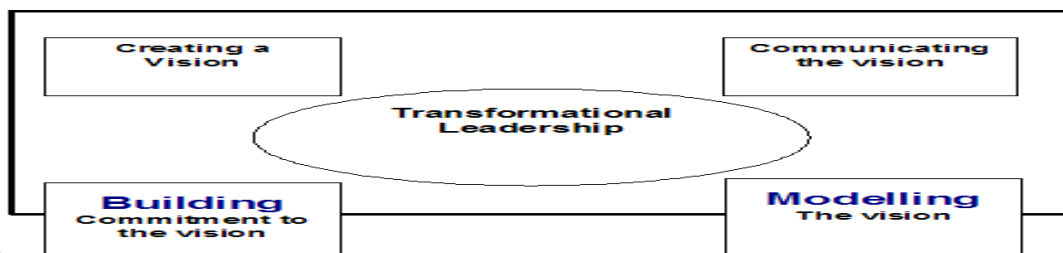
2.4 Leadership in change management

Executive sponsorship and participation are critical to the success of change initiatives. Numerous studies have identified leadership and participation by top management as the single greatest contributor to success in change management programs (Kanter et al. 1992; Goodstein and Burke 1995). Change leadership must be diffused throughout the organization and an effective leadership network established to overcome resistance and inertia within the organization. Leadership during planned organizational changes require courage to confront resistors and deal proactively with conflict, the ability to provide vision and coherence (linkages that hold the organization together), and the ability to motivate and overcome resistance (Marshall 2000). Bennis and O'Toole (2000).Its important to note that the right CEO can make or break a company, in part because of the CEO's role in initiating and leading planned change.

Leaders are needed to provide vision, inspiration, and conviction and to demonstrate integrity, provide meaning, generate trust, and communicate values. They must also know how to pace and sequence change efforts to avoid change fatigue and cynicism (Abrahamson 2000). Goleman's (2000:81) extensive study (random sample of 3,871 executives) found that a key aspect of leaders' effectiveness during change was their ability to apply different styles of leadership to different circumstances, even within short time periods. This finding is also consistent with Fiedler's (1996) study on the contingent leadership.

Nystrom and Starbuck(1984) emphasize the importance of top managers' ideas on organizational learning, and the potential need to replace top managers en masse in order to enable the organization to unlearn dysfunctional approaches and respond effectively to crisis situations. Pascale et al. (1997:127) reflect much of the literature in the three interventions they recommend to leaders for restoring companies to "vital agility" and keeping them in good health, Incorporate employees fully into the principal business challenges facing the company, Lead the organization in a different way to sharpen and maintain employee involvement and create constructive stress by raising issues and generating urgency, Instill mental disciplines that encourage people behave differently and then help them sustain their new behavior.

Change is so difficult to accomplish, therefore a powerful force is required to sustain the process (Kotter, 1996). A strong guiding coalition is always needed - one with the right composition, level of trust and shared objectives. The kind of leadership that needs to be present with major change efforts is transformational leadership. Transformational leadership is where leaders are agents of change (McShane and Von Glinlow, 2000). These leaders develop a vision for the organization, inspire and collectively bond the employees to that vision and gives them a ''can do'' attitude that makes the vision achievable. Transformational leaders energize and direct employees to a new set of corporate values and behaviors. The elements of transformational leadership are provided in *Figure 1*: Elements of Transformational Leadership

Figure 1: Elements of Transformational Leadership

(*Source*: Heskett, J.L, Sasser, W.E, Schlesinger, L.A. (1997:2): The Service-Profit Chain, The Free Press: United States).

George Land, chairman and CEO of Leadership 2000, a change management consultancy is quoted (2003), saying: ''Without a compelling purpose, we live life as a fairly haphazard experience, being easily swayed by the latest fad, temporary pressure or the most recent advice on what others think we ought to be doing. A clear vision and purpose pulls us toward the future.''

When communicating the vision, the managers must be clear in their communications and a formal communications plan is very helpful during a change initiative. Communication competes with ''share of mind'' with many other communications. Weak communications exist, when senior and middle managers do not confer with supervisors or employees about the intended changes (Kendall Consulting, 2003). Communication needs to be assessed by looking at the why, what, how, and when of communicating during the planning and implementation phases of change. Many change interventions fail because companies fail to plan and manage communications, which means that the change programme doesn't gain the awareness, support, involvement and commitment needed to succeed.

2.5 Tools and Approaches of Change Management

Nadler and Tushman (1997), identify tools and approaches, many of which are addressed in considerable detail, they may include Backward Mapping (start with the end in mind, working backward from the desired end state to identify pathways to success),balanced Scorecard (ensure well-rounded performance, especially from managers, by designing an evaluation that takes into account the perspective of clients/customers, manager, peer, and subordinate on four dimensions: customer service, internal business processes, learning and growth, and financials), Benchmarking (use standards or measures from high performing organizations as basis for comparison – results from benchmarking need to be used as part of an overall change process; just doing the benchmarking doesn't lead to change), business Process Reengineering (increase performance by radically redesigning the organization's structures and processes, including starting over from the ground up), Continuous Improvement (improve performance and customer satisfaction through continuous and incremental improvements to processes, including removing unnecessary activities and variations – often represented as a quality initiative)

Cultural Change among members of the organization, employee Involvement (engaging personnel from throughout the organization to identify issues, propose solutions, and become partners in implementing the changes needed to succeed in present and future environments). ISO9000 (implement internationally recognized standards of performance and quality using guidelines especially focused on environmental performance), Knowledge Management (collect and manage critical knowledge in an organization to increase its capacity for achieving results, often involving extensive use of computer technology – impact depends on how well the enhanced, critical knowledge is applied to the organization.

Learning Organization (enhance organizational systems (including people) to increase capacity for performance(Kendall Consulting, 2003). Impact depends upon how well the enhanced ability is applied in the organization),Management by Objectives (align goals and subordinate objectives throughout the organization – a form of planning), Organizational Design (redesign the organization to address inadequacies and build new, more appropriate capabilities and processes, including organizational self-design and learning),outcome-Based Evaluation (assess impact of services and products on target communities, identify outcomes necessary to accomplish objectives with target market, construct measures for each outcome to assess extent of achievement),Total Quality management (ensure that the organization consistently meets or exceeds customer requirements and continually improves by measuring processes and imposing controls)

2.6 Factors Important to Change Management

There is increasing emphasis on the need to tailor change management strategies to the particular Characteristics of the organization and its environment and to address all aspects of the organization during implementation. Even then Christensen and Overdorf (2000) emphasize how Difficult it can be to meet the simultaneous demands of the current organization and its business needs and those of the emerging conditions. There is general agreement that success is unlikely unless the basic considerations are addressed effectively. This requires not only skilled Management but also effective leadership and broad employee engagement and participation.

Christensen (1997) and Christensen and Overdorf (2000) provide an extremely lucid discussion of the challenges facing organizations trying to respond to discontinuous and disruptive changes in the external environment and the critical role an informed and appropriate strategy plays in Management's ability to chart a course that enables the organization to succeed under these difficult circumstances. Miles (1997) emphasizes that transforming change is vision-led rather than problem-driven. Christensen and Overdorf (2000), Sull (1999), and Miller and Morris (1999) highlight the strategy issues created by the tradeoffs organizations face when dealing with disruptive or discontinuous change: execute current business effectively or adapt to meet the new needs.

Processes and values, which constitute valuable resources for conducting the organization's current business, can become constraints on the organization's ability to succeed in the changed environment. Processes by definition are not meant to change, or need tightly controlled procedures to manage the change; changing them takes time and effort. Values influence judgments about the type of business the organization can conduct (for example, acceptable margins and the types of projects/products that are within the organization's "market," including how big an opportunity has to be to be interesting). Values are also difficult to change. Consequently, when "the organization's capabilities reside primarily in its people, changing capabilities to address the new problems is relatively simple. But when the capabilities have come to reside in processes and values, and especially when they have become embedded in Culture, change can be extraordinarily difficult" (Christensen and Overdorf 2000:71).

Processes are not nearly as flexible or adaptable as resources, and values are even less so. So when an Organization needs new processes and values, because it needs new capabilities, it must create a new organizational space where those capabilities can be developed in several ways: creating new organizational structures within the corporate boundaries where new processes can be developed, spinning out an independent organization from the existing organization, or acquiring a different organization whose processes and values closely match the requirements of the new task. These alternatives obviously have implications for the existing organization as well as the demands placed on the organization's leadership

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section will give the methodology to be used in the study. It will include the research approach, population of the study, type of data, method of data collection and data analysis techniques to be applied during the research. Most, Craddick, Crawford, Redican, Rhodes, Rukenbrod, and Laws (2003) describe 'quality assurance' and 'quality control' as two approaches that can preserve data integrity and ensure the scientific validity of study results. Each approach is implemented at different points in the research timeline (Whitney, Lind, 1998).

3.2 Research design

Research design is considered as a "blueprint" for research, dealing with at least four problems: which questions to study, which data are relevant, what data to collect, and how to analyze the results. Research design can be divided into fixed and flexible research designs (Robson, 1993).The research design was a cross-sectional survey study. The objective of this study is to determine how business units within parastatals manage change.   Cross-sectional survey research involves the use of structured questionnaires and/or statistical surveys to gather data about people and their thoughts and behavior (Cooper, 2000). A cross-sectional study of eight parastatal was used to establish how parastatal organization in Kenya manage change. The population of the study was all parastatal organisations in Kenya. A stratified sampling was used to choose eight Parastatals, each from each category.

3.3 Data collection

Data collection is the process of gathering information about a phenomenon using data collection instruments (Sekaran, 2000). Both primary and secondary sources of data were used to obtain information about the study. Secondary data was obtained from the organizations policies, mission, vision and the core values, firms' websites, press releases, magazines and brochures. Primary data was obtained through a structured questionnaire that comprised of open ended and closed questions. The questionnaire was devided into two sections. Section A was dealing with personal information, section B, was dealing with organizational and general questions. The questionnaires were self-administered on drop and pick basis.

3.4 Sampling design

In Kenya we have about 178 parastastal organizations. The target population for this study will be all parastatal organization in Kenya. Parastatal organization in Kenya are devided into eight categories and therefore one parastatal organization will be chosen randomly from each category and 50 respondents or employees will be interviewed from parastatal, 50 respondents will be drawn from business development, human resource and administration department as the department are involved in change management. The respondents will be picked at random. This will truly be reflective of the whole population and its representative, cost and time effective. A large sample size is constrained by time and financial limitations.

3.5 Data analysis

Summarizing data is often critical to supporting arguments made with that data, as is presenting the data in a clear and understandable way. The raw data may also be included in the form of an appendix so that people can look up specifics for themselves. In this case the data will be thoroughly checked for completeness and consistency. Descriptive statistic such as means, standard deviation, percentages and frequencies will be used to analyze the data. The results will then be presented in form of charts, graphs and tables. The SPSS statistical computer package will be used to analyze the data.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis and findings in line with the research objectives. The objective of the study was to determine how business units within parastatals in Kenya manage change. The data has been presented using tables, charts and graphs. Descriptive statistics such as means, percentages and standard deviations have been used to present the data.

4.2 General information

This section deals with the general information which include the response rate, how long the organization has been in existence, how long the staff employed have worked on their organization and the departments they are working at the moment. This information has given the data credibility.

4.2.1 Response rate

Fifty questionnaires were administered for feedback but the response rate was at 80% meaning 40 questionnaires were answered while 10 questionnaires were not responded to. The 80% is quality data good for analysis since it is more than half of the expected result in terms response. The 20% non-response rate was as a result of respondents either losing the questionnaire or delaying in responding or fear of victimization by the organization for giving out information
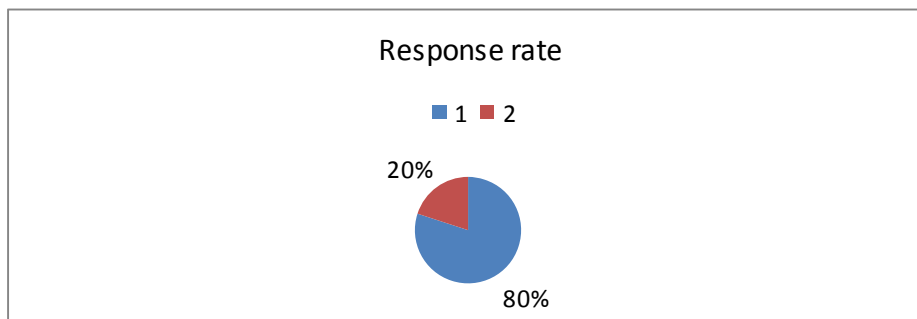

Fig.4.1 response rate

4.2.2 Existence of organization

This section touched on the number of years the organization has been in existsence, the number of years the employees have worked on their organization. The respondents were asked to indicate the department they worked but almost all of them declined to answer this question. The respondents also were asked to indicate the number of years the organization has neen in exixtence and they did that without reservations
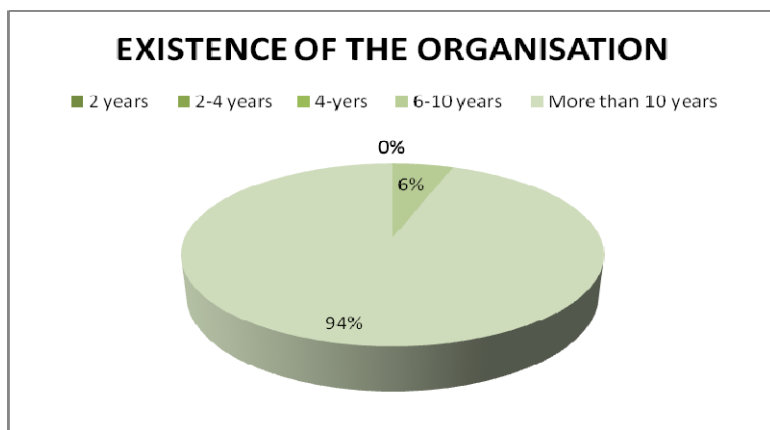

Figure 4.2 Existence of the organization

4.3 Change management.

This study wanted to find out how parastatals in Kenya manage change in their business units. One of the things the study intended to use to establish the objective was through finding out which cadre of staff are impacted by change in parastatals and who approves the changes, the communication system in the organization, training offered , systems and structures, goals and objectives and how this change impacts on staff.

4.3.1 The personnel directly impacted by change

The study has established that change mostly affects line managers who deal directly with implementers of change. The line managers are direct supervisors of staff and therefore the lower cadre staff are the ones who make change happen.
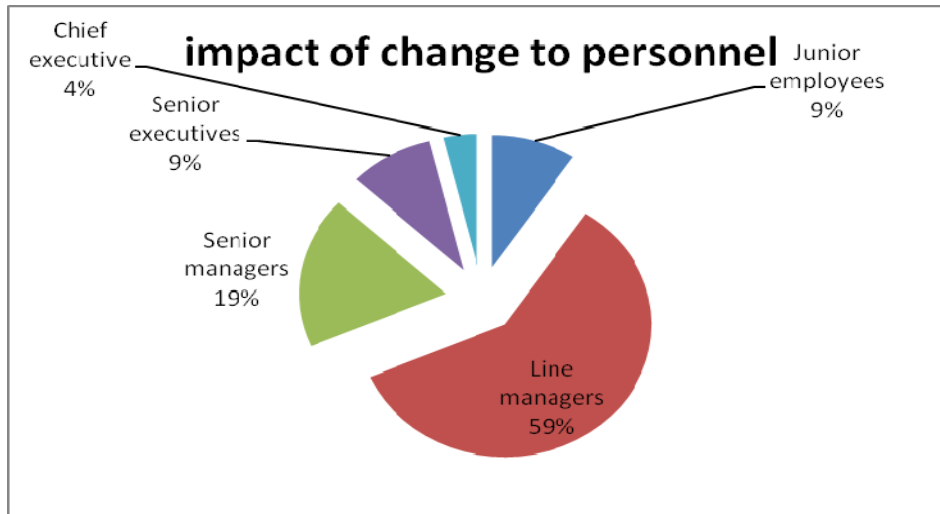
Figure 4.3 Impact of change on personnel

4.3.2 Approval of changes

The study has established that most changes in parastatal organizations are approved by the chief Executive Officer, who takes responsibility to change the systems, structures, vision, mission and even business decisions like introduction of new products and services, discount policies and other core changes in the organization
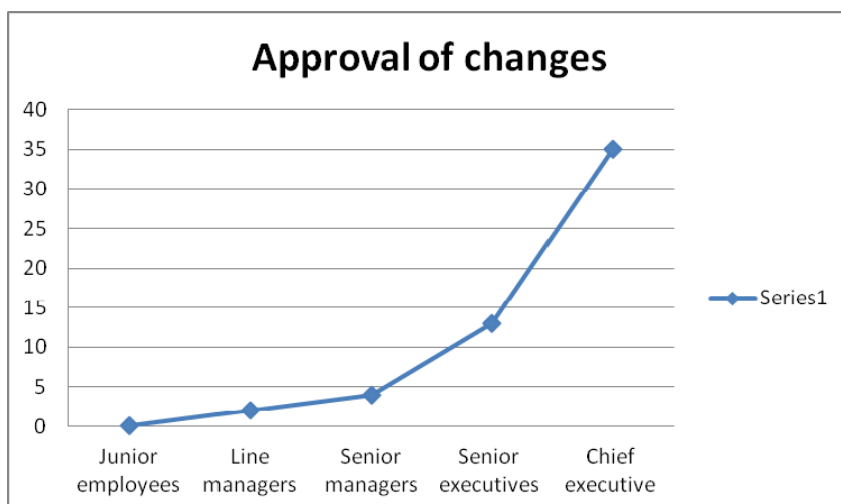

Figure 4.4 Approval of changes

4.3.3 Challenges of change management

The respondents cited different challenges faced with management of change, communication time and method was cited the most challenge. The other challenges include but not limited to changing the mindset of employees, correcting the previous mistakes which have since existed in the organization, adaptation to new changes and policies, appreciating the change and extra work, disruption of the routine work in which the employees are familiar with, awareness and capacity to understand why change has occurred and the impact to normal routine work, lack of enough funds to drive the change, lack of training to do new roles, rigid structures which don't change with new change and general resistance to change and especially the junior staff because they were not involved and consulted when change was being made.

Most of the employees of the various organization interviewed cited laxity of the management to continue training staff to take the new roles, lack of communication, lack of follow up, slow phase of implementation which makes the process boring and employees slowly abandon the change, orientation, resistance and staff layoffs, inadequate skills and knowledge, rigid company structures and vision,

4.3.4 Areas of improvement for change to be successful

The respondents indicated some areas in which the organization can improve for the change to be successful, they cited involvement of staff, training the employees, communicating to employees to inform them about the change and assure them of continued service despite the change, helping employees fit in their jobs through on job training, promoting internally instead of hiring from outside, which the respondents cited that it improves the morale and association with the company.

The study also cited research and development as key to successful change management within the business units, the respondents wanted the executives to emulate other successful models in the world which they have been used and tested. The company structures and vision should change as the new change within the department is implemented. This will show commitment to the change. There is other subsystems within the organization which should be improved for

change to be successful, these are the protocol issues, technological and economical issues, cultural. The machines and technology used should change so that it can operate with new changes

4.3.5 Employee views on Change management within the business units

Table 1

Employee Views on change	Very great extend	Great extend	Moderate	Little extend	Not at all	mean	Standard deviation
Implementers of change project take part in planning	13	17	6	2	2	3.97	1.038
Planning before the change is delivered is long enough	6	18	6	5	5	3.38	1.305
Involvement in the change project before delivery	4	15	8	6	4	3.24	1.188
Communication about the change is timely	16	14	3	3	4	3.88	3.305
Clear goals and objective of change which are visible	5	18	5	8	4	3.30	1.224
Change projects create resistance	6	19	7	3	4	3.51	1.167
Implementation for the change is flexible and reactive	9	13	9	4	3	3.55	1.201
Conflicts within the change are looked for and try to be solved	18	19	1	1	1	4.30	0.853
The project lead/champions aid the planning and implementation	20	19	0	0	1	4.41	0.751
Training is inadequate leaving unanswered questions	11	14	6	4	5	3.55	1.339

The study also wanted to find out whether implementers of change take part in planning for the change and it had a mean of 3.97 and a standard deviation of 1.038, this means that implementers of change were involved in change planning which is moderate according to the study. Planning for the change takes long enough with a mean of 3.38 and a standard deviation of 1.305, majority of employees agreed that it was not an abrupt issue but planning took long time which the majorities are at moderate duration. Involvement of personnel in the change project a standard deviation of 1.188 with a mean of 3.24. Communication about the change was timely has a mean of 3.88 and a standard deviation of 3.05, majority of the personnel agreed that there was communication about the change. There were clear goals and objectives set by the management team as concerning change and change management. Most staff was aware of the goals and objectives to be achieved by the change; the mean is 3.30 and a standard deviation of 1.224

The study wanted to find out whether change projects can create resistance from staff members, the study established that the issue had a mean of 3.51 and a standard deviation of 1.167, this means that change creates resistance always, most of the respondents cited lack of clear staff placement and communication oh how the change will affect them and their job roles and responsibilities. The implementation of change was flexible and reactive has a mean of 3.55 and a standard deviation of 1.201. The study also wanted to establish whether conflicts in organization during the change management are looked after, this was established to have a mean of 4.30 and a standard deviation of 0.853,which was a positive response since conflict are resolved to create a amicable working relationship among the employees.The study wanted to establish whether the project leader or champion aided in the planning and implementation of change, this was found to have a mean of 4.41 and a standard deviation of 1.339. This maens that they are involved in planning and implementation as well. Training was done effectively as the employees expected during change management, this had a mean of 3.55 and a standard deviation of 1.339. This implies that the employees are equipped with the right skills and knowledge to management the change and implement the change effectively.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions

This chapter consists of summary, conclusions and recommendations that have been derived from chapter four. The findings and views of the respondents and why they responded as they did have been summarized. The conclusion part brings to totality what has been derived, what is happening presently on the organization within the business units before change, during the change and after the change has occurred. This is in line with the objective of management of change within the business units.

The recommendations shows the light on what steps or milestones should be taken to ensure that the organization improves on any setbacks and the right measures that can be taken to ensure positive movement with respect to change management within the business units in parastatal organizations in Kenya.

5.2 Summary of findings

The objective of the study was to determine how business units within parastatals in Kenya manage change. The questionnaires were randomly distributed in the various departments in the various organizations chosen which included Kenya Bureau of Standards, Teachers Service Commission, New Kenya Cooperative Creameries ,National Bank of Kenya, Kenya Re-Insurance Corporation, National Housing Corporation, Kenya Meat Commission and Kenya National Library Service .

Majority of the respondents had worked with the organization for long time thus the data that was collected is valid in terms of experience. It is also notable that in the recent past the organizations have undergone some change due to change in the way business is contacted, new entrants or competitors in the market which has seen the plan change in their business units to remain in existence and in business too. The study was keen to find out the management of change that exists in parastatal organizations in Kenya since this would in a significant way determine how their business units manage change and how effective the management of change can impact on the organization.

Management of change has also been faced with various challenges which the organization can devise means of solving or reducing the challenges. It can be said deductively that the management at the top makes the decision in terms of approval of changes in the organization. These changes are implemented by personnel who have little knowledge about the change, basically the line managers are required to cascade the changes to the staff and they are the most affected because they form the link between the top management and the lower level

5.3 Conclusions

As per the findings of the study various deductions can be made. The respondents have a positive view that empowering them will have a great impact on change management and will make it successful. Having clear goals and vision will make them get focused and own the change management and be part of it. The parastatal organizations usually have clear goals and objectives and therefore they are focused to deliver the change and manage it successfully. The employees feel that the management system structure is in a way that decisions are mostly made at the top level and then passed down to be followed; this does not empower the employees. Respondents have their morale down to support the change management.

The structure of the organization and the vision does not change with change initiative or project which brings several challenges including communication, training and other deliverables. Employee communication is very important to change management, communication plays an important role in change management and therefore the respondents feel that it was very effective. This has improved communication and boosted staff morale, help plan the change, involve the employees as well as motivate the employees to be part of change management.

5.4 Limitations of the study

Some respondents did not corporate at all, for instance 10 out of 64 questionnaires that were administered were never returned or answered. This may be because they were busy, lost the questionnaire and other bluntly rejected to have they been administered the questionnaires. The time was an issue because most respondents will give you an appointment and keep you at the reception for long before they talk to you. Other respondents will be called or emailed and they will also fail to respond.

Some details were not filled at all like the names, department, and designation of the respondents and therefore it was difficult to establish the details in full. There is need for a study to establish why communication of change is difficult for top manager to cascade to all employees involved in the organization to give their views so that they can own the process. This research may help to establish the fears the management of most companies bombard employees with change as a surprise.

5.5 Recommendations and further research

When respondents were asked to suggest the factors they thought could be changed or improved in the organization within the business unit for change management to be successful, various factors and suggestions were floated including involving creating a urgency of change, involving the respondents in planning for change, communication improvement in all levels in the organization, proper staff training and placement to fit within the change, resistance to change should be reduced through the communication within the business units and all involved and affected by the change management.

The respondents cited rigid structures which don't change with change initiatives and therefore they recommended that such structures should be reviewed to take care of the new era of change. This will call for new vision and mission, clear goals and objectives and this will rduce the pressure exerted on people to perform. They also cited need to have flexible and reactive implementation of change. This will enable employees to make decisions and make contributions towards key strategic issues. The chain of comment should be revised to avoid many lines of

reporting a long chain of command creates mechanistic structure that discourages free communication, fosters rigidity, kill's morale and waste time in decision making. Change management within the business units should be core to the organization; it's the commercial wing of the organization and therefore should receive support from all other departments, this can only be improved though flexible and free communication system

As a researcher I will recommend a further study on how rigidity and bureaucracy in systems and structures affect change management in parastatal organizations in Kenya. This may shed light on challenges of changing structures which were set a decade ago and does not change with changing environmental turbulence and are hindrances to successful change management and career progression of employees in parastatal organization in Kenya.

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APPENDICES

Appendix I: Introduction Letter

Malombe' Beatrice Ndunge

P.O.Box 24363-00100

Nairobi

June 2012

Dear Respondent,

RE: PARTCIPATION IN ACADEMIC RESEARCH

I am a postgraduate at university of Nairobi pursuing Masters in Business Administration; in this regard you have been selected to take part in this research to establish how parastatals in Kenya have managed change successfully and especially your organization.

Kindly respond to all items on the attached questionnaire to reflect your opinion and experience. You will remain anonymous throughout the entire process and the data collected will used for this academic research only.

Your participation is important for the success of this project and your cooperation in this matter is highly appreciated.

Yours faithfully

Beatrice Malombe'

Appendix II: Questionnaire

Please give answers in the spaces provided and tick ( ) the boxes that matches your response to the questions where applicable.

Section A: Person and organization profile

1. Name………………………………….Designation …………………………………….
2. Name of the organization …………………………………………………………………….
3. Organization sector……………………Organization address ……………………………
4. Number of years the organization has been in existence?

    a) 0-2 year( ) 2-4 years( ) 4 – 6 years( )   6 – 10 years( ) More than 10 years( )

5. How many long have you been or served in your organization?

    b) 1 – 3 years( )   3 – 6 years( )   6 – 12 years( )   More than 12 years( )

Section B: Change management

6. . State the change brought about in brief--
7. Who among the following are directly impacted by this change? Please tick all the options that apply.

    a)Junior Employees( )   b) Managers( ) c)Senior Managers( ) d. Senior Executives()

9. Who approves the various changes that are made?

……………………………………………………………………………………………………

10. Is there any post implementation problems associated with the change identified and tracked?

……………………………………………………………………………………………………

11. Are there any areas in the process that could be improved?

…………………………………………………………………………………………..

12. What is the main challenge facing change management?

…………………………………………………………………………………………………

13 . Provide a general feedback over the impact of the change on the entire organization as a whole………………………………………………………………………………………………

14. To what extend/level does your organization apply the following statements Please tick

	Very great extend	Great extend	moderate	Little extend	Not at all
Implementers of change project take part in planning	☐	☐	☐	☐	☐
Planning before the change is delivered is long enough	☐	☐	☐	☐	☐
Involvement in the change project before delivery	☐	☐	☐	☐	☐
Communication about the change is timely	☐	☐	☐	☐	☐
Clear goals and objective of change which are visible	☐	☐	☐	☐	☐
Change projects create resistance	☐	☐	☐	☐	☐
Implementation for the change is flexible and reactive	☐	☐	☐	☐	☐
Conflicts within the change are looked for and try to be solved	☐	☐	☐	☐	☐
					☐
The project lead/champions aid the planning and implementation	☐	☐	☐	☐	☐
Training is inadequate leaving unanswered	☐	☐	☐	☐	☐

Appendix III: List of Parastatals in Kenya

Categories

(I)Banks

(II)Financial and Insurance

(III)Development Authorities and Corporations

(IV)Processing and Training

(V)Research and Educational

(VI)Regulatory/Advisory Organizations

(VII)Miscellaneous/Consultative Professional/Advisory

(VIII)Countrywide Co-operatives and Companies where there is interaction between co-operatives, Government and Parastatal organizations

Categories of Parastatal Organizations in Kenya

Category I: BANKS

1. Central Bank

2. Kenya Commercial Bank

3. National Bank of Kenya

4. Cooperative Bank of Kenya

5. Kenya Post Office Savings Bank

Category II: FINANCIAL AND INSURANCE

6. Industrial Development Bank

7.Agriculitu.'Finance Corporation

8.Kenya National Assurance Company

9.Kenya Re-insurance Corporation

Category III:DEVELOPMENT AUTHORITIES AND CORPORATIONS

10.Industrial and Commercial Development Corp.

11.National Housing Corporation

12.National Construction Corporation

13.Tana River Development Authority

14.Kerio Valley Development Authority

15.Lake Basin Development Authority

16.Agricultural Development Corporation

17.Kenya Railways Corporation

18.Kenya Ports Authority

19.Kenya Posts and Telecommunications Corp.

20.Kenya Airways Ltd.

21.National Irrigation Board

22.Kenya Tourist Development Corp.

23.Kenya Pipeline Co.

24.Kenya Industrial Estates

25.Pyrethrum Board of Kenya

26.Kenya Tea Development Authority

27.Mombasa Pipeline Board

Category IV:PROCESSING AND TRAINING ORGANIZATIONS

28.Kenya Meat Commission

29.Cotton Lint and Seed Marketing Board

30.National Cereals and Produce Board

31.KLnya National Trading Corporation

32.Kenatco

33.Coffee Board of Kenya

34.Kenya Cargo Handling Services

35.Kenya Film Corporation Ltd.

36.National Agricultural Chemicals and Fertilizers Ltd.

Category V: RESEARCH AND EDUCATIONAL ORGANIZATIONS

37.National Council for Science and Technology

38.Kenya Agricultural Research Institute

39.Kenya Industrial Research and Development Institute

40.Kenya Marine and Fisheries Research Institute

41.Kenya Medical Research Institute

42.Kenya Trypanosomiasis Research Institute

43.Egerton College Board of Governors

44.Catering Levy Trustees (Kenya Utalii College)

45.Coffee Research Foundation

46.Tea Research Foundation

47.Council of Legal Education

48.Council of the University of Nairobi

49.Kenya National Library Services

Category VI: REGULATORY/ADVISORY ORGANIZATIONS

50.Kenya Bureau of Standards

51.Kenya Dairy Board

52.Pig Industry Board

53.Water Apportionment Board

54.Transport Licensing Board

55.Betting Control and Licensing Board

56.Horticultural Crops Development Authority

57.Canning Crops Board

58.Civil Aviation Board

59.Sisal Board of Kenya

60.Tea Board of Kenya

61.Kenya Sugar Authority

Category VII: MISCELLANEOUS/CONSULTATIVE/PROFESSIONAL/ADVISORY ORGANIZATIONS

62.Central Agricultural Board

63.Trina Catchment Board

64.Rift Valley Catchment Board

65. Athi Catchment Board

66. Northern Ewaso Nyiro Catchment Board

67. Lake Victoria (North) Catchment Board

68. Lake Victoria (South) Catchment Board

69. Divisional Land Control Boards

70. Provincial Land Control Appeals Board

71. Central Land Control Appeals Board

72. Military Council

73. Defence Council

74. College of Arms

75. Wakf Commissioners

76. Settlement Fund Trustees

77. Board of Trustees of the National Museum

78. Kenya Board of Censors

79. Disciplinary Committee (Advocates)

80. Board of Estate Duty Commissioners

81. Bankrupt Contingency Fund Board

82. The Board of Review

83. The Insurance Advisory Board

84. Kenya National Council of Social Service

85. Adult Education Board

86.External Trade Authority

87.Gold Mines Development Loans Board

88.Board of Trustees of Keaya National Parks

89.Wildlife Fund Trustees

90.Wildlife Conservation and Management Service Appeal Tribunal

91.Fish Industry Advisory Councils

92.Kenya Accountants and Secretaries National Examination Board

93.Institute of Certified Accountants

94.Registration of Accountants Board

95.Kenya Polytechnique Board

96.Mombasa Technical Institute Board

97.The Higner Education Management Board

98.Schools Boards of Governors

99.Teachers Service Commission

100.Teachers Service Commission Appeal Tribunal

101.Teachers Service Commission Remuneration Committee

102.Asiatic Widows and Orphans Pension Board

103.Asiatic Officers Family Pension Board

104.Labor Advisory Board

105.The Industrial Court

106.National Industrial Training Council

107. National Society Security Council

108. Wages Advisory Board

109. Central Board of Health

110. Radiation Board of Kenya

111. Pharmacy and Poisons Board

112. Council of Kenya Society for the Blind

113. Medical Practitioners and Dentists Board

114. Public Health Standards Board

115. Council of the Kenya Red Cross Society

116. National Hospital Insurance Advisory Council

117. Nurses, Midwives, and Health Visitors Council

118. Veterinary Surgeons Board

119. District Road Board

120. The Road Authority

121. Central Road Authority

122. Hotels and Restaurants Authority

113. Catering Levy Trustees

124. Board of Registration of Architects and Quantity Surveyors

125. Engineers Registration Board

126. Weights and Measures Board

127. Provincial Agricultural Boards

128.District Agricultural Committees

129.Landlord and Tenant (shops, hotels, and catering establishments)

Tribunal

130.Trade Development Joint Loans Board

131.Electricity Licensing Board

132.The Power Board

133.Water Resource Authority

134.MacMillan Library -Board of Trustees

135.The Kenya Cultural Centre Council

136.The Kenya Scouts Council

137.Kenya Girl Guides Assocation

138.Local Government Loans Authority

139.Local Government Officers Superannuation Fund

140.Local Government Service Commission

141.Local Authorities Provident Fund Board

Category VIII: COUNTRY-WIDE CO-OPERATIVES AND COMPANIES WHERE THERE IS INTERACTION BETWEEN THE CO-OPERATIVES, THE GOVERNMENT, AND PARASTATAL ORGANIZATIONS

142. Kenya Farmers Association

143. Kenya Planters Cooperative Union

144. Uplands Bazon Factory

145.Horticultural Cooperative Union

146.Kenya Cooperative Creameries Ltd.

Source:

Office of public communication 2010

http/www.publicservicecommission.go.ke

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