STRATEGIC CHANGE MANAGEMENT PRACTICES AT LOCAL AUTHORITIES IN THE COAST PROVINCE OF KENYA.
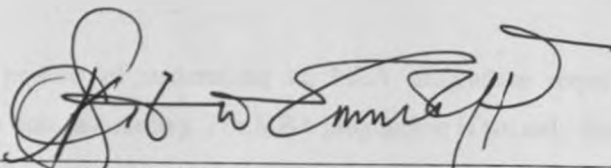
KIBWANA KOMBO MATAKA

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

NOVEMBER, 2012

DECLARATION

This Research Project is my original work and has never been presented in any other University or College for the award of Degree or Diploma or Certificate
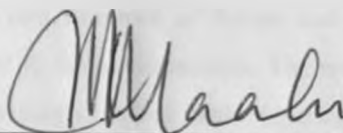
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This Research Project has been submitted for examination with my approval as the University supervisor.

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Admittedly, the process of undertaking an MBA programme requires a lot of sacrifices on both time and money. The MBA programme is not only demanding and tedious process it is equally expensive as such successful completion requires teamwork and support from several quarters. Therefore I am not only indebted to the people who directly impacted knowledge but also to all those who verbally encouraged me not to give up but to soldier on till completion.

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DEDICATION

First and foremost I dedicate this Research Project to the Almighty God the most beneficent the most merciful for the gift of life and ability. Secondly to my late grandfather, Maallim Mataka Bin Salim without forgetting my late uncles, Mohammed Mzee Ali, Swalleh Khamis Hemed and Riziki Mohamed Mzee for their devotion, support and advise towards daily strive and aspirations to acquire knowledge.

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ABSTRACT

Strategic Change Management is part of strategic management and is also referred as change control. It is a collection of formal documented procedures that defines how project deliverables and documentation will be controlled, changed and approved. Local authorities are public institutions which have statutory mandate to undertake service delivery to Kenyans. In the Coast Province of Kenya there are 13 local authorities. With the implementation of the constitution, these institutions are expected to change drastically.

This is a survey on strategic change management practices in all the local authorities in the Coast Province of Kenya. The survey is addressing two objectives namely, to determine change management practices in the local authorities in the Coast Province of Kenya and to determine factors affecting change management practices at the local authorities in the Coast Province. The guiding research question is, what are the change management practices currently in place at the local authorities in Coast Province of Kenya and what factors are affecting these practices?

The data collected had been analyzed using statistical tools to arrive at the findings which had formed the basis for conclusions and recommendations. Even though local authorities studied are undertaking change management initiatives, the structures and practices are still wanting. The established factors affecting change management practices are resistance to change, management support, change of operating environment, drivers of strategic change, competitive advantage, survival of local authorities and people, changes caused by other institutions, funding, monitoring and evaluation, coalition building, organization culture, self propelled change and changes of customers and usage of services of local authorities.

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LIST OF ABBREVIATIONS

CEO   Chief Executive Officer

ISO   International Organization of Standardization

NPM   New Public Management

OECD   Organization for Economic Co-operation and Development

PC   Performance Contract

PLGO   Provincial Local Government Officer

RRI   Rapid Results Initiative

CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

Strategic management is a set of decision and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce, Robinson & Mital, 2010). On the other hand Johnson, Scholes and Whittngton (2010) view the strategy as the direction and scope of an organization over a long term which achieves advantage in the changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectation. Change Management which is also referred as change control is an iterative process that continues throughout the project lifecycle. Johnson et al (2010) argues that recognizing something is no longer effective involves the willingness to consider evidence of ineffectiveness and then to question why, how and what may be done. It is a collection of formal documented procedures that defines how project deliverables and documentation will be controlled, changed and approved.

With the promulgation of the new constitution in Kenya, the local authorities as institutions are at the center of the devolution as captured in chapter eleven of the Constitution of Kenya. Local authorities in Coast Province have unique environment and are challenged externally by political, historical and even religious factors. The uniqueness of these institutions has propelled the need for this study. Local authorities are often characterized as bureaucratic and inefficient in delivering services which are taken for granted (Lapsey, Pallot & Levy, 2002). There is a global revolution in Local authorities which is characterized by fundamental shift from bureaucracy to responsive management.

1.1.1. Strategic Change Management

Strategic change background is a more recent influence on organization development evolution. As organizations and their technological, political and social environment have become more complex and more uncertain, the scale and intricacies of organization change have increased. This trend has produced the need for a strategic perspective from organization development and encourage planned change process at the organization level. (Cummings & Worley, 2009). Murthy and Shubha (2010) contend that conventional change management paradigms that work effectively in corporate settings have limited impact in Government engagements. The entire rhythm, motivation and environment of the Government sector are different and require enhanced sensitivity and preparation on the part of the Change Management agents.

Reorienting an organization to get people to think and act strategically is not easy task. Lynch (2009) strategic management invariably involves change for people working in an organization. Sometimes they resist such proposal, sometimes they are enthusiastic and make a significant contribution. No organization can escape change but the thought of change raises anxieties because people fear economic loss, inconveniences, uncertainty and break in normal pattern (David, 2005).

Huerta-Melchor (2008) has identified two relevant aspects to be highlighted on the conceptualization of change. Change may be presented as a process that describes how things change over time and change as context dependent. In this sense, context and action are linked. Balogun and Hailey (2008) have noted that for many years it has been said that the pace of change experienced by organization and those who work in them is increasing as organizations are experiencing many different types of changes. Yet the sad

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fact is that 70% of the change programs launched fail (Balogun & Hailey, 2008) . As a result change management is becoming a highly sort after management competence. Change often requires significant investments in terms of managerial time, energy as well as financial investment. The change management practices are related to various activities managers do as they handle various aspects of change.

1.1.2   Local Authorities in Coast Province of Kenya

Local Government in Kenya started in 1903 with the setting up of first townships under District Commissioners (DC's) and undergone a series of metamorphism (Gertzel, Goldsmidt & Rothchild, 1987). Gertzel et al (1987) further noted that the pace of metamorphosis slowed down after independence. On the eve of independence there were four well developed streams of local government in Kenya.   These were the Municipalities, the County Council, District Councils and the Townships. Historically there have been a number of intervening measures to reform local government's policies and structures to meet the challenges which have been cropping up since independence. Against the overview of Kenyan local authorities as presented, the same process of local authorities re-engineering process was observed in the Coast Province.

Coast Province has six counties namely, Mombasa, Kwale, Kilifi, Tana River, Lamu, and Taita/ Taveta. Coast Province has a total population of 3,325,307 persons (Kenya National Bureau of Statistics, 2010). The province has thirteen (13) local authorities as detailed in Appendix I. The main economic activities are tourism/ marine , national parks and reserves, ports and harbors, manufacturing industries, mining, agriculture and forestry, fisheries and aquaculture and others such as entertainment industry.

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As stipulated in Local Government Act Cap 265 all local authorities have statutory service delivery roles. Mboga (2009) pointed that local authorities have a mandate to provide basic services to the community and residents within their areas of jurisdiction. These services include but not limited construction of roads, markets, garbage collection and effluent treatment and disposal. Also they provide a platform for democratic governance at the local level. The management of the local authorities is a complex matter that requires cross referencing of various legislations when making decisions. These institutions fall under the Ministry of Local Government. Apart from the main legislation that governs all local authorities, there are other pieces of legislations that affect and influence the management of Local Governments Coast Province. These include, Local Government Loans Authority Act (Cap. 270), Land Planning Act (Cap. 330), Trade Licensing Act (Cap. 497), Rating Act (Cap 267), Valuation for Rating act (Cap 255), Education Act, Public Health Act and Tourism Acts among others.

The new constitution brings about sweeping changes to the legal regime in Kenya and it introduces new devolved structure of governance and new system in public finance . Ojwang (1990) defines the constitution as the scheme of organization of public responsibilities which must be performed in any community. It prescribes the public organization of the community and vests in them particular roles which are to be performed in the interest of the people as a whole. Foster (2011) points that with the new constitution in place now comes the biggest challenge which is the implementation. Decentralization does not happen all at once, it takes years and central government must be willing to decentralize functions and resources (Krener, 2008).

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1.2   Research Problem

The biggest challenge to managers today is the issue of how organizations can cope with the dynamic environment in which the firms operate given the constraints, challenges and threats they face (Burnes, 2003). More and more managers believe in the apparent paradox that change is a constant in and around their respective organization (Stoner, Freeman & Gilbert, 2003). To insert change management process whether in the private or public sector is daunting exercise that is often elusive (Strebel, 1996). However every change comes in its unique way and its successful implementation is related to the set of values, resources and skills of the firm and the demand of the prevailing environment. (Hannel & Prahalad 1994) and (Kotler, 1996).

The same would most likely also apply to the local authorities as public institutions. The Fourth schedule of the Constitution gives County Governments some functions previously undertaken by local authorities. Local authorities shall not be disbanded but shall exist as agents of respective counties receiving administrative instructions from county governments. Since the Constitution does not provide how these entities should be structured for effective service delivery and management of services, new principles, policies , regulations and other legal documents shall be put in place before the end of 2012.

A lot of studies have been conducted on strategic change management concept on both public and private institutions. Huerta-Melchor (2008) studied on managing change in governments of OECD concludes that OECD countries are underestimating the importance of managing change while designing and implementing policy reforms. The fact that researchers approach was to study member countries and not institutions is a

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clear gap to replicate this study. Mute (2008) on her study on managing change at Nairobi City Water and Sewerage Company Limited had observed that embracing change has given the company a large competitive edge and improvement in its general performance. Unlike Mute, Kiuma (2008) established that Elimu Savings and Credit Co-operative Societies embracing change have been very low hence subjecting the organization to a lot of resistance. The study focused mainly on resistance to change than strategic change management . Coming closer home to the context of this study, King'onia (2008) has studied strategic change management practices at the Municipal Council of Kiambu and has ascertained that the organization was well aware of the changes that are taking place. The researcher admits that resource limitation had curtailed the scope of the study as such emergence areas of interests may require further studying.

It is expected that immediately after the next elections the local authorities will radically change to accommodate county governance. All the studies conducted on local authorities were undertaken before the promulgation of the new constitution. Further it may be argued that strategic change management research work has not been vigorously undertaken in local authorities and most of them are case studies. As such this study seeks to fill the gaps left by previous studies. Therefore the research question of this survey is, what are the change management practices currently in place at the Local authorities in Coast Province of Kenya and what factors are affecting these practices?

1.3   Research Objectives

The objectives of the study are as follows;

i.   To determine change management practices in local authorities in the Coast Province of Kenya.

ii.   To determine factors affecting change management practices at local authorities in the Coast Province of Kenya.

1.4   Value of the Study

The findings of this study shall contribute to the existing body of knowledge, specifically under strategic change management practices. This directly benefits strategic management researchers, scholars and practitioners. The survey may be replicated to the rest of local authorities in the other provinces and may serve as a baseline survey.

The government which is the main player in the implementation of the new constitution through its various urgencies including the local authorities, stands to benefit directly stands to benefit from this study. These findings shall enable these institutions to gauge the level of preparedness and rate the level of implementation of the new constitutions on the local authorities in the Coast Province. Also the findings of this study shall equip the Government with an insight in the evaluation of the strategic change management practices, hence enabling the development of ideal policies to guide local authorities in managing strategic changes as they implement the constitution. Local authorities as institutions stand to benefit since the study will assist these institutions in improving change management practices in their future programmes. The Institutions will be able to adopt appropriate strategic change management practices needed to successfully steer the

organization to realize the objectives of change and ensure sustainable and efficient service delivery. Hence improved service delivery will primarily benefit the Kenyan citizens and other stakeholders.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

Literature review guides the researcher from duplication of previous work and guides the researcher in discussing the results of the study by comparing and contrasting specific study's results with those previously reported studies. Saunders et al (2010) contends that a literature review serves two main purposes; it presents the background to research as a narrative so that readers can understand what the research entails. It is a preliminary search that helps generate and refine research ideas. Also it demonstrates awareness of the current state of knowledge in the subject and that the researcher has read appropriately within the research concept.

2.2   Theoretical Background of Strategic Change Management

Change management has been an integral part of the corporate lexicon for more than two decades now, capturing the critical need of business organizations to remain competitive. Organizations that do not adopt appropriate change interventions will always remain at risk of failure, eroding its capability to survive in an increasingly dynamic and competitive environment. Even when appropriate change interventions are introduced, the absence of a systematic and integrated process for deploying changes can prevent organizations from achieving the desired benefits (Jayashree & Hussain , 2011).

Strategic change is long term in nature, effects the entire organization and aims at achieving effectiveness while operational change is short term in nature, effects sections of the organization and focus. Different scholars have different views on change management theory. Burnes (1998) identified three schools of thoughts that form the

central planks on which change management theory stands. First is the individual perspective school which assumes that individual behavior results from the interaction with the environment. Group dynamics is the second school which views individual behavior as a function of group environment. Group pressure, norms, roles and values mould how individuals behave. Thirdly the open system school which focuses on the entire organization as composed of various sub-systems which are interconnected. On the contrary, Balogan & Hailey (2008) have only two schools of thoughts. The first sees change as continuous with organizations transforming on an on-going basis to keep pace with their changing environment. While the second school of thought perceives change as a process of punctuated equilibrium.

2.3   Models of Strategic Change Management

Experts and scholars who have been keen to studying change management have come up with various models. Carnall (2007) considers four approaches to theorizing about how change can be implemented. These are clinical, linear, systems and emergent change. The linear paradigm reflects the influence of Lewins well known Three Stages Model of change. The unfreezing stage within which those involved come to recognize that something must change.

The moving stage were new ideas are tested and new ways of working and refreezing stage where new behaviors, skills and attitudes are stabilized and commitment to change is achieved. This thinking influenced subsequent scholars notably Kottler (Carnall, 2007). The kind of Bullock and Battern (1985) emphasized on a Four Phase Model which are embracing exploration, planning, action and integration of changes within existing

organizational arrangement. Ansoff, (1998) also recommends a four steps model to managing continuous change. These are coercive, adaptive, the crisis and managed resistance methods. Kanter et al (1992) advocates for a ten commandments model which entails analyzing the organization and need for change, creating a shared vision, separating from the past, creating a sense of urgency, supporting a strong leader role, lining up political support, crafting an implementation plan, developing an enabling structure, communicating, involving people, being honest, reinforcing and instutionalizing change are perfect, prescription for successful change.

Kottler, (1996) suggests Eight Steps Model if implemented systematically one step after another will lead to successful change. The steps include, establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision empowering employees, generating short term wins, consolidating gains, producing more change and anchoring new approaches in culture. Going beyond most linear models Collins came up with Good to Great Model which goes beyond most linear models without losing the step by step logic inherent in them. The model has two stages, building and breaking through stages (Burnes, 2000). Though most experts of change would claim some sort of universal applicability for their favored approaches, the reality is that such approaches are developed on particular circumstances at particular situations often with types of organization in mind.

Change is a continuous process of confrontation, identification, evaluation and action. this is what organizational development proponents refer to as an Action Research Model (Paton & McCalman, 2000). In simplified form it involves the following steps. Management perception of problems, consultation with behavioral science expert, data

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gathering and preliminary diagnosis by consultant, feedback to key clients, joint agreement of the problems, joint action planning implementation and reinforcement and assessment of the change. The Processessual Model sometimes referred to as temporal approach to change management is used as a means of breaking down the complex process of organizational change in the management positions. It is usually identifies the substance of change as new technology, need for change is conceptualized, transitions in form of new tasks, activities and decision achieved in a conceptual framework of politics of change, administrative situations and the business market and the operation of new organized arrangements.

The Logical Incrementally Model in which changes take place incrementally by developing the pattern of change incrementally includes awareness and commitment incrementally, amplify understanding and awareness, legitimizing new view points, making tactical shifts and partial solutions, broadening political support and overcoming opposition zones. Solidify the change process incrementally by creating pockets of commitment, focusing on the organization, managing, coordination and formalizing commitments by empowering champions. Lastly integrate the process and interest in the change programme.

2.4   Strategic Change Management Practices

Essentially effective strategic management process has a direct impact on organizational performance. Hofer and Schendel (1978) consider effective change management as a process which deals with fundamental organization renewal and growth with development of strategies, structures and systems necessary to effectively manage the strategy formulation process. As a general policy, defying the reality of change isn't a

wise thing to do. Most people would agree that being ready for change is not being ready; but, apparently, being ready isn't easy. Being ready takes time, energy, and effort; and even more, it takes confronting our fear of change, our hate for what it does to our lives. Increasing organizational flexibility begins at a personal level but it must end as an organizational act (Pasmore, 1994).

What organizational change ultimately requires is that people develop not just new skills and knowledge but a whole new way of looking at things. Thus Bridges (2002) focused on the continual transition aspect and contends that unless this orientation process is handled successfully, things will essentially remain the same. If people do not go through the new process of transition, they will not develop new behavior and attitudes the change requires. Nauheimer (2005) considers change management practices are the processes, tools and techniques to manage the people side of change process to achieve the required outcomes. These practices are related to various things which managers do as they handle various aspects of change. Kanter (1997) further adds that change management will require turning into environment, challenging assumptions, crafting a vision, using diplomatic skills to get favorable responses, keeping actions moving by handling resistance, maintaining the momentum, incorporating emergent developing and never losing sight of the overall goal. The diversity of practical advice for managing change can be organized into five major activities which contribute to effective change management. These activities are motivating change, creating a vision, developing political support, managing the transition and sustaining momentum (Cummings & Worley, 2009).

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2.4.1   Focusing the Change Agenda

Traditionally change management has focused on identifying sources of resistance to change and offering ways to overcome them. Organization members generally do not support change unless compelling reasons convince them to do so otherwise they will invest on status quo and resist accepting change (Cummings & Worley, 2009). Employees need time to practice, develop and learn new behaviors. They do not abandon old ways and accept new behaviors abruptly. Patience and trust in the diagnosis and intervention design work are necessary. Successfully change requires persistent leadership that does not waver unnecessarily.

Change process is by nature complex but they must have clear priorities in order to be manageable. Excessive complexity and an inconsistent focus are deadly to a program's execution, especially to a companywide program. So as they ask themselves what the right change would be, managers must systematically define what the local points of the change will entail and what as a result, those focal points will not entail. Change requires time, if organization changes again too quickly or abandons the change before it is fully implemented, the desired results may never materialize (Carnall, 2007).

2.4.2   Designing the Right Change Management Programs

Change is only possible when it is contextualized against the backdrop of a company's particular past and present. Bruch and Ghoshal (2003) contend that change programs and projects have to make sense from the beginning when the actual idea of change comes into place. The feeling that change is right for a company and the necessary sense of urgency to secure its realization will occur if it is clear change has been tailored to the company and its particular business situation. Once the question of which change

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program is right, the management must systematically make decisions that will ensure that change will be implemented successfully and have a permanent impact. Acceptance, attention, effective change agents as well as momentum and sustainability are all key in this regard (Davenport & Beck, 2001). Weick (2000) further adds without these factors change processes will not be put in motion make headway only with great difficulty or have a fleeting or even negligible impact.

Change processes are only successful if they fit a company's current culture, traditions, norms and shared values within a company must be included in the deliberations regarding the selection of a change program (Heracleous, 2001). Certain change process cannot be executed in mere bureaucratic cultures, while other types of processes simply are not compatible with team oriented or innovative/dynamic organizations (Brunch & Ghoshal, 2004). In addition the basic process of designing the program for a particular change should also account for a company's energy. Different types of change programs will be effective with companies characterized by comfortable inertia than for companies with other types of energy, such as change tiredness, high productive energy or resignative inertia.

2.4.3   Organization Acceptance and Attention

Attempts to change often threatened the organizations balance of power among power groups thus resulting to political conflicts and struggles. This calls for managing political dynamics of change which may include assessing the change agent's power, identifying key stakeholders and influencing stakeholders (Cumming & Worley, 2009). Simons (2001). Another critical factor for the success of a change process is top management accessibility. As they design the change, top management must ask themselves "what

can we credibly implement?" "What change can we really commit to?" and "what type of change will fit our style so that we will be able to support it wholeheartedly."

Well thought out acceptance within employers and employees is based on an approach that integrates everyone involved in a way that promotes commitment and desire to change. Insufficient acceptance is often considered to be the major source of resistance within organization and the key reason why change initiatives fail and persist to haunt even in the future. As organization continues to experience change, management must ensure that employees see that the change process has priority, is beneficial, is permanently present and that key information is not lost within the chain (Davenport & Beck, 2000).

2.4.4 Momentum and Sustainable Change Management Effects

The initial excitement and activity of changing often dissipate in the face of practical problems of trying to learn new ways. A strong tendency exists for organization members to return to old behaviors and processes. Five activities can help to sustain momentum for carrying change, these are providing resources for change, building a support system for change agents, developing new competencies and skills, reinforcing new behaviors and staying the course. Change initiatives in turbulent environment are filled with unexpected transitions that managers must deal with to secure a change effort (Brown & Eisenhardt, 1998). One key factor for implementing change is having the right people to sell, implement and drive the program from start to finish. One of the reasons change process fail is because companies underestimate the importance of the individual involved in the change and their interaction.

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Kotler (1996) contends that change management looses momentum when a company does not address the issue of its own organizational energy. Organizational energy reflects to the extent to which the company has mobilized its potential in pursuit of its goals. (Branch & Ghosal, 2003). Problems associated with energy during change manifest themselves as either insufficient urgency, during the beginning phases to a loss in momentum during or the reversal of positive impart after a change program (Cummings & Worley, 2009). Transition may be quite different from the present state of organization and may require special management structures to facilitate organizational transition. These special management structures call for activity planning, commitment planning, having supportive change management structures and managing the learning process.

Senge (1990) point at three things can be done to avert these typical pitfalls. First the required urgency for initiating a change can be achieved through a large number of visible, tangible activities such as consultations. Second the primary means for maintaining momentum for a change is to strategically revitalize and refocus on change. Third integrating the result of the change into the existing organizational stimulus and systems should help safeguard long term impact of change.

2.4.5 Roles in Managing Change

There mainly four critical roles in managing change. There are change agent, leadership, middle managers and outsiders. A change agent is the individual or group that effects strategic change in an organization. When it comes to managing strategic change, there is too often an over emphasis on individuals at the top of an organization. Change agents may need to adopt different styles of managing change according to different context and

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in relation to the involvement and interest of different groups (Johnson et al., 2010). Most often management of strategic change is linked to the role of a strategic leader (Kotler, 2001). These leaders can either be charismatic who are mainly concerned with building a vision for the organization and energizing people to achieve it or leaders can be instrumental who focus more on designing systems and controlling the organization activities (Waldman, Raniez, House, & Puvanani, 2001). It is required that there should be an ability to tailor the strategic leadership style to context (Johnson et al. 2010).

Top- down approach to managing strategic change usually sees middle managers as implementers of strategy. However in the context of managing strategic change they have five critical roles (Johnson et al., 2010). Middle managers are implementers of top management plans by making sure that these resources are allocated and controlled appropriately, monitoring performance and behavior of staff and were necessary explaining the strategy to those reporting to then. Johnson et al (2010) further identify sense making as the second role of middle managers. Top managers set down strategic direction but how it is made sense of in specific context may be left to the middle managers. Reinterpretation and adjustment of strategic as events unfold is the third role of middle managers. The middle managers further form a crucial relevance bridge between top management and members of the organization at lower levels. Finally they are regarded as advisors to more senior management

Johnson et al (2010) explored the role of outsiders in the management of strategic change. These roles may include a new chief executive from outside the organization may be introduced into a business to enhance the capability for change. Very common in turnaround situation where the new entrant is expected to change the context by injecting

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a fresh perspective on the organization not bound by constraints of the past. Very often consultants are used to help formulate strategy or to plan the change process. This type of outsiders is increasingly used as facilitators of change processes.

2.4.6   Styles of Managing Change

Styles of managing change are more or less conditioned by context and are not mutually exclusive. Different styles suit different manager's personality types. However those managers with the greatest capability to manage change may have the ability to adopt different styles in different circumstances. Generally there are five styles of managing strategic change as stipulated by Johnson et al (2010). Education is one style which involves the explanation of reasons for and means of strategic change. Secondly there is participation style where change process is in form of involvement of those affected by change in the change agenda. This involvement can foster a more positive attitude to change since people see the constraints the organization forces as less significant and feel increased ownership commitment to change (Watson & Wooldridge, 2005).

The other style is intervention which is coordination of and authority over processes of change by a change agent who delegates elements of change process. Here the change agents retains responsibility for change, ensures the monitoring of the progress and that change is seen to occur (Nutt, 1987). The key advantage here is that it involves members of the organization giving rise to commitment to the change. The use of personal management authority to establish a clear strategy and how change will occur is another style usually referred as direction. Finally there is the style of imposition of change or issuing edits about change. This is the explicit use of power and be necessary if the organization is facing crisis or in established autocratic cultures. Johnson et al (2010)

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have made overall observations that can be made about appropriateness of these styles in different contexts. Styles of managing change may need to differ according to stages in a change process. Also time and scope of change such as participative styles are most appropriate for incremental change within organizations. Power factor for example in organization with hierarchical power structures, a directive styles may be common and it may be difficult to break from it.

2.5   Factors Influencing Change Management Practices in Organizations

In order to manage strategic change effectively it is important to understand its causes which may provide clues to the best means of handling the change issues that arise. In any changing organization there exist a number of factors that influence change management practices being carried out and consequently determine the success or failures of the results of change and changing societal concerns and lifestyles. Tichy (1983) has identified four main triggers for change namely, the environment (shift in economic completion), business relationships, technology (content of work) and survival of companies and people especially when leadership changes.

Thompson, Strickland & Gamble (2007) reviewed the factors responsible for driving industry change and its impact. They noted that all industries are characterized by trends and new development that are gradually or speedily producing changes important enough to require strategic responses from participating firms. Thompson et.al.(2007) refers to the most powerful change argents as driving forces . The overall culture of a company heavily depends on what predominant culture exists within the many cultures of that company. Lewins (1958) many scholars argue that an open minded organizational culture is beneficial for the introduction of any new program. Thompson et al (2007) further adds

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that in a strong culture company, culturally approved behaviors and ways of doing things are nurtured while culturally disapproved behavior and work practices get squashed.

Another factor is leadership, which is accomplishing something through other people that would not have happened if you were not there. It is being able to mobilize ideas and values that energizes others. Leaders develop a strong line that engages other people (Tichy,1992). Kotter (2001) contends that most often management of strategic change is linked to the role of a strategic leader. Effective change dictates the requirement of a good and sustained leadership. Commitment, vision, and direction from the top management of the organization are critical with clear articulation of vision goals; timelines expected achievements and review points.

Clear management supports and focus is important in ensuring that change objectives and progress towards their achievement are kept at the forefront of the organizational agenda, both literally and metaphorically (Paton, Baraneth & Smith, 2008). Change managers must watch for and counter change stalling. Basic infrastructure and support for change is important. Adequate staffing, money, time and other needed resources must be at the right places at the right time.

Indeed organizational change is not only complex but its long term task which call for effective planning. Effective planning for change should begin well before changes are to take effect and should be the product of wide consultation, at all levels of the organization with the people who are to carry out the changes. Paton et al. (2008) envisages planning as critical to success of change program as such should involve several activities. Mapping how the organization should move from its current state to the

desired future state is the first activity. Also management need to link together unrelated parts of change process setting priorities, timeliness, responsibilities and mechanisms for review and revision and engaging people in the process. Flexibility in planning is important as well as an appropriate standard and control. Both elements must be balanced so that they are adequate and effective structures and controls along with sufficient flexibility to allow for changes and adjustment to plans when circumstances demand.

Kanter et al (1992) views the first step to implementing change as the coalition building by involving key participants. Thus in the organizations political environment, obstacles to change and conflicts can be overcome through compromise bargaining and negotiating and formation of coalition of managers. In order for change process to be successful stakeholders support should be mobilized. Top management should galvanize support for change with partners outside the organization. Thompson et. al (2007). In less adaptive organizational cultures where skepticism about importance of new development and resistance to change are the norm, managers prefer waiting until the fog of uncertainty clears before steering a new course. Change resisting cultures encourage a number of undesirable behaviors. Ansoff (1999) views resistance as a multifaceted phenomenon which introduces unanticipated delays, costs, and instabilities in the process of strategic change.

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CHAPTER THREE : RESEARCH METHODOLOGY

3.1   Research Design

This study was conducted as a survey where information was gathered from a sample of people by use of a questionnaire or interview (Zikmund, 2003). It is an effective tool to get opinions, attitudes and descriptions as well as cause effect relationships (Ghauri & Grønhaug, 2005) .The types of information varies considerably, depending on a surveys objectives. Questions were carefully chosen, crafted, sequenced, and precisely asked on each participant. The goal of the survey is to derive comparable data across subjects so that similarities and difference can be found (Cooper & Schindler, 2008).

This is the most feasible and appropriate research design when studying change management practices at local authorities in the Coast Province. The survey gave a number of advantages to the researcher. It provided the researcher with a quick, inexpensive, efficient and accurate means of assessing information. The research design was most ideal in answering the question who, what, where, how much and how many. Hence it is used for exploratory and descriptive research. The design allowed collection of large amount of data from a sizeable population in a highly economical way and free from biasness. It gave the researcher more control over the research process and comparative to when sampling.

3.2   Population of Study

The population of study included all the local authorities in Coast Province. Therefore this study is a census survey and the number of local authorities studied was thirteen (13) this is as per the schedule of local authorities in the Coast Province as collected from the PLGO (Coast Province) attached as Appendix I.

3.3   Data Collection

Data was collected by the use of a structured questionnaire with closed and open ended questions (see Appendix VI). The questionnaire had questions directed at capturing data for the objectives of the study using a 5 point likert scale. The questionnaire had three parts namely: Part A- General information about the respondent, Part B- is on change management practices in respective local authority, Part C- factors affecting change management and Part D- general comments on change management practices.

These questionnaires distributed to all the local authorities in the Coast Province through the office of the PLGO. Data was collected from four (4) functional areas of each local authority which shall be the office of the Town Clerk, the Legal Officer , officer in charge of Human Resources and the Treasurer. With the understanding that the rate of none response is high on mailed questionnaires a number of measures were employed to minimize the risk. The format of questionnaire was structured to make it easier for respondents promptly respond to. The questionnaires were enclosed with self addressed and stamped empty envelop and distributed through the office of the Provincial Local Government Officer as per the attached letter annexed as Appendix II. Once the questionnaires had been distributed, the researcher followed up with respective respondents to ensure prompt reaction to the questionnaires.

3.5   Data Analysis

This research study is descriptive in nature as such descriptive analysis was applied to transformed raw data into a form that made the data easy to understand and interpret. Primary data collected was analyzed and so as to establish the change practices

applicable or incorporated in the local authorities. Data collected was analyzed using simple techniques as well as statistical tools. Data collected was analyzed by simple tabulation where a number of different responses were counted and presented in a frequency distribution tables, pie charts and graphs. This analyzed data enabled the researcher to work on the percentages and cumulative percentages of response.

Data collected from the 5 point likert scale was analyzed. Likert scale is a measure of attitudes designed to allow respondent to indicate how strongly they agree or disagree with carefully constitutional statements that range from very positive to very negative towards an attitudinal object (Zickmund, 2003). In addressing the problem of analyzing the structure of interrelationships among large number of variables defining a set of common underlying dimensions, the researcher employed factor analysis method which is a class of multivariable statistical methods.

Generally data collected was edited and then coded so as to classify and compare the essential parts. After coding descriptive statistical methods were used by researcher to summarize and organize data in an effective and meaningful way. Analysis then was done on the variables and graphs were used to describe the distribution.

CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This study had been designed to achieve the two objectives namely, to determine change management practices in local authorities in the Coast Province of Kenya and to determine factors affecting change management practices at local authorities in the Coast Province of Kenya. This chapter focuses on the study findings as captured by the questionnaires distributed. The presentation of this chapter is under the following topics, profile of respondents, change management practices in local authorities and factors affecting change management practices in local authorities.

4.2   Profile of the Respondents

This section presents an analysis of the profile of respondents, which shall be discussed as response rates, rate of respondents by departments and years of operation of the local authorities. This information was required to assist the researcher in making adequate conclusions regarding the accuracy of the responses obtained. The researcher distributed fifty two (52) questionnaires circulated to the thirteen (13) local authorities, this implies, four questionnaires for each local authority.

4.2.1 Response Rate

Out of the 52 questionnaires distributed to the local authorities not all were filled and collected. Therefore it is of statistical importance to this study to gauge the level of response so as to ascertain with accuracy the level of representation of the data collected to the entire study population. Only thirty one (31) questionnaires were filled and returned. This translates to 59.7% response rate. Annexed here as Appendix III is a

schedule of responses of local authorities, are the details of the response rate of the local authorities as captured. From Appendix III on schedule of responses of local authorities, only 10 Local authorities responded as detailed in the schedule. Majority (61.3%) of the respondents were from the Town Clerks Department followed by the Town Treasurers Department (32.2%). The response rate from Legal and Human Resources Departments was only 3.2% respectively. These findings are presented by the Table 4.1 below.

Table 4.1   Response as Per Department.

Department	Frequency	Percent	Cumulative Percent
Clerks	19	61.3	61.3
Human Resources	1	3.2	64.5
Treasurer	10	32.3	96.8
Legal	1	3.2	100.0
Total	31	100.0	

Source: Research Data 2012

The table above clearly indicates that majority of the responses were received from the Town Clerks Department which is the administrative arm of the local authorities. This was followed by the Treasurers Department which is charged with finances of the local authority.

4.2.2 Years in Operation of the Local Authority

In explaining the profile of the respondent, years of operation are crucial to this study. The age of the local authority gave the researcher ample information on the life cycle of the local authority. The information was captured from the questionnaire and summarized as follows. 41.9% of the respondents indicated that their respective local authorities were

between 11-20 years of operations followed by 35.5% who indicated that their local authorities were in operation for over 40 years. Details are illustrated in the Table 4.2 below

Table 4.2   Years of Operation of the Local Authorities

Years in Operation	Frequency	Percent	Cumulative Percent
Less than 10 Years	0	0	0
11 - 20 Years	13	41.9	41.9
21 – 30 Years	3	9.7	51.6
31 - 40 Years	4	12.9	64.5
Over 40 Years	11	35.5	100.0
Total	**31**	**100.0**	

Source: Research Data 2012

As illustrated by the table above it is clear that all the respondents indicated that their local authorities have been in operations for over 10 years. This illustrates that all local authorities in the Coast Province of Kenya are well established. The bulk of the respondents are in the bracket of 11- 20 years followed by those which are over 40 years in operations as local authorities.

4.3   Change Management Practices in Local Authorities

The first objective of the survey was to establish change management practices in the local authorities of the Coast Province of Kenya. Effective change management is considered as a process which deals with fundamental organization renewal and growth with development of strategies, structures and systems necessary to effectively manage the strategy formulation process. The following study findings relate to change management practices as observed by the respondents in their respective local authorities.

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4.3.1 Key Elements in Managing Change

In managing strategic change there are several key elements to be considered. These key elements are organizational diagnosis, elaborate change strategy, formal introduction of change, monitoring and evaluating change progress, commitment to change by top management, active change agents and possible areas which may derail the change process. The researcher wanted to establish the prevalence of these key elements in managing change processes in the local authorities. This information is important to the researcher since these are important issues that need to be considered in diagnosing the situation an organization faces when embarking on strategic change, in terms of type of change required, variety of contextual and cultural factors that need to be taken into account and forces blocking or facilitating change.

Organizational diagnosis as a process is one of the key elements in managing change in Organizations. Diagnosis is the process of understanding a systems current functioning. It involves collecting pertinent information about current operations, analyzing these data and improvement. Information on organizational diagnosis mostly equips researchers with an insight of the organizational readiness for change. Out of the 31 respondents from the local authorities only 3.2% of the respondents strongly agreed that their local authorities are undertaking organizational diagnosis as a process. Majority of the respondents (35.5%) agree that their local authorities are undertaking organizational diagnosis as a process. 32.3% were neutral while 29% disagreed with this statement on organizational-diagnosis.

Organizational diagnosis involves collection and analysis of information which involves systematic effort. To achieve change we must first recognize that change is desirable and feasible. Therefore organizations which collect and analyze information are in a better position to accurately undertake diagnosis. The researcher established that only 3.2% of the respondents strongly disagreed that their local authorities are collecting and analyzing information about their current operations. Also 25.8% of the respondents disagreed while 19.4% of the respondents were neutral. Majority of the respondents 45.2% agreed and respectively 6.5% strongly agreed that their local authorities are collecting and analyzing information about their current operations.

Having the right diagnosis is of no use if we can do nothing about it. Therefore the survey sought to establish if the local authorities are implementing the findings of the organizational diagnosis being undertaken. The survey established that 22.6% of the respondents disagreed that their local authorities are implementing the results of the organization diagnosis and 48.4% are neutral. On the contrary 19.4% agreed while 9.7% of the respondents strongly agreed with the statement. These findings suggest that indeed some local authorities in the Coast Province are undertaking organizational diagnosis which involves data collection and analysis of their current situations only 29.1 % of the respondents suggested that their local authorities are actually implementing the results of the organizational diagnosis.

An elaborate change strategy is another key element in managing change in organizations. The survey sought to establish if local authorities have elaborate change strategies. Successful change requires strategy to have clarity and coherence that allows it

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to be clearly understood at all levels. Clearly articulating a change deployment process may increase the probability of success in change implementation. The findings of the survey indicates that 45.2% of the respondents agreed that their institutions do have elaborate change strategies and equally 6.5% strongly agreed that their local authorities do have elaborate change strategies. On the contrary 3.2% of the respondents strongly disagreed and 25.8% disagreed with the statement, which is their local authorities do not have elaborate change strategies. 19.4% were neutral on the matter. Table 4.3 below demonstrates these findings.

Table 4.3   Presence of Elaborate Change Strategy

Description	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	3.2	3.2
Disagree	8	25.8	29.0
Neutral	6	19.4	48.4
Agree	14	45.2	93.5
Strongly Agree	2	6.5	100.0
Total	31	100.0	

Source: Research Data 2012

In a nutshell the table above clearly indicates that 51.7% of the respondents indicated that their local authorities put in place elaborate change strategies.   Only 29% of the respondents suggested that their local authorities do not have elaborate change strategies in place.

Another key element in managing change in organizations is formal introduction of change. Strategic change involves a collection of formal documented procedures that defines how project deliverables and documentation will be controlled, changed and

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approved. The respondents were asked whether their local authorities were introducing change formally. The results of these findings enabled the researcher to establish if change management practices are systematically addressed in the local authorities. From the data collected 41.9% of the respondents agreed that their local authorities were introducing change formally. Equally 12.9% of the respondent strongly agreed to this statement. Only 3.2% of the respondents strongly indicated that their local authorities do not introduce change formally and also 6.5% of the respondents moderately concurred with the statement. 35.5% of the respondents were neutral to this indicator.

In order to gauge the level of formality, the research wanted to establish if the change processes in the local authorities are detailed and planned. The response enabled the researcher to be more accurate in making conclusions as to the formality of the change process in the local authority. The results showed that majority of the respondents (45.2%) were neutral on the presence of a detailed and planned change processes in their local authorities. 38.7% disagreed with the statement meaning that they have not observed detailed and planned change process in their organizations. Only 16.1% of the respondents agreed that indeed their local authorities do have detailed and planned change processes. This is shown hereunder by table 4.4 as presented hereunder.

Table 4.4   Planned and Detailed Change Processes

Description	Frequency	Percent	Cumulative Percent
Strongly Disagree	0	0	0
Disagree	12	38.7	38.7
Neutral	14	45.2	83.9
Agree	5	16.1	100.0
Strongly Agree	0	0	100.0
Total	31	100.0	

Source: Research Data 2012

Even though 41.9% of the respondents indicated that their organizations are introducing change formally, table 4.4 above suggests that only 16.1% of the respondents have observed their local authorities to have detailed and planned change processes. 38.7% had inverse observation to the statement.

Monitoring and evaluation of change process is a critical management role which is best applied to introduce the principle of control to the change process. Monitoring and evaluation process is also another key element of change in the organization. This is where milestones for reviewing change programmes should formally be instituted. The respondents were asked to rate their respective local authorities if their institutions do monitor and evaluate the change process. The result to this statement is important attribute which will guide the researcher in establishing if the local authorities have controls and if change momentum is sustained. Out of the 31 respondents only 29.0% agreed and equally 3.2% of the respondents strongly agreed that monitoring and evaluation of change being undertaken in their organizations. Majority of the respondents (45.2%) were neutral on monitoring and evaluation of change processes while 6.5% strongly disagreed, 16.1% disagreed, hence suggesting that they have not observed monitoring and evaluation of change process that in their respective local authorities. The results indicate that monitoring and evaluation of change management processes in the local authorities is low.

Discussing key elements of change in organizations is not complete without visiting the visible commitment to change by top management. Visible commitment to change by top management and consistency on how the change process should be undertaken is very

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crucial to any organization in undertaking the change processes. The survey wanted to establish if there is a visible commitment by the top management of the local authorities. The results shall enable the researcher to ascertain if change management processes introduced in local authorities can be sustained. The results of the survey indicates that 35.5% of the respondents agree that there is visible commitment to change by top management where as 9.7% strongly agree with this statement. On the contrary 19.4% of the respondents disagree and 9.4% strongly suggested that they have not observed any visible commitment to change by top management. 25.8% of the respondents were neutral to this statement. These findings are illustrated by the table 4.5 below

Table 4.5   Commitment to Change by Top Management

Description	Frequency	Percent	Cumulative Percent
Strongly Disagree	3	9.7	9.7
Disagree	6	19.4	29.0
Neutral	8	25.8	54.8
Agree	11	35.5	90.3
Strongly Agree	3	9.7	100.0
Total	**31**	**100.0**	

Source: Research Data 2012

Table 4.5 above clearly illustrates that 45.2% of the respondents have observed visible commitment of top management to change processes. The researcher sought to further seek clarification from the respondents by way of open ended question. When asked to freely explain if their local authorities are having visible commitment to change by management, 29.03% of the respondents did not respond to this question.16.13% of the respondents explained the commitment of the top management through observing change management practices in place. It was captured as presented by these respondents that change management practices are informal without strategies, no elaborate mechanism

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for implementing change. In these local authorities change is not planned but handled in an up hazard manner without proper managerial commitments.

Only 22.58% of the respondents directly responded by stating that top management embrace and support change through team work and consultation. Therefore these local authorities are not resisting change but they are committed to change and are guided by circulars and regulations. However a lot of time is taken to implement the desired changes. Changes here are initiated by the Ministry of Local Government and are effectively communicated to the local authority's management team. Also it was observed that top management is committed to change process by ensuring full implementation of the change process. These local authorities have well established strategic management teams. The fact that all chief officers are always part of the steering team is an indicator that top management commitment to change process. 3.2% of the respondents pointed that their local authority's management commitment is clearly seen through implementing the strategic plans and through signing of the annual performance contract.

25.81% of the respondents admitted that the top management does have a critical role to play in realizing change. The respondents here argued that change initiatives are always initiated by the top management. Accountability of top management is very crucial if they are to be committed to the change introduced. Out of the 25.81% respondents, 16.13% pointed that top management's commitment to change are frustrated by civic leaders and inadequacy of funds available for the change process.

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Top management commitment needs to be supported by the presence of an active change agent. An active change agent is another key element in change management. A change agent is the individual or group that effects strategic change in an organization. For any change programme to be successful the organization must have an active change agent. Therefore the survey was to establish if the local authorities had the presence of an active change agent. This information will aid the researcher in auditing the change management practices in local authorities of the Coast Province. The results to this statement indicate that not all respondents reacted to this question. 3.2% of the respondents did not comment to this statement while 35.5% were neutral. 22.6% of the respondents agreed that there is an active change agent in their respective local authorities and 6.5% strongly agreed to this. On the contrary only 6.5% of the respondents strongly disagreed with the statement. These results are illustrated in the table 4.6 below.

Table 4.6   Active Change Agent

Description	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	6.5	6.5
Disagree	8	25.8	32.3
Neutral	11	35.5	67.8
Agree	7	22.6	90.4
Strongly Agree	2	6.5	95.8
None Response	1	3.2	100
Total	31	100.0	

Source: Research Data 2012

It clearly indicated in the table 4.6 above that out of the 31 respondents from all the local authorities in the Coast Province only 29.1% indicated that they have observed the

presence of active change agents in their institutions. This implies that this key player in strategic change management practices in not operational in local authorities.

The last key element in change management in organization is the potential areas which may derail change process in such organization. It is realist to note that there is a possibility that something can go wrong in managing change process. The researcher sought to establish the following possible areas have been involved in derailing change process in the local authorities. These areas are programme overload, hijacked change processes, reinvention disconnectedness and behavioral compliance. The results to this indicators shade light onto the researchers understanding on what could possibly derail the change process in local authorities and what could possibly go wrong in the change programme.

Using statistical method the survey managed to come up with the following findings are discussed. Under programme overload the calculated mean score was 3.1 which indicates that majority of the respondents were neutral to programme overload as a possible cause of derailment of the change process. The variance to this observation was 0.757 which indicated a very low deviation from the mean score. The results also established that this indicator was positively skewed by 0.454 which is a near normal distribution. The survey also derived the mean score for hijacked change process as an item which may possibly derail change process. This indicator had a mean score of 2.87 meaning that on average the respondents have experienced hijacked change process as an indicator which derails change process. However the calculated mean is moving towards neutrality and the variance to this observation was 1.116 which was slightly higher

comparative to the observation for programme overload. The observation had a skewness positive of 0.092 which is a near normal distribution curve.

Still under the indicators of change derailments the survey established that reinvention disconnectedness had a mean score of 3.39 which suggested neutral response from the respondent. Also the results indicated a variance of 0.845 and skewness of 0.218 which suggests that the observation was low deviation from the mean score and a positive skewness which suggests near normal distribution of data. In analyzing the data the survey established that the mean score on behavioral compliance was 2.65 which suggested that the average number of respondents observed behavioral compliance as an item which derails change processes in their respective local authorities. This observation had a variance of 1.37 which signifies low deviation from the mean score. The survey also established that observation on behavioral complaisance had a skewness of 0.892 which was a slightly higher than other observations but still near normal distribution. Detailed here under is tabulated illustration indicated as Table 4.7

Table 4.7   Possible Areas which May Derail Change Process

Indicators of Change Derailment	Mean	Variance	Skewness
Program Overload	3.10	0.757	0.453
Hijacked Change Process	2.87	1.116	0.092
Reinvention Disconnectedness	3.39	0.845	0.218
Behavioral Compliance	2.65	1.370	0.892

Source: Research Data 2012

Arising from illustration from the table 4.7 above it can clearly be generalized that most respondents were neutral in discussing the areas which may derail change process. To

clearly visualize the distribution of this observation the data has been analyzed and presented in a smooth curve and annexed as Appendix IV.

Since all the observations were neutral the researcher derived and established the following frequency distributions on the above observations so as supplement the statistical tool utilized. On program overload the results indicated that only 25.8% of the respondents have experienced program overload as an area which derail the change process. Majority of the respondents are neutral while 22.6% and 6.5% respectively have not experienced it and not experienced it at all. Under reinvention disconnectedness as an area which derailed change process, the respondents made different observations as presented. Majority of the respondents (41.9%) are at neutral while only 16.1% have experienced it. 29.0% have not experienced it and 12.9% have not experienced it at all. Finally on behavioral compliance the survey ascertained the following, Majority of the respondents (48.4%) have experienced behavioral compliance as an area which derail change in their respective Institutions. This is further reinforced by 9.7% who emphasized on the experience. 22.6% of the respondents were neutral while 6.5% had not experienced it and 12.8% of the respondents had not experienced it at all.

4.3.2 Change Management Processes

In discussing the findings on change management practices in local authorities it is equally important to explore the change process. In order to effectively establish the application of change management practices in the local authorities and make valid

recommendations it was important for the survey to establish change management processes in the study population. The researcher sought to ascertain the following change management processes namely, change awareness creation, change implementation and maintenance of change momentum in the local authorities.

The first activity in the process of the strategic change management is creating awareness in the organization. As it is rightly argued effective communication may be the single most important factor in overcoming resistance to change. Therefore awareness creation is part of communication. To get people ready to change it is necessary to develop awareness on several parameters. The researcher sought to establish if the local authorities created awareness on, necessity to change, nature of change required, methods of planned change applicable, addressing the needs of those affected by change and ways of monitoring and evaluating change.

The following are the respondent's views on their observation on creating awareness as a process of change management in their organizations. On awareness created on the necessity of change in the organization, the calculated mean score was 4.13 which suggested that the respondents agreed that their local authorities are creating awareness on the necessity of change. Also this distribution had a variance of 1.049 which indicates a low deviation from the mean and a negative skewness of – 1.467 which suggest a slightly normal distributed data. Also the analyzed data indicated that awareness was created on the nature of change needed in the local authorities. This is because the calculated mean score was 4.13 which means the respondents agreed with the statement asked. The variance to this observation was 0.449 indicating that the distribution of respondents views were near the mean score of 4.13. The data distribution had a

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skewness of - 0.152 which suggested a negatively skewed approximately normal distribution.

The survey also established that creation of awareness on the methods of planned to achieve desired change was undertaken by the local authorities. This was so because the calculated mean score for this observation was 4.00. The results of this parameter also indicated a variance of 0.600 which indicates a mild deviation from the mean and a negative skewness of – 0.460 which suggest that the distribution in near normal. The researcher also established that awareness creation in addressing the needs of those affected by changes was at mean score 3.84 which suggested that most respondents were neutral but moving towards agreeing that their organizations are creating awareness especially on the needs of those affected by the change. Finally the researcher ascertained that the local authorities were creating awareness on ways of progress monitoring. This is so because the mean score on the results from the respondents was 4.00 with a variance of 0.667 which suggested very low deviation from the mean score. Table 4.8 below illustrates these findings.

Table 4.8 Awareness Creation

Awareness Created on	Mean	Variance	Skewness
Necessity of Change	4.13	1.049	-1.467
Nature of Change Needed	4.13	.449	-.152
Methods of Planned to Achieve Change	4.00	.600	-.460
Addressing the Needs of those affected by Change	3.84	1.140	-1.239
Ways of Progress Monitoring and Planning	4.00	.667	-.786

Source: Research Data 2012

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The survey findings as presented by the table 4.8 above based on the observation of the respondents can be generalized with certainty. As per the table the Local authorities are creating awareness on the necessity to change, nature of change required, methods of planned change applicable, addressing the needs of those affected by change and ways of monitoring and evaluating change.

Secondly is the strategic change implementation process which encampus several activities. Change is implemented by undertaking a number of activities. These activities are defining the change problem, identification of solutions, devising appropriate strategies and finally implantation. The survey sought to establish if the local authorities in the Coast Province are undertaking these activities in managing change process. The data collected was statistically analyzed and the results are presented as follows. When asked to state whether their local authorities are defining the change problem the respondent's calculated mean score was 3.84 which is approximated to 4 which means that they agreed with the statement. Equally the respondents agreed that their institutions are identifying solutions to the change problem. This is confirmed by the calculated mean score of 3.87 which is closer to 4.

The calculated mean score for the indicator on devising appropriate strategies was 4.13 which indicate that the respondents confirmed that their institutions are devising appropriate strategies to address the change problem. The variance for this distribution is 1.049 which suggests a low variation from the mean score. Also the distribution is

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negatively skewed with – 1.268 skewness indicating a near normal distribution curve. Finally the respondents indicated their institutions are implementing the devised strategies. The mean score on this indicator was 3.71 which is approximately 4 and it suggests that the respondents agreed that their local authorities are implementing their solutions. The variance to this distribution was 1.48 and skewness of – 0.467 which means that variation from the mean score is low and the distribution is approximately a normal distribution. The table 4.9 below clearly presents these findings.

Table 4.9   Change Implementation

Change Implementation	Mean	Variance	Skewness
Defining change problem	3.84	1.606	-0.937
Identification of Solutions	3.87	1.449	-1.084
Devising appropriate strategies	4.13	1.049	-1.268
Implementing the solutions	3.71	1.480	-0.467

Source: Research Data 2012

The table illustrates that the respondents were in agreement that they have observed their respective organizations defining the change problem and identifying solutions to the change problem. Then they devise appropriate strategies to solve the problems and they actually implement these strategies. Hence change activities are undertaken in the local authorities of the Coast Province.

Finally organizations undertaking change should maintain the momentum of change implemented. Whenever change is introduced in an organization, a strong tendency exists for organization members to return to old behaviors and processes. Five activities can help to sustain momentum for carrying change, these are providing resources for change

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hence locking in changes, building a support system for change agents, developing new competencies and skills, reinforcing new behaviors and staying the course. The researcher used these activities as indicators for establishing whether the local authorities are maintaining the change momentum or not.

The respondents were neutral on whether their local authorities are locking in the changes. The calculated mean score was 3.16 with a variance of 1.006 suggesting that the distribution of the respondent's comments were closer to the mean score. Further the distribution had a very low positive skewness of 0.08 indicating normal distribution. Similar observation was noted on the indicators on stabilizing the situation and consolidating the change system. The results for stabilizing the situation were a calculated mean score of 3.42, variance of 0.785 and skewness of -0.047 while for consolidating the change system were a calculated mean score 3.42, variance of 0.852 and skewness of 0.117. Both the results on the two indicators suggested neutrality of the respondents on the indictors.

According to the respondents, the local authorities in the Coast province are building relationships. The findings to the survey here indicated a mean score of 3.84 and a variance of 0.94. The distribution here was negatively skewed at -1.3 which suggested a near normal distribution curve. Also the respondents observed that the local authorities are evaluating and supporting the change processes. This was as per the results where the mean score was 3.84 and a variance of 0.94 just like the results for building of relationships. The table 4.10 below illustrates these results.

Table 4.10   Maintaining Change Momentum

Maintaining Change Momentum	Mean	Variance	Skewness
Locking in the Changes	3.16	1.006	0.080
Stabilizing the Situation	3.42	0.785	-0.047
Building Relationships	3.84	0.940	-1.300
Consolidating the System	3.42	0.852	0.117
Evaluating and Supporting	3.84	0.940	-0.596
Preventing backtracking to the old ways	3.58	1.518	-0.484

Source: Research Data 2012

According to the respondents, as presented in the table 4.10 above the local authorities in Coast Province have put in place some structures to prevent any backtracking from the change programme to the old ways. These structures are on, building relationship, evaluating, supporting and prevention on backtracking to the old ways.

4.3.3 Roles in Managing Change

In any organization people have roles in managing strategic change. Each change management player has a unique style of managing change. There mainly four critical roles in managing change. These are change agent, leadership, middle managers and outsiders. When it comes to managing strategic change, there is too often an over emphasis on individuals at the top of an organization. Therefore it is important to establish these roles in managing change in the local authorities. This will equip the researcher with vital information on the roles people play in managing change. The survey wanted to rate the players in the critical roles by 5 point likert scale.

According to the respondents the following were the observations on these players. The respondents rated the change agents at fair which was a mean score of 2.65 which

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contribution to the change process is fair in local authorities of the Coast Province as per the respondents. As depicted in the table the distribution was a near normal hence the distribution of the respondents observations were closer to the mean scores.

4.3.4 Other Change Elements in Local Authorities

In order to get the general comments of the respondents on strategic change management practices in the local authorities of the Coast Province, the survey presented to the respondents open ended questions for their reactions. Specifically the respondents were asked to state their opinions in change management practices in Local authorities and change management practices in relation to constitution implementation.

The results indicated that 19.35% of the respondents have observed that changes do occur in their local authorities but there are no formal systems and structures. Change practices here are not institutionalized hence they are not orderly and it's under firefighting approach. However 16.13% of the respondents pointed that change practices are taken seriously. This is thorough training, guiding the players, embracing change initiatives and due to the fact that change originates and is supported from the top. 9.68% of the respondents stressed the importance of training on the change practices. Training of the main change players in terms of capacity building of the employees and people at grassroots is being practices in the local authorities. Also political will is crucial in implementing change practices.

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contribution to the change process is fair in local authorities of the Coast Province as per the respondents. As depicted in the table the distribution was a near normal hence the distribution of the respondents observations were closer to the mean scores.

4.3.4 Other Change Elements in Local Authorities

In order to get the general comments of the respondents on strategic change management practices in the local authorities of the Coast Province, the survey presented to the respondents open ended questions for their reactions. Specifically the respondents were asked to state their opinions in change management practices in Local authorities and change management practices in relation to constitution implementation.

The results indicated that 19.35% of the respondents have observed that changes do occur in their local authorities but there are no formal systems and structures. Change practices here are not institutionalized hence they are not orderly and it's under firefighting approach. However 16.13% of the respondents pointed that change practices are taken seriously. This is thorough training, guiding the players, embracing change initiatives and due to the fact that change originates and is supported from the top. 9.68% of the respondents stressed the importance of training on the change practices. Training of the main change players in terms of capacity building of the employees and people at grassroots is being practices in the local authorities. Also political will is crucial in implementing change practices.

The respondents also pointed the kind of changes which they have experienced in their local authorities. 6.45% of the respondents pointed at ISO certification process as the main change experienced while 25.8% of the respondents pointed at the Automation and Information Communication Technology (ICT). Only 6.45% of the respondents pointed at the behavioral changes while 9.68% pointed at Performance Contract (PC) activities. 3.23% of the respondents agreed that changes are ideal for customer satisfaction and a vehicle for shifting from authoritative to consultative approach in handling issues. However 22.58 % of the respondents did not describe change practices in their local authorities.

Change is inevitable and no organization can exist without changing. It was equally important to establish from the respondents if their local authorities can exist without changing. The results indicated that 3% of the respondents could not tell whether their institutions could exist without changing or not. 3% of the respondents said yes their local authorities could exist without changing. 98% of the respondents confirmed that their local authorities cannot exist without changing. These results are presented in the figure 4.1 below.

Figure 4.1   Change and the Local Authorities
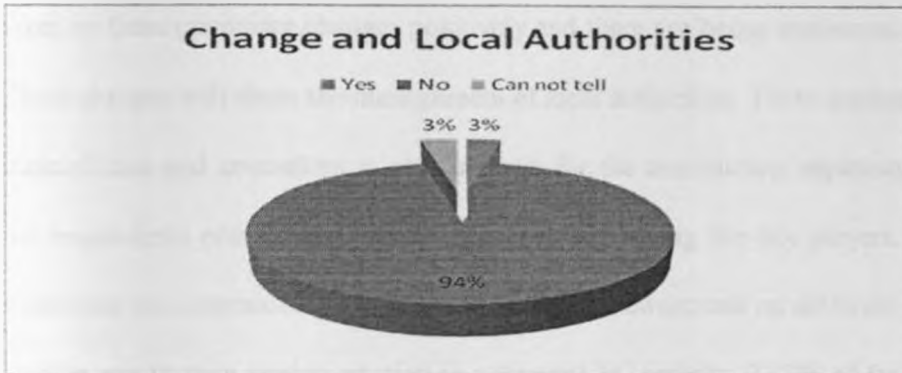
Source: Research Data 2012

The figure clearly indicates that local authorities cannot exist without changing. This is because 94% of the respondents stated their respective local authorities can not exist without changing. Hence change is very importatant in local authorities.

Change management practices in the local authorities and the constitutional implementation was the push for undertaking this research. The researcher was motivated to establish if the local authorities which are the main players in the devolution of power as stipulated in the Kenyan constitution, they do have sound change management practices. The results to this indicator are very important to the management of the local authorities and the Kenyan Government. Therefore the survey sought to establish the respondents' perception on the loaming and ongoing process of constitution implementation. 32.24% of the respondents raised their concerns on the matter. They felt that their local authorities are not prepared for it. Main players are not sensitized hence this proves a big challenge. Also it was pointed that more employers are worried, very uncertain and fear of the unknown when it comes to implementing changes relating to the constitution implementation. These local authorities are yet to establish structures and are

not adequately prepared. 19.35% of the respondents commented that their institution takes up these upcoming changes positively and there are being implemented gradually. These changes will shape the management of local authorities. These institutions do train their officers and counselors in preparedness for the constitution implementation. Here the respondents pointed governments input in sensitizing the key players. These local authorities are committed by facilitating forums on awareness on devolved governance. Further constitution implementation is a targeted PC activity. 3.22% of the respondents also pointed that despite the expected changes local authorities are here to stay.

Local authorities have no option but to change. 12.9% of the respondents agreed with the statement. However local authorities need to have good legislations and structures for smooth transitions. These respondents noted that many changes are expected and these institutions will change totally. 9.68% of the respondents are appreciating the need for change especially change being brought about by constitution implementation. These respondents agreed that these changes are ideal, are for betterment and will improve efficiency of operations, rendering services to the citizens. However 22.58% of the respondents did not respond to this question.

4.4 Factors Affecting Change Management Practices in Local Authorities

Factors affecting change a management practice in the local authorities is the second objective of this survey. In any changing organization there exist a number of factors which influence change management practices being carried out and consequently determine the success or failures of the results of change and changing organizational concerns. There are several factors affecting change. The researcher presented to the

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respondents factors affecting change management practices under different categories, namely, basic types of changes and drivers of change. This was to ensure that the survey addresses all possible factors and probe the respondents from two different dimensions. The information gathered here is very crucial for answering the main objective of the survey.

The survey questionnaire presented to the respondent so many factors some of which were not applicable to the local authorities. It is for this reason that the researcher employed factor analysis technique to classify the large number of factors and be able to come up with factors which are affecting change management practices in the local authorities. In order to classify the large number of interrelated variables into limited number of factors, factor analysis statistical technique was applied. This was purposely to summarize the information contained in the large number of variables into smaller number of factors. The prime goal here was parsimony, so as to reduce the large number of variables to as few dimensions as possible. Therefore the factors were reorganized into conceptual more precise groups of variables. This enabled the researcher to have manageable number of factors to work on.

The factors were rotated as presented in the rotated component matrix annexed as Appendix V. The researcher used the eigenvalue cutoff point of 0.5 to describe the variables relation to the factor. The matrix indicates that the viable factors to this survey are twelve (12). Based on the data collected the scree plot, as presented on figure 4.2 below, indicated that the breaking down of these factors.

Figure 4.2   Scree Plot
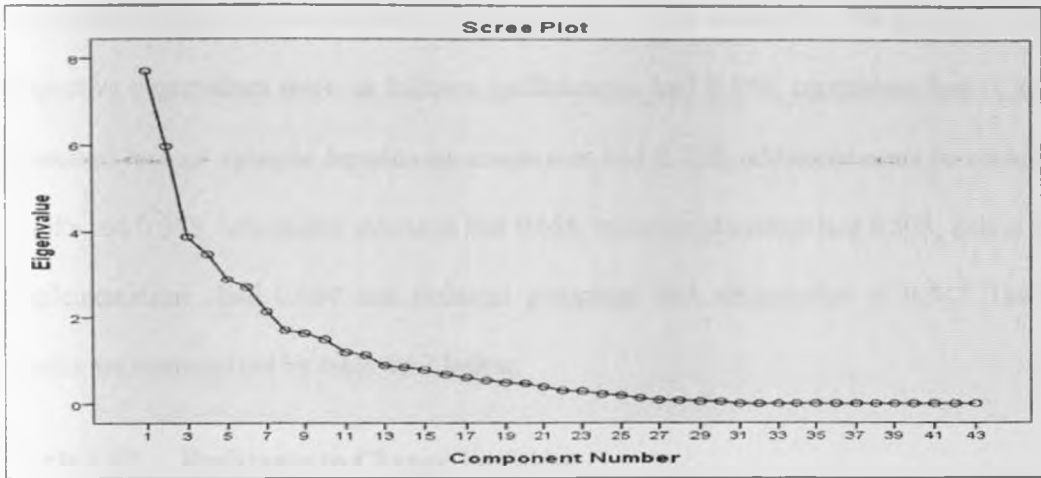
The scree plot above suggests that the factors were broken down up to the 12th component number and that rotated component matrix which is annexed as Appendix V also suggested that the data generated only 12 factors which are discussed as follows

4.4.1 Resistance to Change

Traditionally change management has focused on the identifying sources of resistance to change and offering ways to overcome them. Resistance to change can develop at all levels of the organization. The survey identified a number of activities which indicated resistance to change process in the Local Authorities. The survey established that inefficiencies, complaints, perceived loss of valuable benefits by employees, additional costs to achieve results, intentional sabotage, misunderstandings, delays in implementation and political groupings as factors contributing to resistance to change in local authorities studied.

The data captured and manipulated by factor analysis method had the above variables which had eigenvalues which were closer to one (1) and above 0.5. The findings with respective eigenvalues were as follows inefficiencies had 0.799, complaints had 0.764, perceived loss of valuable benefits by employees had 0.710, additional costs to achieve results had 0.678, intentional sabotage had 0.658, misunderstandings had 0.605, delays in implementation had 0.564 and political groupings had eingenvalue of 0.545 These results are summarized by table 4.12 below.

Table 4.12   Resistance to Change Variables

Variables	Eigenvalues
Inefficiencies as encountered in change processes	0.799
Complaints as encountered in change processes	0.764
Perceived loss of valuable benefits by employees as encountered in change processes	0.710
Additional costs to achieve results as encountered in change processes	0.678
Intentional sabotage as encountered in change processes	0.658
Misunderstandings as encountered in change processes	0.605
Delays in implementation as encountered in change processes	0.564
Political groupings as encountered in change processes	0.545

Source: Research Data 2012

The above variables as illustrated by table 4. Clearly depicts resistance to change process as observed by respondents in their respective organizations. The findings therefore suggests that in the local authorities of the Coast Province inefficiencies and complains by employees is rampant. Also employees perceived lose of valuable benefits by the introduction of change leading to misunderstandings and political groupings. As such intentional sabotage of the change process and unnecessary delays in implementation of the change programmes

4.4.2 Management Support to Change Programmes

Clear management supports and focus is important in ensuring that change objectives and progress towards their achievement are kept at the forefront of the organizational agenda, both literally and metaphorically. The survey established that the following variables were observed as possible indicators of management support as a factor in strategic change management process in local authorities. The survey established that management support in providing adequate staffing had an eigenvalue of 0.887 and in introducing required change structures the eigenvalue was 0.847. Also management support was observed in the setting budgetary provisions, providing need resources and providing adequate funds, which had respective eigenvalues are as follows 0.748, 0.653 and 0.653. Detailed below is a tabular presentations as presented in table 4.13 below

Table 4.13   Management Support

Variables	Eigenvalues
Management support in providing adequate staffing	0.887
Management support in introducing the change structures	0.847
Management support in providing budgetary provisions	0.748
Management support in providing other needed resources	0.653
Management support in providing adequate funds	0.625
Management support in Providing funds	0.501

Source: Research Data 2012

Management support as a factor of strategic change management in local authorities was observed on the ability of management to provide adequate staffing, required staffing, the relevant structures, budgetary provisions and not only funding but adequate funding the change processes. This is as per table 4.13 above.

4.4.3 Changes of Operating Environment

The main trigger to change process are changes associated with the operating environment of the organization. The survey established that changes on the operating environment of local authorities was a factor affecting strategic change management. The manipulated data established that changes in product or service had an eigenvalue of 0.792, while the clientele preference for differentiated products or service had an eigenvalue of 0.708. The life cycle of the local authority had an eigenvalue of 0.618 while for environmental changes and those on external consultants were 0.595 and 0.533 respectively. These findings are as presented below by table 4.14

Table 4.14   Changes of Operating Environment

Variables	Eingenvalues
Product or Service change experienced	0.792
Prevalence of growing client need for differentiated products and services as a driver of change	0.708
Change experienced in the life cycle of the local authority	0.618
Environmental change experienced	0.595
Facilitation of Change by External Consultants	0.533

Source: Research Data 2012

Table 4.14 above illustrates that product or service changes, prevalence of growing need for differentiated products and services, changes in the life cycle of local authorities, general changes of environment and role played by external consultants are key variables which suggested changes of the operating environment of the local authorities as a factor affecting change management practices in local authorities.

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4.4.4 Drivers of Strategic Change

The most powerful change argents are the driving forces of change process. Thompson, Strickland & Gamble (2007) reviewed the factors responsible for driving industry change and its impact. They noted that all industries are characterized by trends and new development that are gradually or speedily producing changes important enough to require strategic responses from participating firms. Equally the survey established several drivers of change processes. The findings presented the following results. New internet capabilities and its applications had an eigenvalue of 0.864 while technology had an eigenvalue of 0.837. Globalization had an eigenvalue of 0.826 while the internal agents had 0.628. Finally prevalence of regulatory and government influence on policy had an eigenvalue of 0.570. Table 4.15 below illustrates these results.

Table 4.15   Drivers of Change

Variables	Eigenvalues
Prevalence of new internet capabilities and applications	0.864
Prevalence of technological changes	0.837
Prevalence of increasing globalization	0.826
Facilitation of Change by Internal agents	0.628
Prevalence of regulatory and government influence on policy	0.570

Source: Research Data 2012

The table above suggests drivers of strategic change in local authorities of the Coast Province of Kenya are the internet, technological changes being experienced, globalization and roles played by internal change agents. Since local authorities are

creation of Central Government then Governments regulations and policy directions contributes to driving change agenda in the local authorizes.

4.4.5 Competitive Advantage

Competitive advantage is defined as the strategic advantage one business entity has over its rival entities within its competitive industry. Achieving competitive advantage strengthens and positions a business better within the business environment. An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition The quest for attainment of a competitive edge by organization may be argued as other factor which influence strategic change management practices in the local authorities of the Coast Province of Kenya.

The survey with the aid of factor analysis technique managed to extract variables which indicated that competitive advantage is indeed a factor influencing strategic change management in these institutions. The results are as follows, the quest to reduce operation costs and improve on operational efficiency had eigenvalue of 0.800. Similarly people changes and related activities had an eigenvalue of 0.713. Finally embracing technology to improve performance had an eigenvalue of 0.603. The results of the survey tend to suggest that the local authorities studied registered an indication of a comparative advantage, or cost advantage, where the local authority strives to produce a good or service at a lower cost than its competitors, which gives it the ability deliver services.

4.4.6 Survival of Local Authorities and People

Survival of companies and people especially when leadership changes is regarded as a factor which may trigger changes in organizations (Tichy, 1983). Leadership changes in organizations are critical especially in instances where organizations are undertaking revolutionary or reconstructional changes. Leadership is one of the four critical roles in managing strategic changes in organizations. In order for organizations and people to survive in the competitive environment a number of activities are crucial. These activities are creating the right business relationships, marketing innovations to attract and retain clientele and capitalizing on the difference in opinions so as to have insights to other available options and opportunities to survive.

This survey analyzed all the respondents comments on factors affecting strategic change management practices in local authorities and established the following variables as suggested indicators of the survival of companies and people as a factor. The results are; business relationships which an eigenvalue of 0.820 and marketing innovation which had an eigenvalue of 0.718. Also change in leadership and survival of the local authority had an eigenvalue 0.597 while difference in opinions had 0.576. These results are indicated by table 4.16 as detailed hereunder.

Table 4.16   Survival of Local Authorities and People

Variables	Eigenvalues
Business Relationships	0.820
Marketing innovation	0.718
Change in leadership and survival of the local authority	0.597
Difference of opinions	0.576

Source: Research Data 2012

Variables on survival of companies and people as presented above clearly concretize the research findings that survival of companies and people is another factor of affecting strategic change management practices in the local authorities of the Coast Province of Kenya.

4.4.7 Changes Caused by Other Institutions

Organizations are not operating in isolation, they operate as part of the entire system sharing the same environment and competing for the same resources and market. Therefore it goes without mentioning that other changes initiated by different companies may necessitate other organizations to change. The survey established that the same is true with local authorities of the Coast Province of Kenya. These other organizations are either business competitors, rivals, strategic partners or even regulators of the industry.

The results of the survey indicated that one of the factors affecting strategic change management practices in the local authorities is the changes initiated by other organization. The findings depicted an eigenvalue of 0.868 which is clearly indicates that this factor may influence strategic change management practices in the local authorities of the Coast Province of Kenya.

4.4.8 Funding, Monitoring and Evaluation

Funding, monitoring and evaluation of strategic change management processes are critical management roles on any initiated change programme. To ensure there is control in change process and the intended change required is attained there is need for management to monitor change progress and evaluate performance of the change team. Funding, monitoring and evaluations are part of implementation of the planned strategic

change activities. The survey sought to establish factors influencing strategic change management practices in the local authorities studied.

In analyzing the data captured, the survey identified two variables associated with this factor being presented. Management support in monitoring and evaluating change process which had an eigenvalue of 0.819 and provision of adequate funds for the change programme which had an eigenvalue of 0.548 are the two factors identified with the aid of factor analysis employed by the researcher. Hence the survey suggests that funding, monitoring and evaluation of change programmes is an implementation related factor affecting change management practices in the local authorities.

4.4.9 Coalition Building

The first step to implementing change is the coalition building by involving key participants. Thus in the organizations political environment, obstacles to change and conflicts can be overcome through compromise bargaining and negotiating and formation of coalition of managers. In order for change process to be successful stakeholders support should be mobilized. Top management should galvanize support for change with partners within and outside the organization.

The survey established that political changes had an eigenvalue of 0.904 while internal administrative changes had eigenvalue of 0.603. Therefore this research suggests that coalition building is one of the factors of affecting strategic change management practices in the local authorities of the Coast Province of Kenya.

4.4.10 Culture of Organization

Understanding the prevailing culture of an organization can help to plan for the type of change needed as well as the readiness for change. Organization culture is the basic assumptions and beliefs that are shared by members of the organization. The information on organizational culture of the local authorities therefore will guide the researcher when making the recommendations on the findings and concluding the survey. The survey established that low tolerance to change process and peer pressure are the only indicators which portrayed organization culture as a factor which influences change management practices in the local authorities.

Low tolerance to change process was one variable which contributed to the factor of organization culture as it influences change processes in local authorities in the Coast Province of Kenya. The results of the survey shows indicated an eigenvalue of 0.828. Also peer pressure was another key indicator which reflected this factor. The results of the survey indicated an eigenvalue of 0.609 which further concretize the researchers suggestion on organization culture as a factor in strategic change management practices in local authorities.

Due to the uniqueness of this factor the researcher sought further to establish the prevalence of this factor by probing the respondent with series of open ended questions. The respondents were asked to explain why they consider their local authority's to be either an open minded or close minded culture in relation to change management practices. The findings indicated that 45.16% of the respondents did not respond to this question. 9.68% of the respondents consider their Local authorities as open minded as they work through partnership with communities, Community Based Organizations

(CBO) and other stake holders. These local authorities are meeting with outsiders and embrace change through working with them. 12.9% of the respondents explained their open minded culture of the local authority by illustrating that these institutions are needs driven. The needs are from the grassroots (Bottom up Approach). These local authorities accept ideas from stakeholders and indeed they contact stakeholders' forums so as to get their ideas.

The open mindedness of these local authorities was also explained through participatory initiatives of these institutions. 22.6% of the respondents had observed this in their local authorities. It was also observed that their institutions have in public complain desks and engage the problem solving through open forums and activities are undertaken in a transparent manner. 3.3% of the respondents have observed that their organizations are open but not formalized. 9.68% of the respondents noted that their institutions are not open minded. These institutions do not encourage inventions .The respondents further noted that operations and information is only accessible to a few individuals and the rest of the players are not informed and sensitized. Admittedly 9.68% of the respondent noted that welcoming change positively is a means of accepting improvement and institutions needs to embrace change. Here charismatic and instrumental management champions are required to deliver the objectives of change.

4.4.11 Self Propelled Change

Organizations sometimes initiate and champion their own change programmes. The quest for organizational growth is considered to be the main force which propels organizational changes so as to register long term growth rate of their activities. These changes are either championed by outsiders or by individual staff coaching. Therefore the

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survey established facilitation of change by individual staff coaching had an derived eigenvalue of 0.810. Also the prevalence of changes in local authorities as associated with growth rate of local authorities were given an eigenvalue of 0.564. As such the research insinuate that internally propelled change force is another factor which affect strategic change management practices in the local authorities of the Coast Province of Kenya.

4.4.12 Changes of Customers and Usage of Services of Local Authority

Customers and preference for products is not static but very dynamic and rate of change experienced is very high. This tend to suggests organizations should always keep abreast with the needs of the customers and to monitor if the customer base and profile is changing. Therefore any changes associated with customers or even the preference of the services offered will suggest that organizations will be detected to change to fit in the environment and offer the required services to the customers. This is true with local authorities who are constantly strategizing on the services needs and requirements of their customers. The research established that prevalence of changes customer and changes of usage or preference of services rendered by local authorities the final factor established by this survey. The data collected depicted an eigenvalue of 0.770 on this factor.

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CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings, conclusions and recommendations of the study. The chapter also highlights the limitations of the study and based on the objectives of the study, recommendations for further research as well as recommendations for the policy and practice are presented at the end of this chapter.

5.2 Summary

The survey sought to establish change management practices at the local authorities of the Coast Province and factors affecting change management practices at local authorities in the Coast Province of Kenya. These were the main objectives of the survey, however the survey established additional findings other than the afore-stated prime objectives. The survey established that strategic change management is taking place in the Local authorities. The respondents were in agreement that the local authorities cannot exist without changing.

5.2.1 Established Change Management Practices in the Local Authorities

To determine change management practices in the local authorities in the Coast Province of Kenya was the first objective of the survey. The survey established several practices relating to strategic change management being undertaken in the local authorities of the Coast Province. It was ascertained that even though some of the local authorities are undertaking organizational diagnosis as a process most of these institutions are not undertaking organizational diagnosis as per the expected standards. It was equally

established that the local authorities are collecting and analyzing the information gathered from the diagnosis process. The most important aspect of organizational diagnosis is the implementation of the findings of the diagnosis undertaken. The survey ascertained that local authorities studied are not implementing the findings of the organizational diagnosis which is a major shortfall.

These local authorities in the Coast Province of Kenya have change strategies in place. Also the survey established that these institutions are introducing strategic changes formally. However the strategies introduced are neither detailed nor planned effectively. They are basically informally administered without clear elaborate structures. The survey failed to establish with certainty if these local authorities are undertaking regular and systematic monitoring and evaluation of the strategic changes.

The top management in the local authorities studied are committed to the change processes. The survey found that top management do embrace change and are team players. These institutions have well developed strategic management steering teams. However change in these institutions is mostly initiated by the Ministry of Local Government. The survey established that the local authorities appreciates the role of the top management and consider them to be important. However despite the top management commitment to the strategic change process, the survey established that they take time to implement desired changes. The survey further found that change agents in the local authorities are not active or they are not inexistence all together. This is a major drawback in change management practices. From the data collected the survey failed to clearly point out critical areas which may derail change process in the local authorities.

The survey established with certainty that the local authorities studied are creating change awareness to the key players. The awareness in created on the necessity for change, nature of change, methods of planned change, ways of progress monitoring of change and addressing the needs of those to be affected by change process. On the aspect of addressing the needs of those to be affected by the change process, the survey found that the local authorities are not effectively creating awareness to the concerned parties.

In establishing whether the institutions were actually implementing the change process, the survey established that the local authorities studied were defining the change problem and identifying solutions to the change problem. Then these institutions are devising appropriate strategies to solve the problems and they actually implement these strategies but the quality of implementation is below average or poor. Hence change activities are undertaken in the local authorities of the Coast Province.

Local authorities in Coast Province have put in place some structures to prevent any backtracking from the change programme to the old ways. These structures are on, building relationship, evaluating, supporting and prevention on backtracking to the old ways. However the survey established that these institutions have not established structures to lock in the changes, to stabilize the situation and to consolidate the system. The survey established that strategic leaders and middle managers were performing their roles in the strategic change processes and were rated at good. It is not surprising that the survey found that the change agents and the outsiders contribution to the strategic change process was very minimal or fair.

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Generally the survey established that changes do occur in their local authorities but there are no formal systems and structures. Change practices here are not institutionalized as required hence they are not orderly and it's under firefighting approach. Changes are taken seriously thorough training, guiding the players, embracing change initiatives and due to the fact that change originates and is supported from the top management. The survey also established that political will is crucial in implementing change practices. The survey also found that strategic changes which have been experienced in the local authorities are on ISO certification process, Automation , ICT and PC activities. The survey further confirmed that change is inevitable and no organization can exist without changing.

Finally the survey established that the institutions being studied are not ready for change associated with implementation of the constitution. This is because the main players are not sensitized hence this proves a big challenge. Also it was pointed that most employees are worried, very uncertain and fear of the unknown when it comes to implementing changes relating to the constitution implementation. The survey established that these changes will shape the management of local authorities.

5.2.2 Established Factors Affecting Change Management Practices

In addressing the second objective of the survey, the study established that twelve factors affecting change management practices in the local authorities. These factors are resistance to change, management support to change programmes, change of the local authorities operating environment, drivers of strategic change, competitive advantage, survival of local authorities and people, changes caused by other institutions, funding,

monitoring and evaluation, coalition building, culture of the organization, self propelled change and changes of customers and usage of services of local authorities.

Each factor established had several variables and indicators which helps to explain the prevalence of the identified factor. Out of all the twelve (12) factors identified by the survey resistance to change, management support to the change process and organization culture greatly influence strategic change practices in the local authorities of the Coast Province of Kenya. Organization culture as factor greatly influences change management practices in the local authorities. It was equally established that peer pressure was the key indicator which reflected this factor. Also Low tolerance to change process was another factor which directly contributes to the factor of organization culture as it influences change processes and practices.

Despite the fact that the local authorities studied registered open minded culture, resistance to change process was a factor which was clearly established by the survey. This was through the observed intentional sabotage, misunderstandings among key players, persistence difference of opinions by the players and political groupings. In fact active politics in these institutions has been noted as the main course of resistance for the implementation of the change programmes.

5.3   Conclusions

The study conclusion is guided by the two objectives of the survey and it is therefore concluded that local authorities in the Coast Province of Kenya are practicing strategic change management. This is through the change management practices being employed by these institutions. Even though these organizations are undertaking the organizational

diagnosis, they have failed to implement the findings of the diagnosis. This therefore discredits the quality of change management practices being implemented by these organizations.

These organizations are known to introduce change formally, but again they do have a problem with the planning aspect and implementation of the change programmes. Implementation is undertaken informally without appropriate laid down structures and systems. The fact that it was not clear to pinpoint monitoring and evaluation process in the management of the change programmes further dilutes the capacity of the local authorities to handle strategic change management practices. On the same note these institutions considers change on top down approach, which is from the Ministry of Local Government to the local authorities. This inhibits creativity and innovation capability of staff which is the driving force of change. This is clearly seen by absence of change agents in these institutions and in place where they were instituted their roles were not felt.

The change management processes observed in these institutions studied were on creation of awareness on people readiness for change, activities involved in the implementation of change programmes and roles in managing change. It is noted that these institutions are fully creating awareness to the key players. The problem lies on the implementation and sustaining the change momentum. Even though the survey established that there are structures in place to maintain change momentum, these structures are not adequate to sustain the desired change momentum in these institutions.

On the second objective to this study, which was to determine factors affecting change management practices in the local authorities, the survey concludes that indeed local authorities in the Coast Province of Kenya have unique factors which affect their change management practices. Most of the factors identified in the study area were related to people. This is to conclude that for strategic change management processes to be successful in the local authorities' people aspect of change should be taken into consideration. This will be terms of addressing staff motivation to appreciate and embrace change, resistance to change and general organization culture.

In terms of the loaming and ongoing process of constitutional implementation which will usher in total over whole and restructuring all local authorities in Kenya. It is clear that the strategic change management practices currently being practiced by the local authorities will not be adequate to facilitate smooth metamorphosis of these institutions without compromising the quality of service delivery to be rendered.

Arising from the findings of the survey, it will suffice to say that there are change management practices in the local authorities in the Coast Province of Kenya. These practices are propelled by unique factors which are people driven. These practices as per the findings of this survey are wanting and may not sustain major strategic changes like the loaming devolution of power as indicated in the Kenyan Constitution.

5.4   Limitation of the Survey

In undertaking this survey a number of limitation were encountered. These were mainly, the constraint of time, inadequacy of funding, synchronizing the timing schedule of respondents, vast geographical coverage of the institutions being studied, laxity of

respondents of some institutions and lack of understanding of the study subject by some respondent.

Constraint of time in both time allocation to undertake the survey and difficulty experienced in trying to synchronize the researcher's activities with those of the respondents proved to be a limiting factor. The local authorities studied were sparsely distributed in the entire Coastal Province and some were in remote places which are not adequately served by the basic infrastructure. The limitation experienced here was prompt delivery, filling and collection of questionnaires.

Most of the targeted respondents were senior local authority officers from the four main departments of the local authorities and not the lower cadres and the political wing, as such the findings may have been skewed to management perception. That is not only limitation experienced from the respondents, some questionnaires were returned with question marks, others unfilled while others were bold enough to state that they did not understand the questionnaire. Also the culture of laxity and leisure frère was a limiting factor in the collection of credible data from the respondents.

5.5   Recommendations

The findings to this survey have depicted very important implications which enabled the researcher to suggest a number of recommendations. The recommendations presented are targeting the local authorities and others are for the Government of Kenya and in particular Ministry of Local Government. Of significance to the government is the establishment by this survey that the change management practices being championed by the local authorities studied my not adequately facilitate the smooth transition from the

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old to the new constitution. This should serve as a red flag for the Government and specifically the Ministry of Local Government and Studied local authorities.

The findings of the survey tend to suggest and it is hereby recommended that the Government of Kenya through the Ministry of Local Government embarks on organizational diagnosis with a view of institutionalizing change practices in the local authorities. Strategic change management practices should be entrenched in the structure of the local authorities. As a stop gap measure the local authorities should address all the factors affecting change management practices. There is need to polish strategic change planning, address the work force motivation, handle resistance to change and local authority culture which curtail realization of change objectives. The Government and the local authorities in totality should consider introduction of serious annual strategic change management audits with a view of strengthening their capacities in managing change. These institutions should consider engaging specialized consultants to interrogate their structures on the viability of sustaining change processes.

5.6   Recommendation for Further Research

This study is important to those who wish to study change management practices in the local authorities. The findings of this survey established serious pertinent issues of significant importance to strategist and in particular managers of strategic change practices. The survey should awaken the desire for researchers to consider replicating this study to the other provinces in Kenya so as to authenticate or critique these findings. In fact the researcher recommends that prior to introduction of any major change programmes: public institutions should be studied to establish their respective capability to handle the desired change programme.

Limitations encountered in the process of undertaking this survey which range from time, funding, geographical distribution and the nature of the respondents curtailed the scope and the quality of the survey. A replica survey is recommended were the researcher will capitalize on the limitations of this survey and strengthens all the shortfalls experienced. The replicated survey should redefine the research design and methods of data collection which had been a major limitation not to measure securing adequate funding and resources for the research.

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APPENDIX I

SCHEDULE OF LOCAL AUTHORITIES IN THE COAST PROVINCE

WITH NAMES AND CONTACTS OF

CLERKS AND TREASURERS FOR THE 13 LOCAL AUTHORITIES

S\N0	LOCAL AUTHORITIES	OFFICER'S NAME	DESIGNATION	TEL. NO	C.PHONE	FAX
1	Municipal Council of Mombasa P.O BOX 90440, MOMBASA	Tubmun Otieno	Town Clerk	041-2311025	722741784	041-2316499
		J. Kiamba	Treasurer	041-2226498	722698111	
2	Municipal Council of Malindi. P.O BOX 371, MALINDI.	Ahmed M. Hemed	Town Clerk	042-2131601	722954190	042-213160
		Hadija Mulingo	Treasurer	042-2131601	710351535	
3	Municipal Council of VOI, Private Bag, VOI	Anthony Naunga	Town Clerk	043-2030040	723348553	043-2030116
		Kathuli Nzomo Muatha	Treasurer	043-2030048	727898991	
4	County Council of Taita Taveta, P.O BOX 1066 WUNDANYI.	Allan W.Mabuka	Town Clerk	043-42003	721675217	043-42327
		Simon Irina	Treasurer	043-42027	725628246	
5	County Council of Kwale, P.O BOX 4 KWALE	Ndurumo W.Gakui	Town Clerk	040-2104068	722824534	
		Philip Zero	Treasurer	040-2104069	721563594	
6	County Council of Kilifi, P.O BOX 4 KILIFI.	Simon L. Morintat	Town Clerk	041-522146	722788726	041-752224?
		Jecinta Ismael	Treasurer	041-525245	722774711	
7	County Council of Tana River P.O BOX 29, HOLA	Mohamed Mwatunza	Town Clerk	046-62269	723733817	
		Alex Ontumi	Treasurer	046-62269	712513850	
8	County Council of Lamu, P.O BOX 74 LAMU.	Patrick Ouya	County Clerk	042-633517	722684904	042-463351?
		Josphat Kyambia	Treasurer	042-633527	722268159	
9	County Council of Malindi, P.O BOX 580,MALINDI	Gabriel Kinaiya	Town Clerk	042-2130917	728893030	042-21310206
		Wilson K. Macharia	Treasurer	042-2131020		
10	Town Council of Kilifi, P.O BOX 519 KILIFI	Ibrahim M. Jilao	Town Clerk	041-7522536	720782351	041-522381
		Isaac Khalsia	Treasurer	041-7522381	722356014	

11	Town Council of Mariakani, P.O BOX 165, MARIAKANI	Isaac Kagio	Town Clerk	041-33271	733870894	2352964
		F.B. Mwakio	Treasurer	2343414	721671194	
12	Town Council of Kwale, P.O BOX 117, KWALE,	Jefwa Arnold Mkare	Town Clerk	040-4059	722520731	
		Vincent Mbito	Treasurer	040-4059	721377886	
13	Town Council of Taveta, P.O BOX 195, TAVETA	S.M. Rashid	Town Clerk	043-5352045	711260505	043-5352375
		Gdeon F. Karisa	Treasurer	043-5352057	721213306	

The Town Clerk
County Council of Taita Taveta
P.O.Box 1066
Wundanyi.
18th June, 2012

Through

The Provincial Local Government Officer
Coast Province.

Dear Sir/ Madam

STRATEGIC CHANGE MANAGEMENT PRACTICES IN LOCAL AUTHORITIES

This is to introduce the undersigned who is conducting a survey on Strategic Change Management Practices in Local Authorities in the Coast Province of Kenya. The survey is for the purpose of a Research Project to be submitted in partial fulfillment of the requirements for award of the Degree of Master of Business Administration from the University of Nairobi.

In this regard therefore kindly find enclosed herewith four sets of questionnaires to be filled by any credible officer under the Town Clerks Office, Town Treasurer, Legal Section and Human Resource Management/ Establishment Section or Department.

Also find enclosed herewith an empty self addressed and stamped envelope for convenience of returning the questionnaires.

Kind regards.

Kibwana Kombo Mataka,
P.O.Box 84351 -80100
Mombasa
Kenya.

Schedule of Responses from Local Authorities

	Name of Local Authority	Frequency of Respondents	Percent	Cumulative Percent
1	Municipal Council of Mombasa	4	12.9	12.9
2	Town Council of Kilifi	3	9.7	22.6
3	Town Council of Mariakani	4	12.9	35.5
4	Town Council of Kwale	3	9.7	45.2
5	Town Council of Taveta	3	9.7	54.8
6	Municipal Council of Voi	4	12.9	67.7
7	County Council of Kwale	2	6.5	74.2
8	County Council of Tana River	3	9.7	83.9
9	County Council of Lamu	1	3.2	87.1
10	County Council of Malindi	4	12.9	100.0
	Total	**31**	**100.0**	

Source: Research Data 2012

Histograms with Smooth Curves on Possible Areas which May Derail Change

Program overload as an area which derail change

Hijacked change process as an area which derailed change process

Mean = 2.87
Std. Dev. = 1.056
N = 31

Frequency
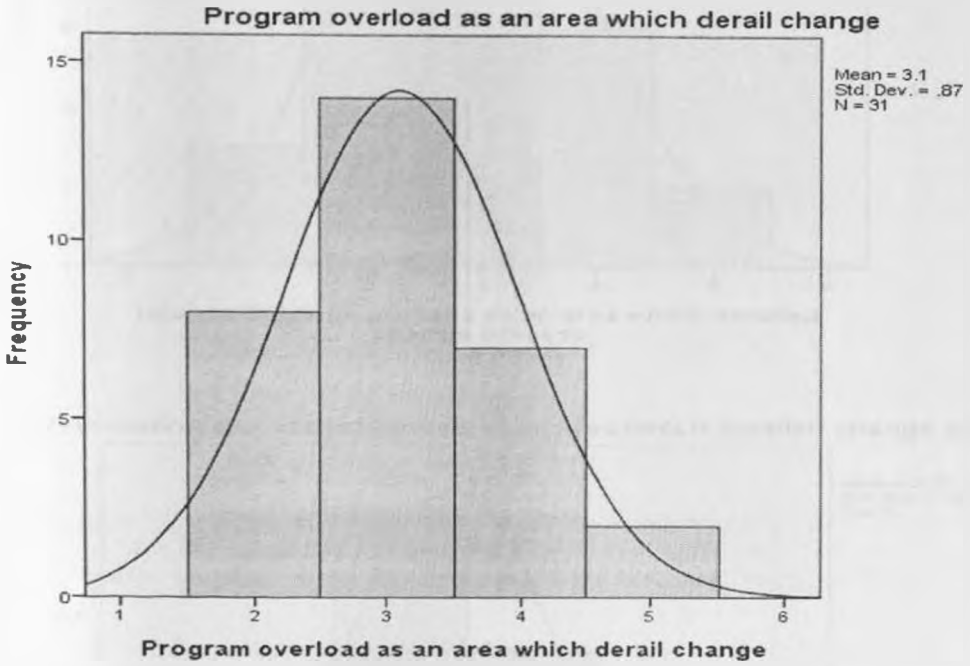
Hijacked change process as an area which derailed
change process

Reinvention disconnectedness as an area which derailed change process

Mean = 3.39
Std. Dev. = .919
N = 31

Frequency
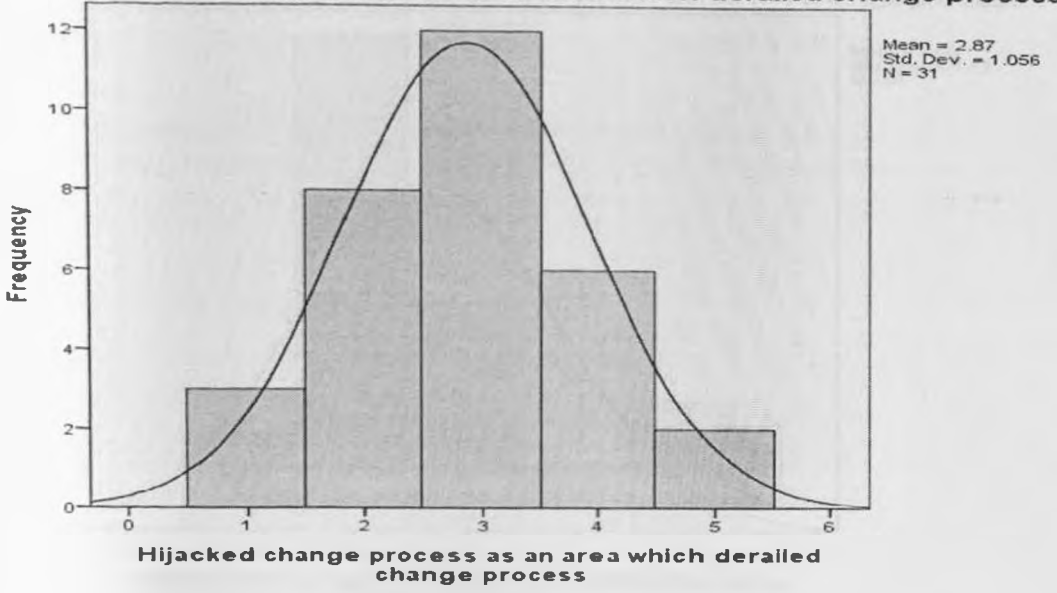
Reinvention disconnectedness as an area which
derailed change process

Behaviorial Compliance as an area which derail the change process

Mean = 2.65
Std. Dev. = 1.17
N = 31

Behaviorial Compliance as an area which derail the
change process

Others as areas which derail change

Mean = 3
Std. Dev. = .816
N = 4

Others as areas which derail change

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Rotated Component Matrix[a]												
	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
Inefficiencies as encountered in change processes	.799	-.049	.140	-.003	-.252	-.162	-.015	.012	.077	.122	-.071	-.075
Complaints as encountered in change processes	.764	-.134	-.119	-.071	.090	.047	.089	-.226	.098	-.028	.021	.270
Perceived loss of valuable benefits by employees as encountered in change processes	.710	.007	-.127	-.019	.142	.270	.080	.210	.184	.065	-.191	-.046
Additional costs to achieve results as encountered in change processes	.678	.193	.344	.067	.011	.196	.052	-.257	-.107	-.137	.045	-.087
Intentional sabotage as encountered in change processes	.658	-.279	-.266	.252	.018	-.182	-.006	-.109	-.211	-.038	.215	.180
Misunderstandings as encountered in change processes	.605	-.280	-.395	.031	.317	.143	-.193	.014	.111	.122	.009	-.142
Delays in implementation as encountered in change processes	.564	-.070	.018	.163	.030	.113	-.007	-.631	.011	-.016	.004	.029
Political Groupings as encountered in change processes	.545	.056	-.450	.050	-.237	-.185	.137	.029	.051	.383	.080	.180
Absenteeism as encountered in change processes	.487	-.217	-.328	.049	.281	.118	-.281	.141	.050	.187	-.289	.346
Peer Pressure as encountered in change processes	.479	-.140	-.219	-.162	-.217	-.158	-.135	-.249	.062	.609	-.064	-.065
Difference of opinions as encountered in change processes	.365	-.133	-.409	-.137	.061	.576	-.010	.196	-.150	.165	.154	-.237
Changes of People experienced	.360	-.200	.139	.114	.713	.107	-.112	-.183	.174	.070	.027	-.186
Other changes experienced	.299	-.145	.013	.045	.076	-.064	.713	-.412	.077	.114	.063	.042

Rotated Component Matrix[a]												
	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
Prevalence of regulatory and government influence on policy changes as a driver of change	.215	-.136	.055	.570	.182	-.031	.044	-.007	.364	.398	.051	.178
Prevalence of Entries and exits of major players as a driver of change	.189	-.168	.237	.238	.446	.355	-.253	-.108	.276	-.313	.056	.230
Prevalence of New internet capabilities and application as a driver of change	.157	.001	.073	.864	.084	-.073	.309	-.077	-.082	-.076	.042	.121
Political changes experienced	.152	.071	-.022	.031	.161	-.053	.056	-.082	.904	.146	.160	.066
Prevalence of changes of customers and usage of products as a driver of change	.118	-.002	.282	.186	-.168	.136	-.003	.038	.121	-.061	.224	.770
Facilitation of change by external consultants	.095	.030	.533	.253	-.551	.034	.147	-.013	.091	.008	.442	.143
Management support in Monitoring and Evaluating change process	.077	.404	-.064	.026	.036	.024	.065	.819	-.074	-.089	.089	.045
Management support in introducing the change structures	.074	.847	-.288	-.040	-.040	-.022	-.095	.171	.011	.058	.018	-.240
Change in Business Relationships experienced	.072	.117	.330	-.053	.014	.820	-.066	-.017	.000	.079	.084	.021
Administrative changes experienced	.058	-.064	.372	-.084	.197	.256	.330	.114	.603	-.293	.114	.166
Prevalence of growing client need for differentiated products and services as a driver of change	.050	-.301	.708	-.186	.099	.228	-.106	.037	-.105	.266	-.210	.292
Management support in Providing adequate staffing	.041	.887	-.039	-.138	.050	.026	-.190	-.061	-.124	-.026	.090	.014

Rotated Component Matrix[a]

	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
Prevalence of Technological changes as a driver of change	.027	-.081	-.044	.837	.155	.112	.015	-.228	.054	.148	-.151	.044
Low tolerance to change as encountered in change processes	.004	-.113	.015	.108	.058	.166	.058	-.057	-.013	.828	-.047	-.044
Change in leadership and survival of the LA experienced	.002	-.259	.237	.055	-.187	.597	.368	.016	.100	-.188	.009	.189
Change experienced in the life cycle of the LA	-.001	-.230	.618	.106	.039	.108	.328	-.024	.157	-.131	-.104	.087
Facilitation of Change by Internal agents of change	-.003	-.103	-.107	.628	.042	-.042	-.100	.037	.466	-.280	-.040	-.224
Facilitation of Change by Individual staff coaching	-.030	.022	-.156	-.147	-.142	-.084	.096	.006	.227	-.093	.810	.152
Facilitation of Change by others	-.060	-.017	.129	.122	.005	-.069	.868	.259	.090	-.001	.153	-.046
Prevalence of Marketing innovation as a driver of change	-.066	.002	.067	.334	-.082	.718	-.199	-.194	-.023	.129	-.315	.133
Environmental change experienced	-.132	-.271	.595	.082	.352	-.095	.277	-.061	-.237	.227	.074	-.062
Prevalence of changes in cost and efficiency as a driver of change	-.135	.043	.098	.100	.800	-.132	.225	.281	.137	.024	-.185	-.061
Prevalence of Increasing globalization as a driver of change	-.148	-.119	.281	.826	-.094	.150	-.055	.211	-.135	.051	.030	.032
Product or Service change experienced	-.177	-.118	.792	.180	-.037	.287	-.037	-.082	.081	-.128	.040	.037

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Rotated Component Matrix[a]

	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
Management support in Providing funds	-.186	.501	-.297	-.266	-.275	.084	.338	.449	-.079	-.240	-.002	-.037
Prevalence of changes in LA long term growth rate as a driver of change	-.190	.223	.197	.133	.173	.348	.451	.211	-.022	.126	.564	.002
Management support in Providing adequate funds	-.251	.625	-.103	-.074	.013	-.138	-.020	.548	.104	-.247	-.037	.093
Technological change experienced	-.265	.047	-.064	.290	.603	-.155	.143	-.173	.416	-.149	.142	.083
Management support in Providing other needed resources	-.294	.653	.039	.072	-.478	.038	.153	.267	.220	.000	.101	-.083
Management support in Providing budgetary provisions	-.301	.748	-.141	-.112	-.071	-.060	.217	.142	.084	-.233	-.063	.327

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 33 iterations.

APPENDIX VI

RESEARCH QUESTIONNAIRE

PART A: GENERAL INFORMATION.

1. Name of the Local Authority (LA): ....

2. Department:..................................Section:....................................

3. Current Designation: ....Salary Scale: ....

4. Acting Appointment: ....Salary Scale: ....

5. How long have you been serving in this LA

   Less than 10 Years. ☐   11 – 20 Years. ☐   21 – 30 Years. ☐

   31 – 40 Years. ☐   Over 40 Years. ☐

6. How old is the LA

   Less than 10 Years. ☐   11 – 20 Years. ☐   21 – 30 Years. ☐

   31 – 40 Years. ☐   Over 40 Years. ☐

PART B: CHANGE MANAGEMENT PRACTICES IN LAS

1. Rate your Local Authority on a scale of 1-5 on the following elements of strategic change management. Where 1=Strongly disagree, 2 = Disagree, 3= Neutral, 4=Agree and 5= Strongly agree.

S/No.	Key Elements in Managing Strategic Change	Ratings				
		1	2	3	4	5
a.	This LA undertakes organizational diagnosis as a process .	☐	☐	☐	☐	☐
b.	This involves collecting and analyzing information about current operations.	☐	☐	☐	☐	☐
c.	The results of the diagnosis are implemented.	☐	☐	☐	☐	☐
d.	This LA has an elaborate change strategy.	☐	☐	☐	☐	☐

i

e.	This LA has a Vision which is realistic and achievable	☐	☐	☐	☐	☐
f.	This LA introduce change formally	☐	☐	☐	☐	☐
g.	Change processes are detailed and planned in detail	☐	☐	☐	☐	☐
h.	Change processes are monitored and evaluated.	☐	☐	☐	☐	☐
i.	The LA has high integrity change team with appropriate skills, checked through regular reviews to execute the change program	☐	☐	☐	☐	☐
j.	The LA has a visible commitment to change by the top management.	☐	☐	☐	☐	☐
k.	The LA has an active change agent.	☐	☐	☐	☐	☐
l.	The LA has a visible commitment to change by the top management.	☐	☐	☐	☐	☐

Please explain l. above

....

....

....

m.	As in h above monitoring change is undertaken Twice annually. ☐ Annually. ☐ Quarterly. ☐ Monthly. ☐
n.	The following are possible areas which may derail the change process. Please rate them from 1-5.Where as 1=Very experienced, 2 = Experienced,

	3= Neutral, 4=Not Experience and 5= Not experienced at all.					
		1	2	3	4	5
	i. Program overload	☐	☐	☐	☐	☐
	ii. Hijacked change processes	☐	☐	☐	☐	☐
	iii. Reinvention disconnectedness	☐	☐	☐		☐
	iv. Behavioral compliance	☐	☐	☐	☐	☐
	v. Others. .... vi.	☐	☐	☐	☐	☐

2. Rate your Local Authority on a scale of 1-5 on the following elements of change processes. Where 1=Strongly disagree, 2 = Disagree, 3= Neutral, 4=Agree and 5= Strongly agree.

S/No.	Change Management Process	Ratings				
		1	2	3	4	5
a.	To get people ready for change it is necessary to develop an awareness on the following please rate them in relation to your LA					
	i. Necessity of change	☐	☐	☐	☐	☐
	ii. Nature of change needed	☐	☐	☐	☐	☐
	iii. Methods of planned to achieve the change	☐	☐	☐	☐	☐
	iv. Needs of those affected	☐	☐	☐	☐	☐
	v. Ways that progress will be monitored and planned.	☐	☐	☐	☐	☐
b.	Change is implemented by undertaking the following activities please rate them.					

	i. Change problem is defined.	☐	☐	☐	☐	☐
	ii. Identification of solutions.	☐	☐	☐	☐	☐
	iii. Devise appropriate strategies	☐	☐	☐	☐	☐
	iv. Implementing the solutions	☐	☐	☐	☐	☐
c.	This LA is at a stage of crisis in the life cycle because of strong pressure from the external environment but is ill prepared to deal with it.	☐	☐	☐	☐	☐
d.	To maintain the change momentum the LA is undertaking the following					
	i. Locking in the changes	☐	☐	☐	☐	☐
	ii. Stabilizing the situation	☐	☐	☐	☐	☐
	iii. Building relationships	☐	☐	☐	☐	☐
	iv. Consolidating the system	☐	☐	☐	☐	☐
	v. Evaluation and support	☐	☐	☐	☐	☐
	vi. Preventing any going back to the old ways.	☐	☐	☐	☐	☐
e.	Please explain part c. above.					

3. Kindly rate the following types of strategic changes as observed in LA. Where 1=Not observed at all, 2 = Not observed, 3= Neutral, 4= Observable and 5= Highly observable.

		1	2	3	4	5
a.	Incremental change	☐	☐	☐	☐	☐
b.	Adaptation change	☐	☐	☐	☐	☐
c.	Big bang change	☐	☐	☐	☐	☐
d.	Reconstruction change	☐	☐	☐	☐	☐
e.	Revolutionary change	☐	☐	☐	☐	☐

4. Kindly rate the players of the following critical roles in managing change in your LA. Whereas 1= Excellent, 2= Good, 3= Fair, 4= Poor & 5= Very poor

		1	2	3	4	5
a.	**Change agents.**	☐	☐	☐	☐	☐
b.	Leadership.	☐	☐	☐	☐	☐
c.	Middle managers	☐	☐	☐	☐	☐
d.	Outsider.	☐	☐	☐	☐	☐

5. The change agents is placed under the :- Top Management ☐ M. Management ☐ Lower Management ☐ Shop floor Level ☐ Outsider ☐

6. Do your change agents' offers support the rest of the team: - Yes ☐ No. ☐

7. Where do strategic change leader placed :- Top Managem ☐ M. Management ☐ Lower Management ☐ Outsider ☐ Other ☐

8. Do your change agents offer support the rest of the team:- Yes. ☐ No. ☐

9. Rate the Strategic change leader's performance on the Scale of 1-5 on the following parameters. Whereas 1= Excellent, 2= Good, 3= Fair, 4= Poor & 5= Very poor

		1	2	3	4	5
a.	Charismatic who are mainly concerned with building a vision for the organization and energizing people to achieve it .					
b.	Instrumental/ transitional who focus more on designing systems and controlling the organization activities.					

PART C: FACTORS AFFECTING CHANGE MANAGEMENT PRACTICES AT LAS

1. The following are basic types of changes which may be experienced in a LA. Please rate there prevalence . Where 1= Very high, 2= high, 3= Average, 4= Low & 5= Very low

		1	2	3	4	5
a.	Technology changes.					
b.	The product or service changes.					
c.	Changes in the Environment.					
d.	Business Relationships.					
e.	Survival of the company especially during change in leadership.					
f.	Political changes					

g.	Administrative changes						
h.	Life Cycle of the LA						
i.	People changes						
j.	Others.						
k.	How does your LA facilitate change , please rate the factors appropriately						
		i. Internal agents of change.					
		ii. External consultants.					
		iii. Individual staff coaching					
		iv. Others.					
	2.	Listed below are some drivers of change , kindly rate them on the scale of 1-5 in relation to your LA					
		i. Emerging new internet capabilities and application.					
		ii. Increasing globalization					
		iii. Changes in an industry long term growth rate					
		iv. Changes on who buys the products and how they use them					
		v. Technology changes					
		vi. Marketing innovation					
		vii. Entry and exits of major firms					
		viii. Changes in cost and efficiency					

	ix. Growing client's preference for differentiated products and services instead of commodity product.				
	x. Regulatory influence and government policy changes				

3. Is your LA an a open minded organizational culture ☐ or a close minded organizational culture ☐

4. Please explain your reaction to the above in relation to change management practices.

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5. Most often management of strategic change is linked to the role of a strategic leader. Does your LA have a strategic change leader in place? Yes. ☐   No. ☐

6. In the organization structure where does he/she lie?

Top Management. ☐   Middle Management.   ☐   Supervisors.   ☐

7. Clear management supports and focus is important in ensuring that change objectives are realized. Please rate on a scale of 1-5 the Management support on the following items.

		1	2	3	4	5
a.	Monitoring and Evaluating change process.					
b.	Introducing basic structures and support for change.					

c.	Providing adequate staffing.					
d.	Providing budgeting provisions					
e.	Providing adequate funds .					
f.	Providing time .					
g.	Providing other needed resources for changes					

8. In your own view are the your LA systems and structures aligned to the requirement of the change program?   Yes ☐   No.   ☐

9. Is the change process planned in your LA? Yes. ☐   No. ☐

10. Are the change activities effectively communicated to the rest of players in the LA? Yes. ☐   No. ☐

11. Were the players consulted prior and after? Yes. ☐ No.   ☐

12. To what extent do you encounter the following issues with respect to change .

		1	2	3	4	5
a.	Delays in implementation.					
b.	Additional costs to achieve results.					
c.	Inefficiencies.					
d.	Intentional Sabotage					
e.	Complaints					
f.	Absenteeism					

g.	Perceived loss of valuable benefits by employees					
h.	Misunderstandings.					
i.	Low tolerance to change					
j.	Difference in opinions					
k.	Political groupings					
l.	Peer Pressure.					

PART D: General Comments of Strategic Change Management Processes

1. Briefly describe change practices in your LA.

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2. Can your LA exist without changing?

Yes. ☐   **No.** ☐   **Can't tell** ☐

3. What is your take on the loaming and ongoing process of constitution implementation in relation to change practices in your LA.

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