

**STRATEGIC CHANGE MANAGEMENT AT THE INTERIM
INDEPENDENT ELECTORAL COMMISSION (IIEC)**

BY

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DECLARATION

This Research Project is my original work and has not been submitted for award of a degree at the University of Nairobi and any other University

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This Research Project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This work is dedicated to my family members.

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ABBREVIATIONS AND ACRONYMS

- AEC: Australian Elections Commission
- CBOs: Community Based Organizations
- CEO: Chief Executive Officer
- CGD: Centre for Governance and Development
- CIC: Constitutional Implementation Commission
- CSOs: Civil Society Organizations
- ECK: Electoral Commission of Kenya
- EVR: Electronic Voter Registration
- FBOs: Faith Based Organizations
- FDGs: Focus Group Discussions
- GOK: Government of Kenya
- IDP: Internally Displaced Persons
- IEBC: Independent Electoral and Boundaries Commission
- IED: Institute for Education in Democracy
- IIEC: Interim Independent Electoral Commission
- IOs: International organizations
- KCB: Kenya Commercial Bank
- KNARA: Kenya National Accord and Reconciliation Act
- MCK: Municipal Council of Kiambu
- MOJNCCA: Ministry of Justice, National Cohesions and Constitutional Affairs
- NCIC: National Cohesion and Integration Commission
- NDI: National Democratic Institute
- NGOs: Non-Governmental Organizations
- ODM: Orange Democratic Movement
- PNU: Party of National Unity
- PPA: Political Parties Act
- PSC: Parliamentary Select Committee
- NSE: Nairobi Stock Exchange
- RRP: Registrar of Political parties

RVR: Rift Valley Railways

TJRC: Truth, Justice and Reconciliation Commission

UNDP: United National Development Programme

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ABSTRACT

Change management is the use of systematic methods to ensure that organizational change is guided in the planned direction, conducted in cost effective and efficient manner as well as completed within the targeted time frame and with the desired results. Strategic change management aims at aligning structures, systems, processes and behaviour to the new strategy (Ansoff and McDonnel, 1990).

This study argues that organizations exist as open systems and that is why they are always in continuous interaction with the environment in which they operate. So as to remain successful organizations are currently aligning their operations to suit the changing environment. Literatures on change management have acknowledged that given the uniqueness of each organization, there is no one theory that defines or explains organizational change. This set the background against which the study sought to establish strategic change management practices at the Interim Independent Electoral Commission (IIEC).

The study utilized a case study form of research design to collect both primary and secondary data at the IIEC. Interview guides and focus group discussions were used to collect primary data from the sampled top management officials and representatives from selected stakeholders respectively. Secondary data was drawn from both published and unpublished works on change management. Using content analysis, the data collected was summarized according to the study themes under strategic change management practices.

The study established that IIEC embraced strategic change management practices including adoption of clear changes in organizational structure, clear forms of communication channels,

transformational leadership and information technology. These practices were consistent with Kotter's model, rational and strategic approaches as proposed by Brewer' model. Other practices were in line with some steps as suggested by Cummings and Worley model and Victor and Franckeiss model. It was also established that change practices were driven by the IIEC strategic direction aimed at restoring public confidence in the electoral body.

The study recommends that as the IIEC transitions to Independent Electoral and Boundaries and Commission (IEBC) the new electoral body should enhance institutional foundation developed by the IIEC and formulate implementable strategies to deal with threats from external environment.

The limitation of the study was mainly the sampled respondents. Some of the top management officials at the IIEC were engaged in by-elections and preparation for transition to IEBC. Some respondents were speculative of the forthcoming changes and thus reluctant to provide the required information. All the interviews were held at the IIEC headquarter leaving out officials at the regional offices who are key at the implementation stage. This study suggests a replication of the study after the establishment of IEBC. Similarly the study should be conducted to other Agenda 4 Commissions to evaluate their performance in the office.

CHAPTER ONE- INTRODUCTION

1.1 Background of the Study

Organizations exist as open systems and that is why they are always in continuous interaction with the environment in which they operate. Changes have taken place all over the world and this has affected the way organizations conduct their businesses. In order to succeed organizations should be able to align their operations to the constantly changing environment. This will entail designing a strategy that legitimizes change programme in order to survive and remain relevant (Johnson and Scholes, 1999).

Change is the movement way from the current state towards a desired future state. Organizational change entails variations in shape, quality or state over time after the deliberate introduction of new ways of thinking, acting and operating. It also involves changing the individuals' culture and altering various organizational structures. Change management is the use of systematic methods to ensure that organizational change is guided in the planned direction, conducted in cost effective and efficient manner as well as completed within the targeted time frame and with the desired results. Ansoff and McDonnel (1990) perceive change management as structured and systematic approach to achieving a sustainable change in human behaviour within an organization. It involves enhancing employees' capacity while retaining key competitive advantage particularly competence and customer satisfaction. Strategic change on the other hand aims at aligning structures, systems, processes and behaviour to the new strategy. Therefore successful strategic change is built on an overall strategic management system of the organization.

1.1.1 Strategic Change Management

Strategic change management is a well designed effort by organizational members to make their organizations more proactive and innovative in initiating and implementing strategic change (Johnson and Scholes, 1999). One of the features that emerges in an analysis of the change management literature is that there is no one theory that defines or explains organizational change. Scholars such as Dunphy (1996), Van de Ven and Poole (1995) and Weick and Quinn (1999) have attempted to come up with theories on change management. The desire for one theory of change, and the argument against adopting such a concept, was articulated by Dunphy (1996): ‘what we need instead, however, as do all truly scientific fields, is not a single theory but comprehensive theories of change and a healthy debate about their respective values bases and biases (Dunphy, 1996:545-546).

In order for the organizations to successfully implement strategic change management various theoretical models have been proposed (Kotter, 1995; Brewer, 1995; Zeffane, 1996; Cummings and Worley, 1995; Victor and Franckeiss, 2002; O’shea, Mcauliffe and Wyness, 2007; Self, Armenakis and Schraeder, 2007). Given the existing approaches and models, studies conducted in Kenya and elsewhere have shown that effective strategic change management is a useful tool for facilitating organizational transformations by helping members within organizations to deal with environmental uncertainty. Such industry that has utilized strategic change management is the public sector.

1.1.2 Public Sector in Kenya

In Kenya, public sector constitutes government ministries, statutory agencies and constitutional commissions created by the government and charged with the responsibility of processing and delivering of the goods and services (GoK, 2010). Since 2004 the government of Kenya has adopted several reforms aimed at improving service delivery in the public service. These include: rapid results approach, performance contracting, citizen service delivery charters, transformative leadership, values and ethics and institutional capacity building and strategic partnership (www.psrpc.go.ke).

The rapid results approach creates a sense of commitment that comes from working on achievement of short-term goals whose results have an impact on development. It creates a sense of urgency, personal challenges, clearly defines success and raises stakes and visibility for success or failure. The approach also enables people to collaborate in a new team spirit and utilize full potential of energy and creativity (www.psrpc.go.ke). The performance contracting improves efficiency and effectiveness in the management of the public service. It does this through articulating the institution's objectives, supporting innovative management, imparting managerial and operational autonomy to public service managers. By signing a performance contract a public official is obliged to perform duties beyond specified levels (www.psrpc.go.ke).

The citizen service delivery charter outlines the nature, quality and quantity of services that citizen should expect from the institution. Public institutions are required to disseminate the charter into formats which can be easily and quickly understood by customers (www.psrpc.go.ke). The transformative leadership, values and ethics support change

management capacity of leaders in the public service and their teams in delivering results for Kenya and development and promotion of a value system. It enables leaders to embrace and champion fundamental changes in their institutions (www.psrpc.go.ke).

The institutional capacity building and strategic partnership supports the overall shift towards effective management of key parts of the economy to fill the government commitment under Kenya's Vision 2030 and the post elections reconstruction (www.psrpc.go.ke). Electoral reforms are such initiatives carried under institutional capacity building and strategic partnership. This task is mandated to the Interim Independent Electoral Commission (IIEC).

1.1.3 Overview of the Interim Independent Electoral Commission (IIEC)

The Government of Kenya (GoK) established the IIEC under section 41A of the old Constitution as part of the wider reforms under Agenda 4 of the Kenya National Accord and Reconciliation Act (KNARA). It replaced the defunct Electoral Commission of Kenya (ECK) which was accused of mismanaging the 2007 general elections culminating in the loss of over 1000 lives and displacement of hundreds of thousands of people (GoK, 2008a; GoK 2008b; IIEC, 2011).

The constitution mandated the IIEC to perform specific tasks including establishment of an efficient and effective secretariat; creation of a new voter register; efficient supervision of elections and referenda as well as development of a modern system for the collection (IIEC, 2011). In addition IIEC was mandated to collate, transmit as well as tally electoral data; facilitate observation, monitoring and evaluation of referenda, promote voter education and a culture of

democracy; and settle minor electoral disputes during elections as may be provided for by law (IIEC, 2011). It is within this context of executing its constitutional mandate that this study sought to interrogate strategic change management practice at the IIEC.

1.2 Statement of the Research Problem

Organizations as open systems are vulnerable to both internal and external environment. For organization to deliver on their mandates they must be sensitive to any change. Change management aims at moving individuals, teams, organizations and societies from the current state to a desired future state. This will require adoption of appropriate strategies. In lieu of change management, organizations would need to exploit existing or emerging opportunities and deal with threats in the market. This calls for the readiness to change within the organizations and the ability to implement the proposed change. According to Handy (1994) managing strategic change is the ability to deal with the unfolding, non-linear dynamic processes during strategy implementation. It involves alignment and re-alignment of policy, systems, styles, values, staff and skills of an organization to realize a strategy. Strategic change management largely entails developing the people's values, attitudes, preferences, organizational structure, process, and information technology as well as the physical aspects of the work environment(Handy, 1994). As a system each organization has its own ways of managing change. In other words there are no universally agreed approaches of managing change in the both private and public sector organizations.

In Kenya, public sector organizations have adopted strategic change so as to align their operation with the dynamic environment. The outcome of 2007 disputed presidential elections results and

the Kenya National Accord and Reconciliation Act (KNARA) that followed provided a window of opportunities for both constitutional and electoral reforms. The Interim Independent Electoral Commission (IIEC) was set up to oversee electoral reforms in the country. Against the backdrop of required electoral reforms, IIEC had to learn, adapt and reorient themselves to new environment.

For effective change, studies elsewhere points to a combination of organizational change management tools and individual change management models (Coch and French, 1948; Bear and Nohira, 2000; Kotter and Schlesinger, 1979; Robbins, Millet, Calliope and Waters-Marsh, 1994). In Kenya, several studies on strategic change management have revolved on the private sector (Amenya, 2008; Ahmed, 2007; Muturi, 2006; Maingi, 2005; Hassan; 2004; Mbogo, 2003). Kiptoo (2008) focused on public universities using a case study of the University of Nairobi. Within the government of Kenya's medium term, 2008-2012 development strategy framework, there is little on record documenting strategic change management in constitutional offices established as part of the wider reforms aimed at post-election construction. This constitutes a research gap that this study seeks to fill. In order to accomplish this task the following research questions guide the study. What approaches has the IIEC adopted in strategic changes management practices and what factors have influenced them?

1.3 Research Objectives

This study has two objectives. These are

- I. To establish approaches adopted in strategic change management at the IIEC.
- II. To establish factors that have influenced strategic change management at the IIEC.

1.4 Value of the Study

The study is significant for several reasons. First, the research findings would benefit the stakeholders within public sector industry in understanding dynamics change management. The findings would help other constitutional offices especially Agenda 4 commissions and yet to be constituted Independent Electoral and Boundaries Commission (IEBC) on how to formulate change strategies.

Second, scholars in the field of strategic management would use the information to understand the dynamics of the constitutional offices in a more coherence manner. Scholars would also use the information as a stepping- stone for further studies especially in the area of strategic change management. Finally, the study would assist policy makers in the public sector organizations as a basis of formulating and implementing policies.

CHAPTER TWO- LITERATURE REVIEW

2.1 Introduction

In this chapter, selected secondary sources on strategic management are reviewed. The chapter is divided into the following four themes: theory of change management, concept of strategic change management, resistance to change and model of change management.

2.2 Theory of Change Management

One of the features that emerges in an analysis of the change management literature is that there is no one theory that defines or explains organizational change. Lewin (1947:13) described organizational change as being a combination of change and constancy: 'change and constancy are relative concepts; group life is never without change merely differences in the amount and type of change exist.' Lewin (1947) indicated that the first stage of change involves preparing the organization to accept that change is necessary or 'unfreezing'. This involves breaking down the existing practices before building a new way of operating the organization. After the organizational uncertainty that is created in the unfreeze stage, the 'change' stage is where employees begin to resolve their uncertainty and move to accept the identified new ways to operate in the organization. When the changes are taking shape and employees have embraced the new way in which the organization operates, then it is time 'refreeze' and ensure that the changes are embedded into the day to day operations of the organization.

In his analysis of change theories, Dunphy (1996) identified five factors that inform a theoretical consideration of organizational change. Firstly, 'a basic metaphor' of the nature of the

organization which encourages the organization to be considered as an open system and one that is in active interchange with its environment. This allows the organization to be considered in the context of the wider prevailing economic, political and social forces. Secondly, the 'analytical framework or diagnostic model' considers change as a series of processes or systems arising from the external environment. Thirdly, the 'ideal model' factor suggests the directions for change and the values which will be used to assess the effectiveness of the change once completed. Fourthly, the 'intervention theory' factor outlines the approach the organization will take in the management of the organizational change and the specifics of when, where and how to initiate the change in the organization (Dunphy, 1996).

Another prominent change management theory was provided by Van de Ven and Poole (1995). The authors developed a theory of change that places primacy on the two key dimensions of change, namely the unit of change and mode of change. Their typology of change identified four basic process theories of change; each characterized by a different event, sequence and associated change mechanism (Weick and Quinn, 1999). The four theories comprised: life cycle theories which considers change as part of the establishment of an organization. Teleological theories which consider change as a series of defined goals. Dialectical theories which consider change a form of organizational conflict and evolutionary theories which consider change as a natural form of organizational development (Weick and Quinn, 1999).

As pointed out, lack of an overarching theory has been supported by other students of change managements (Palmer and Dunford, 2002; Kenny, 2003). The desire for one theory of change, and the argument against adopting such a concept, was articulated by Dunphy (1996): 'what we

need instead, however, as do all truly scientific fields, is not a single theory but comprehensive theories of change and a healthy debate about their respective values bases and biases (Dunphy 1996:545-546). Dunphy (1996) proposed the view that organizational change is of itself a failure of the organization to continuously adapt the organization. The need to initiate change arises where continuous improvement has not been undertaken and the organization requires corrective action. Weick and Quinn (1999) discussed the concept of continuous change within an organization as ongoing, evolving and cumulative. They wrote that: 'The distinctive quality of continuous change is the idea that small continuous adjustments, created simultaneously across units, can accumulate and create substantial change' (Weick and Quinn, 1999: 370). Therefore linking literature on theories of change management to electoral reforms we conclude that the electoral governance in Kenya has experienced major change. While such changes have been viewed as deliberate they require systematic management agendas to ensure fully implementation, hence the concept of strategic management discussed in the next sub- section.

2.3 Concept of Strategic Change Management

Ansoff and McDonnell (1990) conceive change management as structured and systematic approach to achieving a sustainable change in human behaviour within an organization. Change management involves the application of systematic techniques to ensure that organizational change are guided in the planned direction, conducted in cost effective and efficient manner and completed within the targeted time frame and with the desired results.

The need for strategic change is driven by the desire to exploit already existing or new opportunities while at the same time dealing with threats in the external environment. Once an

organization is conscious about the need for strategic change it becomes easier to create a competitive advantage. This implies the readiness to change within the organization and the ability to implement the proposed change (Pearce and Robinson, 1991). According to Handy (1989), managing strategic change entails unfolding non-linear dynamic processes during strategy implementation. It involves change or alignment and re-alignment of policy, systems, styles, values, staff and skills of an organization to realize a strategy. Therefore strategic change management practices entail actions, processes and decisions that are executed by an organization's members to realize their strategic intentions (Handy, 1989).

Having considered some of the theoretical approaches to change management and identified the concept of strategic change management, the chapter moves to consider the notion of resistance of change in the next sub-section.

2.4 Resistance to Change

The challenge of managing change is very fundamental to the operation of business and organization. The challenge of change has been brought to prominence with the degree of technological change and made it a key emphasis for the management of organizations (Beer and Nohira, 2000; McLagan, 2002; Allen, Jimmieson, Bordia and Irmer, 2007) The identified theories of change management indicate that the way in which change occurs can challenge the operations of an organization and can cause it to be paralyzed until the change process has concluded. As explained by Carnall (1986) 'any significant change to an organization will disturb the established order of that same organization' (Carnall, 1986: 747).

Understanding the manner in which staff in organization responds to the change and react to the impact of change is also a major challenge. The emphasis on competitive advantage and the need for continuous improvement has its roots in the resource-based perspective of the organizational development which sees change as a planned and natural feature of the dynamic of organizational development (Garg and Singh, 2007). The sorts of challenges needed to manage change programs through to success involve understanding the range of factors which represent resistors to challenge.

Within Lewin's (1947, 1951) focus on the process of preparing for the change, managing the change and returning the organization to stability post the process of change, he advocated a strong focus on dealing with the forces for change. Lewin (1947, 1951) conceptualized that there were forces working in favour of the change or 'driving force', as well as those working against the change, or 'resisting change'. A successful approach to the change management in the organization was to minimize or eliminate the resisting forces and exploit the driving forces. The 'driving force' positively influence change and include the availability of new technology, economic pressure from competitors or changes in local or national legislation (Lewin, 1947, 1951). The resisting forces that can oppose change might include a firmly established organizational culture, structure or industry-specific customs. Lewin (1947, 1951) proposed that any process of organizational change can be thought in the context of a dynamic balance or equilibrium of these forces working in different direction.

Building on the identification of the resisting forces with a view to managing them, Kotter and Schlesinger (1979) established that resistance was not a phenomenon of employees. Indeed,

organizations themselves created the conditions for resistance through the inertia of their powerfully stable systems and operations. The authors identified seven individual sources of resistance to change and identified for each of these the manner in which they could be managed in **Table 2.1** as presented on page 14.

Kotter and Schlesinger (1979) then identified seven individual sources of resistance to change and identified for each of these the manner in which they could be managed as indicated in **Table 2.2** as presented on page 15.

Table 2.1: Individual Sources of Resistance to Change

| Source of Resistance | Summary Explanation |
|--|--|
| Habit | Habitual work practices can create resistance to change through reluctance to change behaviour |
| Low tolerance for change | Some employees welcome change whereas others fear the consequences |
| Fear of a negative economic impact | Fear of losing employment or experiencing adverse employment conditions i.e. low wage etc |
| Fear of the unknown | Employees are unable or unwilling to visualize what the future may look like after the change |
| Desire not to lose something of value | The threat to the existing security of an employee can generate resistance to change in the workplace |
| Selective information processing | Negative attitudes towards change can result in employees only seeing the adverse outcome associated with change |
| Belief that change does not make sense of the organization | The resistance to change may be based in an informed understanding that arises from a limitation of the change process |

Source: Robbins, Millet, Calliope and Waters-Marsh (1994)

Table 2.2: Organizational Sources of Resistance to Change

| Source of Resistance | Summary Explanation |
|--|--|
| Structural resistance or inertia | The bureaucratic nature of the organization mitigates against change |
| Ignoring all factors that can be changed | Changes that adopts a limited focus on one organizational aspect, rather than a holistic approach, that cause resistance |
| Threats to resources | Change that is likely to generate a redistribution of resources within the organization can generate resistance |
| Threats to expertise | Change that is likely to generate a redistribution of resources within the organization can generate resistance |
| Threat to power | Change that is likely to generate a redistribution of resources within the organization can generate resistance |
| Group inertia | Organizational groupings can develop organizational habits that mitigate against change or resist the change |

Source: Robbins, Millet, Calliope and Waters-Marsh (1994)

These sources of individual and organizational resistance allow for a formulation of model for managing change that seek to overcome the resistance to change and in turn enhance the drivers for change. Some of the models of change management are discussed in the next sub- section.

2.5 Models of Change Management

What is common in the approaches to managing change is the anticipation of the actions and reactions of those who are affected by the change and the ability to reduce the adverse impact of these. It is fair to say that the vast number of models for organizational change rely either in part or in total on Lewin's (1947, 1951) seminal work which featured with the balance between managing the driving and resistance forces of change. Accordingly this sub- section discusses the models of change in the context of Lewin's (1947, 1951) concepts of driving and resisting forces of change.

Kotter (1995) identified a model for managing change that consisted of eight steps. Like Lewin (1947, 1951), his approach emphasized dealing with the resisting forces and managing these such that they become driving forces in the change process. Kotter's (1995) steps comprised: first, harnessing the external crises and opportunities facing an organization to create a 'sense of urgency'; second, engaging the participants within an organization around change through the creation of a 'powerful coalition'. The combination of a sense of urgency and the teamwork required to drive change through gives a sense of the dynamics of his model. Third, he called for articulating the desired end result of a change process through the creation of a 'change vision' and related to that, he prescribed 'communicating the vision' within the organization through all the available communication channels. Fifth, his model allowed for facilitating the

implementation of the vision through 'empowering others to act' to alter systems, processes, policies and procedures. This step is the natural extension of the participation gained through the creation of the powerful coalition. Sixth, he recommended building and sustaining the momentum for change through 'creating short-term wins' and publicizing the success of managing change. Seventh, was 'consolidating improvements' arising from the change process and revising processes and operations that are inconsistent with the change vision; and finally 'institutionalizing new approaches' by articulating the change efforts with future organizational success. The last step represents the refreezing depicted by Lewin (1947, 1951).

Brewer's (1995) change model also described a series of deliberate stages of managing change with strategies to marshal organizational action against the resisting forces of change within the organization. Brewer (1995) identified three approaches for change management: the rational approach, the strategic approach and the action oriented approach (1995:18). The rational approach views the organization or the workplace during change as system with change managed by focusing on key inputs such as organizational development and employee participation. These inputs are utilized to manage change in a planned and systematic approach. The strategic approach views change as tool for strategic management and is more focused on issues of organizational structure. It views the management of change as the imposition of actions which are controlled within the external environment of the organization or workplace. The action oriented approach involved concepts such as transformational leadership, organizational transformation and issues of culture and environment. It considers change as; 'a negotiated social reality with a certain degree of shared interests among members of the group' (1995:21).

Zeffane's (1996) model for managing change involved two conceptual frameworks. The first framework involved identifying categories of change which comprised: the setting for the change, the organization in which the change will occur, the manager who is initiating the change, the group of staff who will experience the change, and the results that the change is expected to deliver. The second conceptual framework was designed to inform managers of change according to each of these categories, as well as the culture, assumptions and mindsets of those involved in the change process. Zeffane's (1996) model emulates Lewin's (1947, 1951) concept of a force-field analysis in that it conceptualizes the forces affecting change and allows for them to be considered and actioned accordingly.

Cummings and Worley (1997) advocated a model that featured five steps for change management. These steps comprised: creating readiness for change, creating a vision for the future, developing political support, managing the transitions of change and sustaining the momentum for change. Such an approach breaks change management down into definable and achievable steps that have a common theme of ensuring engagement in the process by the affected staff. This approach is consistent with the approach of Lewin (1947, 1951) in respect of considering the stages of unfreezing, changing and refreezing the organization during the change process. This model places a strong emphasis on the creation of a climate of readiness for change by change management actions that in turn aim to limit the resisting forces of resistance within the organization of the same time as supporting the driving forces for change.

Victor and Franckeiss (2002) proposed: 'there are very few models or approaches that can provide organizations within a robust, integrated and pragmatic approach to enable them

understand the dynamics of change process and then proactively drive organizational change' (Victor and Franckeiss, 2002:35). Instead, their approach to the management of change comprised five dimensions of change. Their dimensions consisted of direction, description, definition, delivery and development (Victor and Franckeiss, 2002). The model focused primarily on the role that management plays in the change process, however as with Lewin (1947, 1951) their emphasis was on undertaking a detailed approach to change management that considers the nature of the organization prior to, during, and the change, an approach which the authors described as cyclical or one that allows the organization to engage in an approach that creates 'enabling strategies'. Victor and Franckeiss (2002) further identified that for any change management process to be effective, it requires a focus on managing people. They described an approach that relies on resources, performance management, provision of rewards, and effective communication as being the keys to the engagement of staff. In other words, they further supported the notion that change is the responsibility of management; however they further advocated a process that relied on ideas of increased employee involvement.

The idea of combining the best elements of change from various models to develop a model for managing organizations was advocated by O'Shea, Mcauliffe and Wyness (2007) in their description of a framework for models of change. Their framework included three features. Firstly, they required that the model selected is both understood and comfortable to those seeking to initiate the change. Secondly, the selected model should align with the culture and behaviour of the organization in which change will occur and thirdly, that the model must be comprehensive to understand and manage even the most complex features of the organization experiencing change (O'Shea, Mcauliffe and Wyness, 2007). In other words the strategy for

change needs to operate in a context in which it is understood by staff, aligned to the culture of the organization, and robust to deal with complex organizational change. Such an approach to managing change is consistent with the work of Lewin (1947, 1951) in respect of the focus on addressing the various forces that impacting positively or negatively on the change.

A further approach for considering the management of change was that developed by Self, Armenakis and Schraeder (2007), who indicate that the variables within an organizational change process can be categorized as featuring three factors; content, process and context. This framework indicated organizational change can be understood if attention is focused on the following issues; firstly, the 'what' that is proposed to occur within the change initiative (content); secondly, the 'how' change of what is proposed to be changed (process); and thirdly, the 'context' of the change or whether it is internally driven or externally initiated. This approach to change management is directly consistent with that advocated by Lewin (1947, 1951) in that it considers the readiness for change within the organization, the need to consider the context of what will be changed or who the forces of resistance will be overcome and then the nature of how the organization will look and operate post the change process.

In conclusion, this sub- section has reviewed change management models directly related to the work of Lewin (1947, 1951) by providing specific information on managing driving forces (often through creation of a shared vision, communication and participation) as well as managing the forces of resistance (often through participation in the decision making process). Most of the models considered emphasize the importance of strategic direction and communication strategies through which organizations come to accept the process of organizational change.

CHAPTER THREE- RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design, data collection techniques and methods of data analysis.

3.2 Research Design

The study utilized a case study form of research design. The case study collected in- depth data to establish strategic change management practices at the Interim Independent Electoral Commission (IIEC).

According to Kothari (2004) a case study research design is appropriate where detailed analysis of a single unit is desired as it provides a focused and valuable insight into the phenomenon under the study. In addition, the case study is suitable since it describes the variables of interest in details. Mugenda and Mugenda (2003) justify the use of case studies as enabling researchers to collect data and explain phenomena more deeply and exhaustively.

3.3 Data Collection

Primary and secondary data were collected. Primary data were collected from the respondents using designed research instruments. Data was collected using in-depth open ended interview guide (Appendix I) and focus group discussions (FDGs) guide (Appendix II). The respondents for interview schedules comprised chairman, 3 commissioners, 2 directors and 2 heads of departments at IIEC. The researcher probed top management on the approaches, the driving

forces and resisting forces to strategic change management. Respondents for FGDs were representatives from civil society organizations (CSOs) such as Institute for Education in Democracy (IED) and Centre for Governance and Development (CGD), major media channel such as Citizen TV, KTN, KBC and NTV, major political parties with leading majority in parliament such as Orange Democratic Movement (ODM), ODM-K, Party of National Unity (PNU) and donor agencies such as United National Development Programme (UNDP).

Secondary data was collected from published and unpublished sources. The major sources were the current IIEC strategic plan (2011-2017) and 2011, IIEC magazine (the ballot). The reviewing of these items was guided by the research questions for the study.

3.4 Data Analysis

Data was analyzed using content analysis. In this case content analysis assisted the study to make inferences by systematically and objectively identifying specified strategic change management practices at the IIEC. The data collected was summarized according to the study themes being change management process at the IIEC, changes that took place at the IIEC, approaches adopted in strategic change management at the IIEC, factors that influenced strategic change management at the IIEC and resistance to change. The data was then evaluated and analyzed to determine its adequacy, credibility, usefulness and consistency.

Cooper and Schindler (2003) justify content analysis as a technique for measuring the semantic content or the “what” aspect of the message. The breadth of content analysis makes it flexible and wide- ranging tool that may be used as a methodology or as a problem- specific technique.

Cooper and Schindler point out that content analysis guards against selective perception of content, provides for rigorous application of reliability and validity criteria. Content analysis has previously been used by Ichangi (2006) and Kiptoo (2008).

CHAPTER FOUR- DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, results and discussion of the data collected from the field. The findings of the study focused on the following five themes: change management process at the IIEC, changes that took place at the IIEC, approaches adopted in strategic change management at the IIEC, factors that influenced strategic change management at the IIEC and resistance to change. An attempt at a theoretical nexus between change management and electoral reforms and a survey of empirical studies are presented in the last two sections.

4.2 Change Management Process at the IIEC

The study established that strategy development started with the formulation of IIEC strategy. The Commission's top management addressed three fundamental questions: First 'What is our vision and mission?' This clarified the IIEC's future results, affirmed its purpose as well as guided internal operations. The chairman reported that these processes helped in establishing guidelines for formulating and executing strategic changes. The second question was 'what are the key issues?' this led the Commission to conduct its strategic analysis by reviewing operation environments since its establishment in May, 2009. Subsequently the IIEC responded to changes in both the external and internal environments.

The third question was, 'How do we restore public confidence in the new electoral body?' This led to formulation of strategic changes with special focus on the interests of all concerned stakeholders. This study noted that vision for change was to align the IIEC with the changes

within the new operating environment. The respondents noted that external environmental enabled the IIEC to respond to opportunities and threats.

4.3 Changes that took place at the IIEC: Structures, Systems and Processes

The study established that changes introduced at the IIEC were in line with the recommendations of the Report of the Independent Review Commission on the General Elections held in Kenya on 27 December 2007 (GOK, 2008b). When the IIEC was established, the chairman and 9 commissioners were recruited competitively by the Parliamentary Select Committee (PSC), then approved by the National Assembly and subsequently appointed by the President in consultation with the Prime Minister. The chairman and nine commissioners are responsible for policy direction and strategic oversight

The organizational structure introduced directorates, new departments and regional offices. The KPMG selected the Chief Executive Officer (CEO), the directors, the managers, the head of departments and the regional election coordinators. KPMG reviewed IIEC human resource policies and development of a performance management system. KPMG also designed job descriptions for each post, developed of the terms and conditions for service and authored staff manual. Currently, the IIEC has a total staff compliment of about 791 within post of 400 officers both at the headquarters and in the field (IIEC, 2011).

According to the IIEC chairman, some of the fundamental changes that took place in the recent past included the use of modern technology in electoral processes. For a start, the Commission piloted Electronic Voter Registration (EVR) exercise in eighteen constituencies selected to

represent diverse settings and geographical spread countrywide. The accuracy of the voters register and the elimination of double registration of voters were some of the benefits of the EVR technology. The changes were initiated at the head office and cascaded downwards to the regional and constituency offices.

In order to maximize on the EVR, the donor group supported the purchase of electronic poll books supplied by CODE Inc. The kit allows the voter to use fingerprint for identification during polling as opposed to use of ID cards/passport. This reduces the time taken per voter to vote hence enhancing the efficiency of the polling process. It also eliminates double voting. Those kits were innovative and produced very good results. The efforts made by the IIEC policy makers to use ICT in several phases of the electoral process during 4th August, 2010 referendum were highly appreciated by Kenyans and this changed their perception towards the Commission.

The IIEC adopted Electronic Results Transmission (ERT) of election results in nine parliamentary by-elections and during the national constitutional referendum. The IIEC chairman noted that during the 2010 referendum, the commission was able to announce the accurate results in good time with a double system of data transmission encompassing the manual one and the electronic one. The system was efficient and transparent in total contrast with the 2007 elections where only manual transmission was used.

In order to support voter and civic education, a total of 420 voter educators were recruited and deployed in all the 210 constituencies. The voter educators linked up with the community based organizations (CBOs) in their respective constituencies to coordinate voter education

programme. In tandem with voter and civic education, peace meetings were conducted between members of public and the police. These peace meetings went a long way in ensuring that there were no instances of violence. IIEC carried out a massive media publicity campaign during the whole registration process in order to encourage the eligible voters to register in various polling stations across the country. The voter and civic education was mainly done through the media and included mobilization of voters to register, getting the voters out for referendum day and creating awareness of the competing symbols.

The IIEC conducted massive voter education exercise through media houses. During the focus group discussions with representatives from Citizen TV, KTN, KBC and NTV it was reported that members of the public were informed when to register and how to register. The IIEC chairman reported that 56 FM radio stations, main national TV stations and newspapers were used in the media campaigns. The use of FM stations was solely for the purpose of reaching out to as much audience as possible which included rural and marginalized areas and group. The IIEC also introduced SMS broadcast for alerting registrants to turn out for registration and inspection. A complimentary SMS query system was also deployed to enable registrants to confirm their registration details by sending SMS inquiry to designated centers to verify their details.

To facilitate both domestic and international observer's mission during elections, a booklet on observation process was developed, printed and distributed to all officials. The booklet contained information on the accreditation process, role of observers, rights and privileges of observers and principles as well as practices of observers. The printing of the observer accreditation badges

was done by IIEC using a printing kit that was purchased from Nemcom Digital Limited. The accreditation of both international and domestic observers was put in place in good time.

4.4 Approaches adopted in Strategic Change Management at the IIEC

In order to respond to the first objective of this study, the researcher sought to find out daily activities that determined change at the IIEC. Data obtained from the sampled respondents revealed that a number of change management steps corresponded with various models of change. The study established that the first two steps of Kotter (1995) model were embraced at the IIEC. Responding to the threats and opportunities from external environment to create a 'sense of urgency' and engaging the participants within an organization around change through the creation of a 'powerful coalition' were embraced at the IIEC. First, top IIEC officials such as the chairman and nine commissioners acted as team leaders and change agents in their respective units. They facilitated the changes and monitored implementation of the same.

Kotter (1995) suggests for the articulation of desired end result of a change process through the creation of a 'change vision' and related to that, he prescribed 'communicating the vision' within the organization through all the available communication channels. During the field work, the IIEC chairman, sampled commissioners and sampled directors identified themselves with the change process and were clear on the Commission's vision as 'an independent and credible electoral management body committed to strengthening democracy in Kenya'. This vision is realized through the Commission's mission "to conduct free and fair elections and to institutionalize sustainable electoral processes". The operational environment and behaviour was

governed by a set of guiding principles which constitute IIEC's desired culture. The core values include independence, teamwork, innovativeness, professionalism, integrity and accountability.

Kotter's (1995) model also allows for the implementation of the vision through 'empowering others to act' to alter systems, processes, policies and procedures. This step is the natural extension of the participation gained through the creation of the powerful coalition. As alluded to, team work spirit was embraced and sampled respondents were all emphatic that top leadership was the driver to the change process. The drivers to the change process were responsible for setting the change initiatives into a motion towards successful strategy implementation. The drivers to the change process were communicated regularly and firmly to all the employees at the headquarters. The researcher noted that once a strategic programme was approved by the top management team it was cascaded downwards.

The study noted that various teams were in place to develop a common approach of adopting a new change programme. The respondents reported that the teams identified and defined the problem clearly, analyzed and generated possible solutions. The teams were also responsible for implementation and monitoring as well as the evaluation of the change programmes. The teams were chosen based on their technical, functional or professional skills relevant to tasks that the group was to undertake.

The rational approach as proposed by Brewer (1995) was embraced at the IIEC. This study established that the employees held regular meeting within their respective directorates to share progress of change. During the meetings the rationale for change was delineated and the

expected changes outlined. To create a sense of urgency, the Commission created a response unit to develop action plan for the expected changes. The staff was also requested to discuss the expected changes and recommend the best course of action.

The strategic approach as proposed by Brewer (1995) was also embraced at the IIEC. The study established that the need for change at the IIEC was necessitated by the need to set a new strategic direction. This direction propelled the institution to higher levels of effectiveness and relevance in line with its vision, mission as well as values. Similarly aspects of organizational vision as suggested by Cummings and Worley (1997) model, were embraced at the IIEC, although aspect of transitions were not adequately covered.

Another approach in strategic change management was that proposed by Victor and Franckeiss (2002). The two were preoccupied with the role played by management in the change process. Victor and Franckeiss (2002) described an approach that relies on performance management, reward and communication as being the keys to the engagement of staff. Directors at the IIEC were in agreement that they were informed in advance of expected change programmes before any implementation was done. This was done through circulars, meetings, briefings and discussions on continuous basis. The study noted that communication of the IIEC vision, mission and mandate was the first step in creating motivation among the employees. Employees were informed on how the organization intended to create long-term value and how each one of them was to contribute to toward this objective. The directors also confirmed that communication was critical in shaping up the culture as it highlighted what the IIEC intended to do. These processes were consistent with O'Shea, Mcauliffe and Wyness (2007) model which suggests that the

strategy for change needs to operate in a context in which it is understood by staff, aligned to the culture of the organization, and robust to deal with complex organizational change.

4.5 Factors that Influenced Strategic Change Management at the IIEC

In order to respond to the second objective of this study, the study sought to find out the driving forces that determined changes at the IIEC. The study established that the need for change at the IIEC was necessitated by strategic direction. This strategic direction propelled the institution to higher levels of effectiveness and relevance in line with its vision, mission as well as values. The study also noted that the need to change public perception of the electoral management body was the main driving force necessitating the change.

The IIEC chairman, sampled commissioners and sampled directors identified themselves with the change process and were clear on the Commission's vision, mission and the core values. The IIEC rolled out a series of activities in line with its mandate. The top management pointed out that the vision, vision and mandate were developed after taking into account the post-election crisis that resulted from the disputed presidential elections results of the 2007 general elections. The chairman pointed out the IIEC mandate provided a target and high-level description of how institution intended to create a value for the future and an integrating tool for the directorates and departments as well as the Commission's regional offices.

The study established that use of formal communication channels also worked well in favour of change management. The channels in place were downwards, upwards and horizontal in direction. Management used downward communication when sending messages to people below

the hierarchy. In upward communication, the employees passed their views and ideas to the management while horizontal communication was used when passing information across directorates and departments.

According to the sampled commissioners, once the management was clear on the change programmes employees at the head office received communication through meetings for the entire Commission, this was followed by the departmental meetings and memos in some instances. This was later integrated in the Commission's calendar as the reforms progressed. In addition, employees were updated through the Commission website, emails, breakfast meetings, brown bags and circulars. The use of information technology at the institution radically changed many aspects of communication at the IIEC. For instance, the use of website enabled the public to access IIEC information while intranets and emails enabled people within the organization to share information quickly.

4.6 Resistance to Change at the IIEC

During the implementation of change strategies, IIEC experienced several factors that worked against change processes. The IIEC's chairman reported that the Commission is increasingly integrating technology in the electoral process. However, the technologies are dependent on third party platforms which may compromise their security. In addition the chairman noted that scattered electoral legislations presented the greatest barrier to the implementation of electoral reforms yet the pace of legal reform is dependent on other external actors who may not consider it a priority.

The organizational weakness of the Office of Registrar of Political Parties and failure by registered political parties to follow provisions of the 2007 Political Parties Act (PPA) presents another set of resisting forces. Sampled representatives from Orange Democratic Movement (ODM), ODM-K, Party of National Unity (PNU) requested for strengthening of the Office of the Registrar of Political Parties to make it more autonomous. During the FDG, the discussants apparently blamed lack of autonomy in the registrar's office as the main reason why some of the registered political parties do not adhere to Political Party's Act.

Economic dimensions also presented a resisting force to change at the IIEC. The depressed performance of the economy following the events of the disputed elections in 2007 raised poverty levels in the country. High poverty levels predispose the electorate to corrupt practices. Practices such as voter bribery and unregulated campaign expenditures also have negatively affected electoral reforms.

Lack of coordination from the relevant ministries and long bureaucratic processes have been blamed on bulk of the unregistered voters. The dependence on Ministry of Immigration and Registration of Persons to issue national identity cards to facilitate the registration process and the cleaning of voter registers is a strategic issue. Related to this the lack of a robust population database which would facilitate speedy and comprehensive registration of voters. The rural-urban migration continues unabated which is likely to influence the pattern of voting in urban areas.

The study noted that events in the external environment significantly impacted on the implementation of change management programme at IIEC. The political changes occasioned by

the promulgation of the Constitution, possible breakages of existing coalitions and political alliances, developments in the International Criminal Court (ICC), the unresolved issues relating to the 2007 post elections violence, and the hurdles encountered in the implementation of Agenda Four. In addition, the establishment of the County as a political unit places new demands in the management of the elections. The widened scope of the elections including the elections of Senators, Governors and women leaders represents such challenges.

The study also noted that internal environment presents forces against change management at the IIEC. Some of the employees welcomed changes others feared the impending transition to Independent Electoral and Boundaries Commission (IEBC). Fear of losing employment or experiencing adverse employment conditions made employees unable or unwilling to visualize what the future may look like after the change.

4.7 Discussion

Dunphy's (1996) theoretical framework argues that organization as an open system actively interacts with its external environment in the context of the wider prevailing economic, political and social forces. In attempt to respond to our first objective which sought to establish approaches adopted in strategic change management at the IIEC this study notes that as an open system, the IIEC interacted with several stakeholders in the external environment. Part of the interaction presented the driving forces that subsequently served to respond to our second objective which sought to establish factors that influence strategic change management at the IIEC. At the final level of our analysis part of the interaction presented restraining forces which assisted the study to delineate resistance to change at the IIEC.

The fact there is no one overarching theory in change management, the uniqueness IIEC has seen it adopting several approaches and model. The IIEC embraced Kotter's model, rational and strategic approaches as proposed by Brewer. Other practices at the IIEC were consistent with some steps suggested by Cummings and Worley model and Victor and Franckeiss model. Common among all these approaches and models were the aspects of communication, leadership, strategic direction and performance management as embraced at the IIEC.

Researchers since Lewin (1947, 1951) have sought to devise management strategies conducive to effective implementation of organizational change, or alternatively, strategies to deal with resistance to change (Coch and French, 1948; Bear and Nohira, 2000). In the consideration of managing resistance to change there has in turn been a greater focus on the strategies and actions that can be used to overcome the resisting forces. In considering the resisting and driving forces associated with change, a number of researchers have sought to provide further detail in order to effectively frame strategies or models for managing organizational change. In considering these strategies there has been a focus on further understanding the individual and the organizational sources of resistance to change (Kotter and Schlesinger, 1979; Robbins, Millet, Calliope and Waters-Marsh, 1994).

In Kenya several studies have focused on strategic change management. Kiptoo's (2008) study on strategic change management at the University of Nairobi found that external environment in the tertiary education sector presents both opportunities and threat in implementing strategic policies at the University of Nairobi. He further notes that maintenance of status quo among senior teaching staff and non- staff as the primary restraining force to change management at the

University of Nairobi. Maingi's (2005) on management of strategic change at Municipal Council of Kiambu established the organizational culture, failure to embrace information technology and corruption negatively affected the implementation of key strategies.

CHAPTER FIVE- SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings on approaches adopted in strategic change management at the IIEC and factors that influence change process at the IIEC. The summary is followed by conclusions and recommendations. The chapter concludes with the limitation to the study and suggestions for further study.

5.2 Summary

The first objective of the study sought to establish strategic change management approaches at the IIEC. In order to achieve this objective, the researcher interviewed the IIEC's top management officials and conducted focus group discussions with representatives of selected stakeholders. The main aspects of strategic change management approaches investigated included the changes at the IIEC, change management process at the IIEC. Variables such as forces of change, teamwork, stakeholder analysis, organizational culture, organizational structure, and leadership were investigated.

The research findings indicated that change process at the IIEC was done in participatory process. There were adequate consultations among the staff through meetings and other modes of internal communication. This facilitated change process and minimized factors that negatively affected change management. The study established that IIEC embraced Kotter's model, rational

and strategic approaches as proposed by Brewer. In addition some steps as proposed by Cummings and Worley model and Victor and Franckeiss model were embraced.

The second objective of the study sought to establish factors that have influenced strategic change management at the IIEC. The study established that the need for change at the IIEC was necessitated by strategic direction. This strategic direction propelled the IIEC to higher levels of effectiveness and relevance in line with its vision, mission as well as values. The study also noted that the need to change public perception of the electoral management body was the main driving force.

The study established that use of formal communication channels also worked well in favour of change management. Once the management was clear on the change programmes employees at the head office received communication through meetings. The use of information technology at the institution radically changed many aspects of communication at the IIEC.

5.3 Conclusion

In a period of less than two years the IIEC has managed to create an updated new voters list and successfully delivered on its mandate of conducting a free, fair and credible referendum on the new constitution and several by elections. However the following factors have militated against the implementation of change at the IIEC. Resistance to the latest modes of information technology, lack of autonomy in the Office of the Registrar of Political Parties, non-compliance by some of the registered political parties, political uncertainty and high levels of poverty as well

as lack of coordination and lengthy bureaucratic procedure from the line ministries. It is against this backdrop that the study recommends the following.

5.4 Recommendations for Policy and Practice

In terms of capacity building and training, the development of electoral guidelines and manuals would be necessary. What need to be addressed is the basic policies, systems and procedures required for effective operations of the Commission. This exercise may require adequate support expertise. Clear alignment of individual responsibility for service delivery should be recognized among commissioners and the IIEC employees. Proper offices, equipment and transport for the Commission's staff throughout the country should be in place and that procurement has to be done as soon as possible through the government funds.

The communication protocols between the headquarters and the field offices have to be addressed very meticulously by the Independent Electoral and Boundary Commission (IEBC) when organizing the operations before and during the polling day. The electronic transmission of results has so far worked very well in the by-elections, the challenge therefore is to replicate this nationwide when several elections shall be held the same day countrywide.

The IIEC should be commended for its maintenance of a clean National Register of Voters so far. There is however, a need to sustain this effort and to maintain a complete accurate and current register. It is also recognized that efforts are needed to inject efficiency in the voter registration process with a view to bringing down the unit cost of registration. The current list must be cleaned from spelling errors and other minor errors.

The new electoral body needs to address the issues of registration in a more creative manner particularly for the marginalized communities, the illiterate, the physically challenged, the young, the internally displaced persons (IDPs). It is however important that pre- registration essentials be put in place for the exercise to be smooth and rewarding. The main essential being that those who are eligible to vote but who do not have identification cards be given the document immediately as it is a requirement for voter registration.

This study recommends that the voter and civic education should be undertaken early enough as this will give room for more balanced negotiations and at the same time. The study proposes that new electoral body should also engage in face-to-face voter education in partnership with civil society organizations (CSOs) and community based organizations (CBOs). To this end a common curriculum for voter education should be developed under the tutelage of the electoral body.

There is need to strengthen Office of the Registrar of Political Parties that would effectively coordinate the activities of political parties. The relationship between the electoral body and political parties is important and should be nurtured. Whereas the Commission has responsibility to regulate the parties, it is imperative that in the process, it shows maximum openness on its part while demanding accountability from the parties. In this logic of mutual trust and partnership, the electoral body through the Registrar should work together for the voter education curriculum that will be used on the ground by the political parties.

Above all this study recommends that once IEBC is established it should strengthen institutional foundation developed by the IIEC as a basis of formulating strategies. The management of new aspect of boundary as the provided in the new constitution should be able to learn from the best practices adopted previously under election mandate.

5.5 Limitations of the Study

The scope of this study was to collect relevant data on strategic change management practices at the IIEC. Given the complexity of the electoral management system, data collection entailed key stakeholders interested in the IIEC work.

At the time this study was conducted top management officials involved in the change programmes were not available for the interview as they were preparing for forthcoming by-election and impending transition to IEBC. The sampled respondents were speculative of the forthcoming changes and were reluctant to provide the required information.

The interviews were held with top management officials found at the IIEC headquarter. Reference was not made to employees in middle and lower level management or even staff at the regional offices. While we acknowledge that top management officials are instrumental to strategic direction, staff at lower level are critical in the implementation of change programme. Therefore the study findings may not be reflective of the actual situation on the ground hence a limitation of the study.

5.6 Suggestion for Further Research

At the time of writing this report the Independent Electoral & Boundaries Commission (IEBC) Act was in place. The Act establishes the new electoral body that will conduct future elections in Kenya. This study recommends a similar study to be conducted to the body after six months in the office as it prepares to conduct the 2012 general elections.

Similarly the study can be replicated to the other Agenda 4 Commissions. These include National Cohesion and Integration Commission (NCIC), Truth, Justice and Reconciliation Commission (TJRC) and Constitutional Implementation Commission (CIC) to evaluate their performance in the office. This will widen the approaches on various aspects of strategic change management.

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APPENDICES

APPENDIX I: INTERVIEW GUIDE

1. Describe the process used to develop the strategic change management at the IIEC.
2. Did IIEC form teams/secretariat to execute the change process?
3. What were driving forces that necessitate change at the IIEC?
4. Did the team/secretariat plan for change? If Yes please explain
5. How did the IIEC initiate and manage change programme?
6. How did the top management support the change process?
7. In your view explain how the following factors worked against the change outcome
 - Values, attitudes, preference among the IIEC staff
 - Organizational structure
 - Information technology
 - Stakeholders/partners/collaborators perception towards the IIEC
 - Political and economic environment from the external environment
 - Others (Please Specify)

APPENDIX II: FOCUS GROUP DISCUSSION GUIDE

1. What are your views on the change process at the IIEC?
2. Did you think the IIEC was prepared for change?
3. What are your views on the implementation of the change programme?
4. Did you think the change programme at IIEC is inclusive? Probe further
5. Did you think new structures, systems, processes, policies and procedures in the electoral governance affected change management at IIEC?

APPENDIX III: INTRODUCTION LETTER

August, 2011

Dear Sir/Madam

I am an MBA student at the University of Nairobi. I am conducting a management research on **“Strategic Change Management at the Interim Independent Electoral Commission (IIEC)”**.

In order to undertake the research, you have been selected to form part of the study. By this letter, we request your assistance in collecting information to enable me carry out research. The information you give will be treated with strict confidentiality, purely for academic purposes.

A copy of the final report will be available to you upon request. Your assistance and cooperation will be highly appreciated.

Yours Sincerely,

Otele Meywa Oscar
MBA Student

Department of Business Administration

Prof. Evans Aosa
Project Supervisor

University of Nairobi