

**INFLUENCE OF ORGANIZATIONAL FACTORS ON THE  
IMPLEMENTATION OF CHANGE FROM IN-KIND ASSISTANCE TO  
CASH BASED TRANSFERS: A CASE OF WORLD FOOD PROGRAMME,  
DADAAB REFUGEE CAMP, KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the  
Degree Award in Project Planning and Management of The University of Nairobi  
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## DECLARATION

This research project report is my original work and has never been published in any university.

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## **DEDICATION**

I dedicate this work to my mother Rosa A. Odera, my sisters Jane A. Odera and Dorice Okhenga who have supported me all the time, God bless them all.

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## ACRONYMS

CaLP	Cash Learning Partnership
CBT	Cash Based Transfers
DRA	Department of Refugees Affairs
ECHO	European Commission Humanitarian Aid Office
NGOs	Non-Governmental Organizations
UN	United Nations
UNHCR	United Nations High Commissioner of Refugees
SPSS	Statistical Package for Social Sciences
WFP	World Food Programme

## ABSTRACT

This study found out that the influence of organizational factors on the implementation of change of from in-kind assistance to cash based transfers provides realistic and useful recommendations to humanitarian actors, government and academicians. Grounded on a case of Dadaab refugee camp and a case study of World Food Programme and considering the organizational factors such as the organizational structure, organizational culture, organizational capacity and organizational leadership on the implementation of change. The target population of this study was WFP staff which included top field management and the field staff who were directly involved in the cash based transfers implementation in Dadaab refugee camp. Descriptive design was used to select respondents for this study. The target population was 60 staff members of World Food Programme. The study used census of the entire population. The study used primary data which was collected using structured questionnaire. Data was collected from the mentioned groups such as programme officers and the focal staffs who were directly involved in the implementation of cash based transfers. The reasons for the selection of these groups, is because they are more directly involved in the implementation of cash based transfers activities. Likewise, they always represent the organization in coordination meetings with external partners such as donors, DRA, Government and UNHCR and NGOs. Data analysis was done using descriptive statistics and inferential analysis such as regression, the statistical package for social sciences (SPSS) was used as data analysis. Descriptive statistics included frequencies and percentages while inferential statistics included multiple linear regression analysis then the results were presented in tables and figures. The study revealed that organizational structure has an influence on the implementation of cash based transfers (CBT) by World Food Programme, that organizational culture has an influence on the implementation of cash based transfers (CBT) by World Food Programme, that organizational capacity has an influence on the implementation of cash based transfers (CBT) by World Food Programme and that the allocation of resources is aligned with the plans of the organization. The study concludes that organizational capacity had the greatest effect on implementation of change followed by organizational leadership, then organizational structure while organizational culture had the least effect on the implementation of change. The study recommends that organization should develop a recruitment plans and policy guidelines to enable the organization manage recruitment, promotion, reward and dismissal of staff especially for the local communities, that organization should review its policy on the change agents, ambassador with clear performance trackers for each of them and that there is a need to access the impact of training on different levels of staff and its influence on achieving organization culture change

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the study**

Disaster situations have always imposed threats to the lives of the affected populations. The outcomes of these emergencies are food insecurities, loss of livelihoods, diseases and loss of lives. Harvey (2000) argues that women, elderly and children are usually the most affected. Humanitarian responses vary per the situations and the common forms of humanitarian responses are in-kind distribution (food), healthcare, shelter, education and cash based transfers. The area of focus for this study is cash based transfers, which have had rapid expansions and humanitarian agency's ability to manage this change is becoming increasingly important in an environment where globalization of market is ever growing (Cao and McHugh, 2005).

Objectives of the humanitarian agencies are to save lives, alleviate poverty and maintain human dignity during and in the aftermath of crises, (HPG, 2006). There are usually feelings of hopelessness and powerlessness from the disaster victims. The media such as a TV and newspapers are full of persistent emotional pictures of people suffering from hunger as result of war or drought for instance, the current Horn of Africa drought 2017, terrorisms and diseases that have caught victims unawares, (Seelos and Mair, 2005). These ever-growing catastrophes requires the relief agencies to respond promptly by tightening their emergency response strategies to combat these calamities on a timely and successful manner. The challenge, according to Seelos and Mair (2004), is on how to address these disparities both locally and globally for the poor communities around the world. These requires increased funding which is the most powerful policy steering change instruments available for humanitarian agencies. Many have not managed to increase their donations, thus most organizations have been forced to re-organize their activities to ensure continuous flow of the available resources that are critical to their survival and the change process (Oliver, 2001).

WFP is the food assistance arm of the United Nations (UN) which can deliver emergency food assistance on a large scale, reaching those people who are most in need in difficult and often in volatile environments. The organization lead the UN's logistics and emergency telecommunications in humanitarian crises. WFP is well organized with robust systems, good human resources, and reliable risk management and fraud detection procedures. Like any other

humanitarian agencies, WFP at times faces challenges in using the most appropriate interventions with either cash, vouchers or food. Frequently cash based transfers is considered more effective than giving voucher or food for emergencies. The reasons for cash based transfers, is that value for money can be obtained for beneficiaries, improved beneficiaries targeting and more accountability to the people it helps.

### **1. 1.1 Concept of cash based transfers**

Cash based transfers are assistance to beneficiaries in the form of cash payments, bank transfers or mobile money which enables beneficiaries to meet their own needs in the marketplace (CaLP). Transfer modality is a mode in which WFP assistance is transferred to targeted beneficiaries. This can either be in-kind (assistance in form of food), vouchers (assistance is given in form of a paper or electronic) and or cash (the assistance is in physical cash or electronic). The most prevalent types of transfers among humanitarian agencies are: Unconditional cash transfers; Conditional cash transfers; and voucher transfers. The definition of cash transfers differs depending on the context of practice and different people have come up with different definitions for instance, the Directorate-General for Humanitarian Aid and Civil Protection (DG ECHO) defines conditionality only in terms of requirements. Alternatively, the Cash Learning Partnership (CaLP) defines conditionality in two main types: qualifying conditions which is based on the requirements and use of conditions in terms of restrictions. Cash based transfers previously also known as cash and vouchers was approved by the board of policy in October 2008 and since then WFP's uses of cash based transfers has expanded considerably (WFP office of evaluation,2014).

The two forms of conditionality implied by WFP above are mainly based on requirements and restrictions. In the first instance for requirements, WFP uses conditions where cash beneficiaries must do some activities, for example adherence to a health treatment protocol or participation in training, while for vouchers unconditional where no activity is required from the beneficiaries to receive cash transfer. In the case of restrictions, for beneficiaries to access cash or redeem vouchers they must meet certain conditions, for instance beneficiaries must have bank accounts with certain banks and for vouchers the beneficiaries are restricted to purchase food from certain contracted retailers.

The global use of cash based transfers for assistance and supports to those affected by conflict and disaster has increased significantly worldwide since mid-1990s. The use of CBT in national social protection programs has also increased i.e. school meals to address chronic, cyclical and seasonal poverty has also grown considerably. School meals have been part of WFP's mission, in 2015 WFP provided school meals to 17.4 million children in 62 countries and an estimated 368 million children receive a meal at school every day, both in developing countries and in affluent countries. In 37 countries WFP provided technical assistance on home-grown school meals (WFP 2016). The use of cash based transfer by WFP goes beyond changing modalities and opening new opportunities for shifting strategies, for more effective, flexible and sustainable programs, and for repositioning WFP as a key actor to model and support sustainable government systems. Meaning the organization needs to consider ways to institutionalize cash based transfers through factors such as structure, culture, capacity and leadership that influence its implementation (RBN Report (2016)).

Global growth of cash based transfers within WFP global food assistance portfolio since 2010 shows increased implementation with the organization currently implementing 84 cash based transfer operations in 54 different countries reaching more than 9.6 million beneficiaries in countries such as Syria, Iraq, Yemen and Central America. In 2016, the aforesaid regions had the largest cash based transfers programs. For the last 3 years cash based transfers have increased in the region from close to USD 33 million in 2012 to USD 576 million in 2015. Various pilots were previously done by the country offices and the main challenges encountered during the first pilots included limited in-house capacity to conduct preliminary assessments, lack of clear corporate guidelines and poor internal coordination between functional units. Although the original barriers have largely been overcome and country offices are now implementing cash based transfers with a general sense of ease, still there is need to scrutinize the organizational change aspects such as structure, culture, capacity and leadership (RBN Report, 2016).

Daadab refugee camp is the largest refugee camp in the world and Africa hosting 465,000 refugees, it is in Garissa County, North Eastern Province of Kenya approximately fifty to hundred miles from Kenya/Somalia boarder and about 320 miles from Nairobi. There are three main camps i.e. Dagahaley, IFO and Hagadera and with two settlements for instance IFO

Extension and Kambioos. The clear majority of the refugees are Somalis with the minority of Congolese. The occurrence of drought in Somalia in 2011 led to high influx of refugees into Dadaab refugee camps which overstrained the capacities of humanitarian agencies. Dadaab is characterized by the volatile environment, poor road network because of floods which disrupts the road network, relatively high temperature and drought. To ensure sustainability of WFP endeavors, the organization have been forced to consider its structure. For instance the emergence of new independent collaborations where by the corporate and private sectors are now partnering with WFP to deliver services to the beneficiaries for instance Equity bank partnering with WFP for the cash disbursements through accounts opening for cash accounts and safaricom for cash disbursements through mobile transfers; culture aspects have changed with cash based transfers from traditional food portfolio to cash based transfers for example the belief, attitudes, values, collaborations all have changed; staff capacity for cash based transfers requires an extra expertise and competencies with additional trainings; leadership aspects has also changed thus necessitating the organization to examines its managerial practices. All these will ensure that beneficiary needs are met in a cost-efficient manner and will enable WFP to continue meeting the needs of their beneficiaries in cost-efficient ways using cash based transfers modality. (WFP office of evaluation,2014).

## **1.2 Statement of the problem**

To produce sustainable solutions WFP needs to consider in-depth of the four variables such as the organizational structure, culture, capacity and leadership to enable the organizational change from traditional food to cash based transfers using the new operational models. By critically considering the organizational structure to best suit cash based transfers programming, also organizational culture because it is not the same business as before with in-kind and staff are required to change their attitudes and beliefs to adopt to the new way. Equally, the organizational capacity for staff since different expertise are required for cash based transfers and lastly, the organizational leadership which can help the team work towards the change implementation and the changing dynamics of cash based transfers. All these still have gaps in knowledge which needs to be addressed for effectiveness and efficiency in the implementation of CBT.

The objective of this study is to consider how the institutional factors mentioned above have influenced the implementation of change at WFP operations in Dadaab refugee camp using the new cash based transfer model to gradually transition from food assistance. The reality on the ground is that cash based transfer models are there, but people are progressively adapting, thus there are still gaps that hinder successful implementation of change initiatives. It is this problem the study sought to investigate the influence of these institutional factors brought about by the implementation of cash based transfers (which is the change in this study) by WFP in Dadaab refugee camp, Garissa County.

### **1.3 Purpose of the study**

The purpose of the study is to investigate the influence of organizational factors on implementation of change from in kind assistance to cash based transfers in Dadaab refugee camp, Kenya: A case study of World Food Programme.

### **1.4 Objectives of the study**

The objectives of this study are to: -

- i. Establish the influence of organizational structure on implementation of change from in-kind assistance to cash based transfers at the World Food Programme in Dadaab refugee camp, Kenya.
- ii. To establish how organizational culture has influenced implementation of change from in-kind assistance to cash based transfers at the World Food Programme in Dadaab refugee camp, Kenya.
- iii. To assess how organizational capacity has influenced implementation of change from in-kind assistance to cash based transfers at the World Food Programme in Dadaab refugee camp, Kenya.
- iv. To determine how organization leadership has influenced implementation of change from in-kind assistance to cash based transfers at the World Food Programme in Dadaab refugee camp, Kenya.



## **1.5 Research Questions**

The study sought to answer the following research questions:

- i. Has organizational structure influenced the implementation of change from in-kind assistance to cash based transfers at World Food Programme in Dadaab refugee camp, Kenya?
- ii. Has organizational culture affected the implementation of change from in-kind assistance to cash based transfers at World Food Programme in Dadaab refugee camp, Kenya?
- iii. How has organizational leadership influenced the implementation of change from in-kind assistance to cash based transfers at World Food Programme in Dadaab refugee camp, Kenya?
- iv. To what extent does organizational capacity influenced implementation change from in-kind assistance to cash based transfers at World Food Programme in Dadaab refugee camp, Kenya?

## **1.6 Significance of the study**

This study would investigate the organizational factors brought about by the implementation of change. This would help the organization to review the existing policies and tailor them for a context and identify the training needs for staff and ensure CBT guidelines are used accordingly by different departments. Similarly, the humanitarian organizations and NGOs would also benefit from this study by adopting on the information provided deemed necessary. The Government would also use the information since the Government lately has come up with cash based transfer initiatives in different counties and the information in this study would be handy for the implementation of such initiatives. This would become a theory on change management.

## **1.7 Delimitation of the study**

Data collection of the study was conducted in Dadaab refugee camp where WFP have a sub office mainly with focus on staff members. This saved on time and cost that could have been taken to travel to various WFP offices in other counties. I acknowledge that there are many factors which could be influencing the implementation of change from in-kind assistance to cash based transfers. The factors such as donor conditions which was the moderating variable for this study. However, the study only concentrated on the four independent variables mainly structure,

culture, capacity and leadership because they are the core most relevant areas of WFP processes in the execution of cash based transfer programming. These variables were compared to the dependent variable which is the implementation of change and the end results of the independent variables.

### **1.8 Limitation of the study**

The security situation posed a limitation since Dadaab refugee camp is usually very volatile and the insecurity could not allow easy access to the camps' WFP sub office. The mitigation measure for this was the observation the current security situations with the security focal field staff before proceeding to the camps. Also, there arose cases where respondents felt that they were leaking organizational information and they did not feel free to disclose and provide relevant information. To mitigate this, the introductory letter from the university was shown to the respondents to assure them that the information would merely be used for the purposes of academic and confidentiality would be maintained.

### **1.9 Assumptions of the study**

The assumption for this study was that the data collection tool which is the questionnaire was consistent and the findings which were made on the organizational factors that influence implementation of change from in-kind assistance to cash based transfers in Dadaab refugee camp were valid. Also since the chosen team are directly involved in the implementation of cash based transfers project in the camps, it was assumed that their feedback would be helpful and relevant.

### **1.10 Definition of significant terms**

Below terms have been used in the context of the study:

#### **Organizational Structure**

In this context of this study, organizational structure can be linked to the skeleton of the organization which supports the implementation of strategic decision making and operational processes.

## **Organizational Culture**

This segment is concerned with a society's attitudes and cultural beliefs. Because attitudes and values form the cornerstone of a society, they often drive demographic, economic, political/legal, and technological conditions and changes. National cultural values affect behavior in organizations and thus influence organizational outcomes (Ireland et al, 2013).

## **Organizational Capacity**

This is an investment made in human resources, research and evaluation of staff capability which aids in analyzing and measuring the impacts of the implemented programs.

## **Organizational Leadership**

In the context of this study, leadership means having people with the right value and competencies to provide direction in an organization. Organizational leadership is very critical and as a result leaders must ensure staff develop essential knowledge, skills and capabilities (Kaplan, 2005).

## **Implementation of change**

This is the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, plan, and strategic objectives of the organization are successfully achieved as planned (Thompson & Strickland, 2003).

### **1.11 Organization of the study**

This section highlights the organizations of the chapters of this study. Chapter one outlines the background with concept of cash based transfers, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation and limitation of the study, assumptions of the study and definitions of terms and chapter summary. Chapter two looks at the literature reviews of change management and similar previous studies on change management by various researchers, change management concept making comparisons to each variable of each research questions. The chapter also looks at the theoretical reviews of change management, organizational factors that influence implementation of change and summary of gaps. Lastly, it also provides the conceptual framework of the variables such as independent

variables, moderating variable and dependent variable by providing explanations and relationship of the variables. Chapter three highlights on the research methodology undertaken for this study such as research design, target population, sampling procedures and sample size, data collection instruments and procedure, validity and reliability of research instruments, operational definitions, methods of data collection, ethical considerations and chapter summary. Chapter four represents the outcomes of the data which will be collected from the field, analyzed and interpreted by myself. Chapter five highlights on the findings summary, conclusions and recommendations for the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents the existing literature and prior research on change management in humanitarian sector with focus on the organizational change, definitions of change, types of change, and theoretical foundations of change initiatives and existing models of change management that organizations can adopt in their operations. This chapter will provide an understanding of change management concepts in the organization in relation to structure, culture, capacity and leadership.

### **2.2 Change Management**

Change has become a way of life, this is because organizations are experiencing many different types of changes. There are increasing number of mergers and acquisitions, the pressures on organizations to compete in a more global arena which have led to different competitive pressures and more strategic alliances, rapid technological change programs, total quality management, and business process re-engineering. These require organizations to change their strategy just to remain competitive and relevant. Yet the sad fact is that success rate for most of the change programs launched within some of these organizations are poor, Balogun and Hailey (2008).

#### **2.2.1 Definition of organizational change management**

There is no universally accepted definition of organizational change management and various authors offer different definitions as below: According to Browne, (2005) the first and most obvious definition of change management is the task of managing change. The author believes that the obvious is not necessarily unambiguous and managing change is itself a term that has at least two meanings; one meaning of managing change refers to making of changes in a planned and systematic way. The aim of this type of change is to be more effective and able to implement new methods and systems in an ongoing organization. The changes to be managed are within and are controlled by the organization. However, these internal changes might be triggered by events originating from external environment of the organization.

The second meaning of managing change, is the external responses of change that an organization has no control over. Instances of such external forces are the legislature, societal

and party-political pressure, the actions of competitors, fluctuating economic tides and currents (Nickolas, 2006).

Jones et al, 2012 explains change at both individual and organizational level also known as organizational change such as people's experiences and the organizational processes by looking at the task of managing change, the area of professional practice, a body of knowledge and the process of following change in computerized systems. According to Prosci (2013) change management is the application of set of tools, processes, required skills and principles for managing people to achieve the required outcomes as of the planned change initiatives. Almost the same view is shared by Rouse (2009) that change is a road map for managing the effect of new business processes, the structure and culture of the organizations.

They all seem to have the same view of change management which is formally initiated and approved using an agreed method then result in a different condition. These similarities for this study defines change management as a structured approach in which change is implemented with pre-defined framework, reasonable adjustments to facilitate transitioning of individual current state to a desired future state. In a nutshell, when one talks about organizational change one must keep in mind both human change and processes. In reverse, people are part of the organizational systems thus organizations cannot change unless change starts with the people who constitute it first (Rouse, 2009).

### **2.2.2 Types of Change**

Change theories gives a back-up support in understanding the concept of change management based on the individual, group dynamics and the open systems perspective (Burnes, 2009). Kurt Lewin have two approaches of change, namely the planned and emergent change. For the planned change, it is the change that the organization undertakes by considering its internal structures to pinpoint key areas which requires change and undertakes process evaluation then effect change. Similarly, Lewin clearly brings out the four individual dimensions for example the field theory, group dynamics, action and the three-step model which includes three elements such as an interactive, cyclical process which involves diagnosis then action and evaluation. Correspondingly, this approach of planned change recognizes that once change has taken place it must be continuous focusing on the improvement and effectiveness of staff capacities. It also gives more emphasis on the change agents to jointly establish the organizations problems, plan and jointly design specific changes (Burnes, 2009).

The second approach is emergent change which is a continuous dynamic and contested process that emerges in an unpredictable and planned way. Emergent change approach sees change driven as bottom-up rather than top-bottom, meaning change is open ended and continuous process of adaptation to changing conditions thus a process of continual learning and not just a method of changing organization structure. The outcomes feature of successful emergent change are organizational structure, organizational culture, organizational learning, managerial behavior and power and politics (Burnes, 2009).

### **2.3 Empirical Review**

There are emergences of changes because of increased globalization that requires organizations especially humanitarian agencies to reform their operations in all aspects to survive the changing tides. For instance, the rise of new stakeholders, the rapid pace at which new knowledge is created and applied are among the recent change evolutions. Clearly, some organizations have tried to respond though rather slowly to the changing circumstances, but with the swift changes there is an urgent need for them to also adjust rapidly to realize their undertakings and stakeholders needs (Jowi, 2003). Implementation is the most significant phase after strategies formulation because it closes the loop between formulation and control (Thompson & Strickland, 2014).

Abbas (2005) urges that in the 21<sup>st</sup> century, countries all over the world whether developed or developing are all targeting a balance of becoming knowledgeable economies, Kenya is not an exception. These changing trends are also felt by humanitarian organizations and notable shift of providing humanitarian assistance to the intended recipients. Such-like delivery mechanisms are market-based interventions such as cash based transfers programming. The cash based transfers modality has an overarching need for a business model which forces organizations to institutionalize cash based transfers programming to increase its scalability, promptness and efficiency. However, there are correlated dilemmas faced by humanitarian organizations to institutionalize cash based transfers. These dilemmas are as result of failing to prioritize capability to establish new associations with new partners, change mandates, objectives and measurements.

Cash based transfers for WFP is very key in two ways, it supports the organizations' progress towards achieving its Sustainable Development Goals (SDG2) and the shift from in-kind to cash

based transfers goes beyond changing modalities and opens-up opportunities for shifting strategies for more effective, flexible and sustainable programs. Equally, cash based transfers reposition the organization on course for key actor to model and support sustainable government systems (RBN Discussion Paper, February 2016).

### **2.3.1 Organizational structure on the implementation of change**

The organization structure has a great potential to influence the implementation of change by either accelerating or slowing down the entire decision-making process of change (Kotter, 2005). WFP is taking measures to institutionalize its systems and policies to adapt and accommodate cash based transfers programming as necessary. The emergence changes in the programming, coordination and financing mechanism where donor conditions play major influence. Like any other humanitarian agencies, WFP must demonstrate and communicate to donors why the switch to cash based transfers makes financial and programmatic sense. This change has resulted in the new generation of cash based transfers(CBTs) to back up sound by sound value-for-money and prove the effectiveness of programs to donors for accountability purposes. (RBN Report, 2016). Similarly, resource levels have become a limiting factor for cash based transfers especially in scaling up, this is because large contributions are still restricted forcing WFP Kenya to re-organize its activities to ensure continuous flow of various resources which are critical to its survival (Oliver, 2001). For example, like any other humanitarian agency facing funding shortfalls in their operations, WFP Kenya also faced the dilemma of funding shortfalls, despite this dilemma WFP Kenya came up with a good approach and could implement most activities as planned. The organization embarked on prioritizing resources based on where the requirements were most urgent thus there were reduction of food ratio to the beneficiaries, used corporate advance financing opportunities to access funds internally, embarked on staff reduction with several international and national positions abolished thus closure of some field offices in 2015, guest houses in 2016 which also resulted in annual saving of approximately half a million dollars.

The emergence of independent nature of collaborations where WFP is now working closely with government in the implementation of cash based transfer where the role of government is to ensure compliance with trading policies by ensuring there are no anomalies by the contracted retailers in the camps. This is a remarkable changing role of the county government where it has now invested in cash based transfers as a tool for achieving social impact. The number of



national social protection systems that implement it as a vital component to not only facilitate the connections between humanitarian and development approaches for coherence, but also represents an opportunity to increase efficiency by avoiding repetition and continual reinvention of systems for delivery. This shifting role of WFP portfolio from large scale emergency food assistance to cash based transfers which supports the county governments. Similarly, WFP's changing collaborations with corporate partners such as the mobile service provider Safaricom. WFP Kenya uses Safaricom to deliver cash to the targeted beneficiaries via mobile money transfers such as mpesa whereas Equity bank for cash disbursement to the beneficiaries through cash accounts. Also, the government has been known for creating an enabling environment and safety nets support through the regulatory environment which comprises of various related areas such as oversight of international and domestic financial systems, anti-money laundering legislation and data protection.

In the early 20th century, corporations used organizational structure to improve performance by making expertise within the organizations and creation of functional heads who managed these specific areas of expertise and division of work. An organizational structure that separates the operations of an organization into focused departments then sanctions the managers of these departments to deal with departmental difficulties and efficiencies of business practices that are tailored to their departments. Similarly, it forms a corporate managing level where enterprise knowledge is established, piloted and preserved for future effective set-up of the department. It also enables easy access to the higher management who are responsible for the organization planning (Saleemi and Bogonko, 1997). A clarified flow of information from these departmental levels empowers the executive management to center effort on the goals of the organization and compare indicators with the envisioned corporate direction. In other words, it helps their decision making by concentrating on planned results rather than the comprehensive practice of specific management of departmental operations (Graham, 2004). Division of work is clearly evidence in WFP cash based transfers programming business process model where each departmental unit have clear roles and responsibilities stipulated in WFP corporate guideline for all cash based transfers operations. Any divergence with the organizational structure makes the flow of information difficult since it is the structure which allows the flow of information to tickle down from management to administrative levels with the objective of enhancing the ratio of energies and input to output (Durbin, 2002)

### **2.3.2 Organization culture on the implementation of change**

According to Ireland et al (2013), shifting an organizational culture is more difficult than maintaining it. However, effective leaders recognize when change is needed. Regardless of the reasons for change, shaping and emphasizing a new culture requires effective communication and problem solving, along with choosing the right people such as those who have values desired for the organizations, engaging in effective performance appraisals to establish goals and measure individual performance toward goals that fit in with the new core values, and using appropriate reward systems to reward the desired behaviors that reflect the new core values. Staff within the functional divisions in the case of WFP for instance programme and supply chain for cash based transfers are likely to perform a specialized set of tasks related to these departments and would be manned only with staff who have the required expertise. This leads to operational efficiencies within these groups. However, with the changes brought about by cash based transfers where staff and organization needs to be flexible depending on the contextual needs, it could correspondingly lead to lack of communication between the functional groups which are inside an organization, making the organization sluggish and unyielding to these unpredictable changes (Fincham, 2009).

Over the last decade, the forces of globalization have brought about new competition and demand thus changing the ball game. The modern organizational structure brought in the 20<sup>th</sup> century is team, this can either be vertical or horizontal meaning entire organization. Evidently, cash based transfers (CBT) requires team spirit between the departmental functions and synergies from these set of people since CBT is cross-functional and gives more emphasis in all the departmental units to work together to achieve the corporate goal thus the modern dimensions of quality as a team rather than individual basis. Researchers have suggested that functional departments vary along four dimensions such as time, interpersonal, goal and formality of structure. All these must be aligned with the organizational common goal. Thus, individuals from different functional departments having different orientations on these dimensions are likely perceive project related activities differently (Raduan et al, 2008). The emergence changes in beliefs, values, attitudes, norms and ethics that are shared by the organizations with its people and groups. These aspects controls and measures the way staff interact with each other within the organization and the project stakeholders outside the organization environment. For example, organizational when these aspects are not harmonized

well with the organizations culture then it creates a potential barrier to effective integration in cross-functional teams. Consequently, bringing inter-unit conflicts which may be centered on the resource allocation to different functions and aggressive competition for resources among the unit heads. As result the dysfunctional conflicts barricade their integration thus varying the structural characteristics necessary for task specialization and efficiency (Cole, 2006). Leaders especially middle managers must be proactive to energize the culture and foster alignment with the planned vision to effect the tactical changes on organizational culture. These major changes in the organization can negatively impact on its culture, especially if these changes are not implemented in accordance with the dominant organizational values. (Ireland et al, 2013).

### **2.3.3 Organizational capacity on change implementation**

Cash based transfers skills and expertise are in short supply making it difficult for organizations wanting to implement cash based transfers. Successful implementation of projects is fully depended significantly on the project staff, and less on the organization systems (Viseras, Baines, and Sweeney, 2005). The new globalization trend requires humanitarians and private sectors to recognize the need of partnering together and recognize each other's drivers to build a platform that is predictable, reliable and delivers quality cash based transfers programming whereas delivering return on investment for both or specifically for private sectors who are profit-making organizations. Meaning, the should be standardized procedures tailored for different context which should be shared amongst the partnering organizations to avoid having parallel systems operative and correlated cost implications (Havey,2007).

Working with the corporate world is a shift for many humanitarian agencies which is making the collaborations to possibly innovate together and share labor. Comparably, this have an impact on the increased level of transparency, efficiency and leverage each partners' respective strengths. Like any other organization, WFP has not been left behind with the cash based transfers (CBT) in this aspect. Thus, WFP have become more proactive in matching its partners who can deliver as per WFP expectations and partners who are developed ahead of time, potentially on a national, regional and global basis due to the nature of WFP operations that are mostly in volatile areas. Above and beyond, donors are also modifying their guidance and funding approval processes to accommodate cash transfers programming where necessary and not all donors are willing to support cash transfers responses to the same extent. It is a challenge to predict the

criteria the donors are using to determine related funding decisions and for WFP to align itself with the donors' expectations. The new threats brought about by cash based transfers (CBT) is expanding their dimensions requiring WFP to come up with innovative approaches to plan, prevent and contingencies. The use of innovative approaches of ICT has been noted remarkably with WFP delivering assistance through digital cash in Dadaab refugee camp for example the bamba chakula which WFP uses to deliver cash electronically through mobile phones enabling refugees to buy food in the local market. Taking up this ICT approach has not been a smooth sailing for WFP with numerous staff trainings on CBT provided. (RBN Report, 2016).

### **2.3.4 Organizational leadership on change Implementation**

According to Kotter (1999), effective leadership outweighs any other factor for successful change implementation, usually introducing a new order is more often problematic and expensive. Cash based transfers (CBT) brings in new leaderships skills such as analytical skills for its implementation. Thus, managers are expected to have sets of skills for effective implementation and achievement of cross-functional integration and implementation of innovation (Ireland et al, 2013). Leaders must be the change agents to guide the organization to the right direction and avoid conflicting priorities that may occur from staff because of poor coordination. Effective communication is another aspect of leadership which is very crucial for top to down or two-way dialogue within the organization and outside the organization with the project stakeholders (Beer and Eisenstat, 2002). Correspondingly, linking parameters such as prioritization, harmonization of activities, streamlining of procedures, structural alignment, and keeping staff driven and dedicated are vital responsibilities of the leadership (Janis and Paul, 2000).

Organization excellence is usually initiated by building leadership who eventually inspires various levels of an organization. Leadership means having people with the right value and competencies to direct the organization and its staff to the right direction. For example, leaders whose behaviors are guided by core values such as trust, respect, and integrity which often enable their organizations to display such values in their culture. When an organization trains its staff to have the right competencies to work, equally such staff often have positive intentions, thoughts, desires, self-driven and high level of interpersonal skills. All these leads to building of high performance teams and collaborations within an organization and its external stakeholders

(Dahlgaard-Park & Dahlgaard, 2007). Cash based transfers (CBT) requires effective transformational leadership who can create a sharp awareness of the vital issues for the organization, develop people to higher levels of capability and potential and motivate people to transcend self-interest for the sake of the organization and team. This is based on the changing dynamics of cash based transfers (CBT) which requires more efforts and pro-activeness. (Yulk, 2010).

## **2.4 Theoretical Review Framework**

It is undisputed that various scholars have provided a wide range of definitions of change management concept in organizations. It is against this backdrop that the study has a theoretical view of change management process. Research and literature by various scholars have indicated that change as body of knowledge is based on the various theories and models. Chand (2008) argues that in recent decades much has been written about the general field of change without detailed analysis of the influence of change management within which these theories and models can be tested for specific relevance and interrelationships of these aspects. Without such approaches, then change loses its practical relevance and not likely to advance, nor will future theoretical development be placed on a stronger pragmatic foundation (Groove 2001).

According to Maginn (2005), who described organizational change management as the process of recognizing, guiding and managing emotions and reactions of people in such a way that minimizes the drops in performances. This basically, means change will be determined by the organizations improved output thus change management is an approach to change an individual, teams, organizations and societies which acts as an enabler for transition from the current state to a future state.

### **2.4.1 Theories and Models of Change Management**

The concept of change management is used in various fields. This section highlights some of the change models by different scholars such as Jick, Kotter, Kurt Lewin with Three Step model, the McKinsey with 7-S model, and General Electric Model (GE)

#### **2.4.1.1 Kotter's Eight-steps model of change**

American John P Kotter (1947) is a Harvard Business School professor and leading thinker and author on organizational change management. Kotter's highly regarded books 'Leading Change'

(1995) and the follow-up 'The Heart of Change' (2002) which describe a helpful model for understanding and managing change. Each stage acknowledges a key principle identified by Kotter in relation to people's response and approach to change, in which people see, feel and then change. Kotter's eight step change model can be summarized as: Increase urgency where he highlighted on the need to inspire people to move, make objectives real and relevant, then build a guiding team by getting the right people in place with the right emotional commitment, and the right mix of skills and levels. As he suggested, this should lead to getting the vision right by forming a team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency. Once this is done, there is need to communicate for buy-in through involving many people as possible, communicate the essentials and appeal and respond to people's needs and make technology work for you rather than against, empowers action by removing obstacles, enable constructive feedback and lots of support from leaders then reward and recognize progress and achievements. Creation of short-term wins by setting aims that are easy to achieve such as in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones, (European Journal of Business and Management 2014). Kotter suggest that there should not be let up, but foster and encourage determination and persistence - ongoing change - encourage ongoing progress through reporting highlights of the achievements and future milestones. Finally, make change stick by reinforcing the value of successful change through recruitment, promotion, new change leaders and then weave change into culture.

The process of change is sporadic and goes different stages which are important and requires a considerable amount of time and mismanaging any of these stages undermines change. The model is mainly for short term by examining only the current situation and there is no guarantee for long term. Also, the model is rigid and doesn't give adequate time for transitioning, but somehow imposed.

#### **2.4.1.2 Kurt Lewin Three-step Model**

Kurt Lewin was a psychologist who came up with the Three Step Model in 1950s. Lewin noted that most people tend to prefer and operate within their comfort zones of safety. He recognized three step model of change that is unfreeze, transition or change and refreeze.

First step is unfreeze, which means to minimize acting forces to keep the organization in its current condition by introducing new information on the inadequacies in the current state. In other words, to decrease the strength of the current values, attitudes, and behaviors. Emergencies often stimulate unfreezing. Examples of emergencies are demographic shifts in population, a sudden increase in employee turnover, a costly lawsuit, and an unexpected strike.

The second step is transition (change), once the organization is unfrozen, it can be changed by moving. This step usually involves the development of new values, attitudes, and behaviors through internalization, identification and structure change. Some changes may be minor and involve a few members such as changes in recruitment and selection procedures and others may be major changes with many participants. Examples of the latter include a new evaluation system, restructuring of jobs, departments or entire organization and duties performed by staff which necessitates to staff relocation to a different site within the organization.

The third and the final step is refreezing, which involves stabilizing change at a new quasi-stationary equilibrium, which is called refreezing. Changes in organizational culture, changes in staff norms, changes in organization policy, or modifications in organizational structure often accomplish this. This model is more concentrated on the culture aspects without touching on the structure, capacity and leadership. Similarly, the model does not give room for transitioning. This model is similar to Kotter and General Electronic Model.

#### **2.4.1.4 Mckinsey 7- S Model**

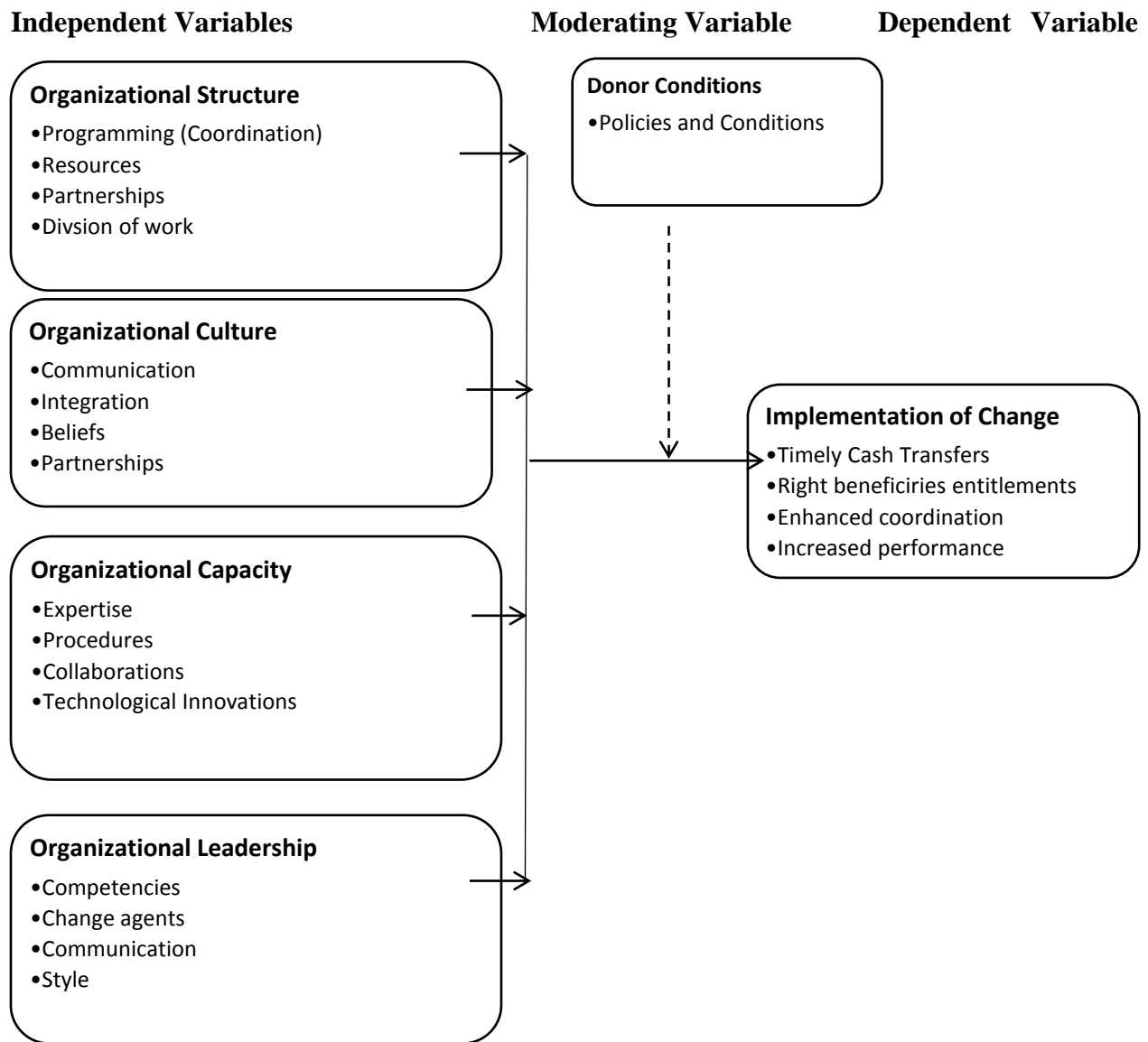
This model was created by Robert Waterman, Tom Peters, Richard Pascale and Anthony Athos during a meeting in 1978. The elements operate collectively as change agents and offers a holistic approach to organization change considering the 7 elements such as shared values, strategy, structure, systems, style, staff and skills. The ones considered to be the hard elements are strategy, structure and systems while soft values are shared values, styles, staff and skills. These elements are intertwined meaning that any change in one will impact on others by either accepting or resisting change by trying to maintain the status quo. For instance, bringing in new systems into the organization will require new skills, structures will change, style and staff will be affected too. This will require a new strategy to implement the change. (Whittblog, 2011). This model is more complex and if not used well can bring confusion with process since the

seven elements are interdependent of each other for and the organizations might experience cases of failure because of the complexities.

## **2.5 Conceptual Framework**

To guide this study on the influence of organizational factors on implementation of change in Dadaab refugee camp, Garissa County, the conceptual framework shown in Fig.2.1 shows the interrelationship between independent variables and dependent variable as discussed in the literature review. Conceptual framework is a basic structure that consist of certain abstract representing the observational, experimental and analytical aspect of systems being conceived. (Bogdan and Biklen (2003). The independent variables for this study are organizational structure, culture, leadership and capacity while the dependent variable is implementation of change.





**Figure 1: Conceptual Framework**

### 2.5.1 Explanation of relationships of variables

The dependent variable is change implementation of humanitarian project which can be measured by the independent variables looking at both the tangible and intangible aspects of an organization. The tangible aspects such as the organizational structure, strategy and systems. These two aspects are key to this study because they have to be synchronized and integrated to align business units and shared services to create synergies and initiatives necessary for the implementation of change plan. (Kaplan, 2005).

## **2.6 Summary of Research Gaps**

The changing global context has made things change very first making it difficult for people to cope and respond to the new strategies. WFP gradual shift from food assistance to cash based transfers has also brought a series of contextual opportunities and challenges to the organizations staff, and its partners. CBT has changed WFP structures to adjust to the changing needs in terms of capacity-enhancement of staff and their technical expertise, collaborations with partners who have matching efforts and commitments, the emergence of changing patterns of donor funding sources and system because of decline in resources due to economic constraints making donors to have a domestic scrutiny and a more fluid and expedient approaches driven by interest rather than adherence to a long-standing arrangements and ties to traditional humanitarian coordination mechanisms, innovation is playing a key role in cash based transfers with respect to ICT mobile technology, banking and cash transfers processes which has brought about efficiency and effectiveness in assistance delivery not forgetting the challenges of how to adapt the right innovative practices and how to implemented them.

WFP culture has also changed with first moving CBT and all stakeholders must adopt and align themselves with the new policies and principles, aligning these diverse values, policies and principles depending on the context is still a challenge; Leadership style for CBT is wholly unique considering the cross-cutting issues which are competing for attention because of change; The organizations proficiency of staff must respond to the required expertise for the overall coordination and support of cased based transfers programming, still this remains a challenge because of capacities shortages.

There are still gaps in trying to modify and develop new systems, enhance capacities and find innovative ways to use technology and information systems. To deliver cash based transfers. All these needs to adopted and aligned with donor's conditions or expectations, of which the donors themselves are also modifying their guidance and funding approval processes to accommodate cash transfers programming where necessary.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presented the research design which was to be used for this study, clearly showing the research design, target population, the sampling techniques which was to be used, data collection methods, research procedures other issues such as validity and reliability, definition of variables and the data analysis procedures and the chapter summary.

### **3.2 Research Design**

Research design is the meant to achieve and respond objectives related questions that define the grounding conditions of data collection and analysis (Kothari, 2004). Descriptive survey was used to consider the organizational factors that affect the implementation of change at WFP in Dadaab refugee camp using quantitative research. This design helped in describing situations of the present and the anticipated changes to come. Similarly, the design provided a good platform of getting respondents perspective on the organizational factors that influence implementation of change in Dadaab refugee camp. For this study, the dependent variable was implementation of change whilst the independent variables were the organizational structure, culture, capacity and leadership. Descriptive survey is best suited for gathering descriptive information (Kotter, 1990).

### **3.3 Target Population**

The target population for the study consisted of 60 staff members ranging from the head of the sub office to the support staff for the implementation of cash based transfers (CBT). The personnel from the departmental functions are directly involved in the implementation of CBT even though some of them are also engaged in food distribution which also part of the organization portfolio or the origin of change.

### **3.4 Sampling Procedure**

#### **3.4.1 Sampling Procedure and Sample Size**

According to Kothari (2004), census approach is an enumeration of each item in a population. The study adopted census approach of all the target population since it is small and manageable number. This implied that the study had to have 60 staff from both field office Dadaab refugee camp and country office staff. The sub office was presented by 35 staff whereas the remaining

25 staff came from the country office staff members. The reasons for inclusion of the country office staff members is because, they are fully involved in cash based transfers (CBT) from the design and setup stage. Likewise, they ensure implementation phase goes on smoothly working closely with the field colleagues in Dadaab refugee camp. Cash based transfers (CBT) country office categories will include the executive, managerial, supervisory and operational levels. While respondents' composition for the Dadaab Refugees team was the head of sub office, cash based transfers (CBT) team which will consist of field monitors, logistics assistant, camp support staff for the four camps and general support staff from the office. The head of the sub office represents the organization in forums with other humanitarian agencies and NGOs at field level and ensures that programme activities run smoothly.

### 3.4.2 Sample Size

The sample size for this study was 60 staff members. As explained by Kothari (2009), the choice of the sample depends on factors such as characteristics of the population, research timeline and budgetary constraints. When the population is small then the sample ratio needs to be large to capture the sample that is a true representative of the population while when the population is large then the sample ratio needs to be small to provide appropriate and manageable sample. Data collection of this study was guided by the theory of rule of thumb which states that for a population size of less than 100, the sampling percentage should be 100%. The table below shows the functional level segregation of the sample size:

**Table 3.1: Sample Size**

<b>Department levels</b>	<b>Target Population</b>	<b>Sampling Percent</b>	<b>Sample Size</b>
Top Management	4	7	4
Middle Managers	19	32	19
Technical Level	37	62	37
<b>Total</b>	<b>60</b>	<b>100</b>	<b>60</b>

Source: World Food Programme (2017)

### **3.5 Data Collection Instruments**

Primary data was used for this study as it was descriptive and quantitative. The type of data is perceived to be new because it will be directly obtained from the respondents chosen for this research (Collins and Hussey, 2013). The method was used with open ended questionnaires to investigate how the organizational factors influence implementation of change at WFP operations in Dadaab refugee camp. Questionnaires were distributed to the respondents in Dadaab refugee camp. This survey method is chosen for this study because of being a former staff for this organization and familiarity the office thus making it more efficient and inexpensive. Prior to the field visits, the questionnaires were shared through email to fast-track the data collection process, this is because most of the respondents are usually engaged in the camps with the implementation of in kind alternating with CBT activities in the four camps. The advantage of backing up the email sharing with the field visit is that it saved on the time since the questionnaires were collected during that time and no follow ups were needed after.

### **3.6 Data Collection Procedures**

The first procedure for the data collection commenced with getting the research permit from NACOSTI for the approval of data collection. The data collection took two weeks maximum for sharing of questionnaires and collecting responses from the targeted 60 respondents. Subsequently, questionnaires were sent to the respondents via internet with prior communications before sending the questionnaires. Once the data collection was pretested then it was distributed to respondents in both country office and field office in Dadaab refugee camp. The questionnaires were administered with immediate response from the targeted population. Questionnaires as a data collection tool gives a prompt means of getting data quickly as compared to other instruments, at the same time giving the researcher all-inclusive data on a wide spread factors (Cohen et al., 2003). For this study, the advantage of using questionnaires with both open-ended and closed-ended questions which encouraged higher response rate where respondents had a chance of expressing the thoughts beyond the researcher's span of knowledge and were able to reach all respondents and very economical. The questionnaire was segregated into six subsections of which first section was on the demographic characteristics, subsequently followed by dependent variable related questions on implementation of change and lastly four

questions linked to the four independent variables of the study such as organizational structure, culture, capacity and leadership.

### **3.7 Validity of research instruments**

The questionnaire was clear and precise to avoid confusion. The questionnaire was adopted as a tool of data collection in the field only after it had been approved by the supervisor.

### **3.8 Reliability of research instruments**

The instrument was pretested with five respondents to identify gaps and solved them prior to the real data collection. This helped minimize the ambiguity which would exist and cause confusion. Also, this helped produce consistent scores when the same instrument was administered in a different condition.

### **3.9 Methods of Data Analysis**

According to Hyndman (2008) the components of data analysis was coding, editing and data entry. Firstly, the outcome of the data collected from the 60 respondents was analyzed using descriptive statistics to identify the influence of organizational factors on the implementation of change in World Food Programme (Kenya) for the cash based transfers operations in Dadaab refugee camps. The focus was on the extent of the organizational practices of the already identified four independent variables such as the organizational structure, culture, capacity and leadership. Secondly, the descriptive statistics included percentages and frequencies whilst regression analysis was used to clearly show the relationships between the variables and their contributions towards the overall objective of this study. The statistical package for social sciences (SPSS) was used for data analysis. The data analysis outcomes formed the basis of discussions that highlights the research findings relating it to what other scholars have already identified.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression tool was used because it is the procedure that uses two or more independent variables to predict a dependent variable. The study used multiple regressions analysis to analyze the collected data to measure the influence of organizational factors on implementation of change from in-kind assistance to cash based transfers. Multiple

regression attempts to determine whether a group of variables together predict a given dependent variable (Babbie, 2004). Since there were four independent variables in this study the multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:-

Y= Implementation of Change

$\beta_0$ =constant

$\beta_1, \beta_2, \beta_3, \beta_4$  - Regression Coefficients

$X_1$ = Organizational Structure

$X_2$ = Organizational culture

$X_3$ = Organizational Capacity

$X_4$ = Organizational Leadership

$\epsilon$ =Error Term

### 3.10 Operational Definition of Variables

This framework explains how each variable mentioned in the study are measured as shown in Table 3.1

**Table 3.1: Operational Definition of Variables**

<b>Objective</b>	<b>Type of variable</b>	<b>Indicators</b>	<b>Measurement scale</b>	<b>Methods of data collection</b>	<b>Data collection tools</b>	<b>Tool of Analysis</b>
Establish the influence of organizational structure on implementation of change at the World Food Programme	<b>Independent Variable</b> Organizational Structure	<ul style="list-style-type: none"> <li>• Programming (Coordination)</li> <li>• Resources</li> <li>• Partnerships</li> <li>• Roles and responsibilities</li> </ul>	Ordinal	Administration of questionnaires	Questionnaire	Descriptive statistics Percentage Frequencies Regression
To establish how organizational culture has influenced implementation of change at the World Food Programme	<b>Independent Variable</b> Organizational Culture	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Integration</li> <li>• Beliefs</li> <li>• Partnerships</li> </ul>	Ordinal	Administration of questionnaires	Questionnaire	Descriptive statistics Percentage Frequencies Regression



To assess how organizational capacity has influenced implementation of change at the World Food Programme	<b>Independent Variable</b> Organizational Capacity	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Procedures</li> <li>• Collaborations</li> <li>• Technological Innovations</li> </ul>	Ratio	Administration of questionnaires	Questionnaire	Descriptive statistics Percentage Frequencies Regression
To determine how organization leadership has influenced implementation of change at the World Food Programme	<b>Independent Variable</b> Organizational Leadership	<ul style="list-style-type: none"> <li>• Competencies</li> <li>• Change agents</li> <li>• Communication</li> <li>• Style</li> </ul>	Ordinal	Administration of questionnaires	Questionnaire	Descriptive statistics Percentage Frequencies Regression
Implementation of Change	<b>Dependent Variables</b> Implementation of change (CBT)	<ul style="list-style-type: none"> <li>• Timely Cash Transfers</li> <li>• Right beneficiaries entitlements</li> <li>• Enhanced coordination</li> <li>• Increased performance</li> </ul>	Ordinal	Administration of questionnaires	Questionnaire	Descriptive statistics Percentage Frequencies Regression

### **3.11 Ethical Considerations**

Ethical dimensions were taken into consideration in conducting this study. This is because the organization do not allow data sharing without permission thus ethical consideration were considered to maintain the confidentiality of the organizations by not sharing data which are not supposed to be shared with the external audience without the organizations' permission, also not mentioning the names of the respondents which is optional and will not be disclosed to protect their rights. The purpose of the study was fully explained to the targeted populations to allow them to make the own judgments on whether to participate or not. Likewise, the information which was obtained will only be used for the study and not for any other purpose whatsoever.

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

### 4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents and their opinions on the influence of organizational factors on the implementation of change from in-kind assistance to cash based transfers. The researcher provided tables that summarized the collective reactions of the respondents.

### 4.2 Response Rate

Questionnaires that the researcher administered were 60 out of which only 48 fully filled questionnaires were returned giving a response rate of 80% which was within what Hyndman (2008) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

**Table 4. 1: Response Rate**

	<b>Frequency</b>	<b>Response Rate</b>
Response	48	80%
Non-response	12	20%
<b>Total</b>	<b>60</b>	<b>100</b>

### 4.3 Reliability Analysis

A pilot study was carried out to determine how reliable the questionnaires were. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure of the same construct. Collins and Hussey (2013) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

**Table 4. 2: Reliability Analysis**

	<b>Alpha value</b>	<b>Comments</b>
Organizational Structure	0.768	Reliable
Organizational Culture	0.886	Reliable
Organizational Capacity	0.702	Reliable
Organizational Leadership	0.773	Reliable

Cronbach Alpha was established for every objective which formed a scale. The findings in table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Collins & Hussey, 2013). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

#### **4.4 Demographic Characteristics**

The researcher sought the respondents' demographic information which included gender, age bracket, marital status, level of education, department they work, level in the organization and the number of years they have worked in the organization.

##### **4.4.1 Gender of the Respondents**

The respondents were also asked to indicate their gender. The results are as shown in the table 4.3.

**Table 4. 3: Gender of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	32	66.7
Female	16	33.3
<b>Total</b>	<b>48</b>	<b>100.0</b>

As per the results above 66.7 % of the respondents were male while 33.3% were female. This implies that majority of the respondents were male and they gave reliable information on the subject under study.

##### **4.4.2 Age Bracket of the Respondents**

The respondents were required to indicate their age bracket. Their responses were as shown in table 4.4

**Table 4. 4: Age Bracket of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
21-30 years	1	2.1
31-40 years	26	54.2
41-50 years	15	31.3
51-60 years	6	12.5
<b>Total</b>	<b>48</b>	<b>100.0</b>

As per the findings, majority of the respondents indicated that their age bracket was between 31-40 years as shown by 54.2%. Further 31.3% indicated age between 41-50 years, 12.5% indicated age between 51-60 years and 2.1% indicated an age of between 21-30 years. This implies that the respondents were mature enough to cooperate in giving out information on the subject under study.

#### **4.4.3 Marital Status**

The respondents were further asked to indicate their marital status. The results are as shown in table 4.5.

**Table 4. 5: Marital Status**

	<b>Frequency</b>	<b>Percent</b>
Single	5	10.4
Married	43	89.6
<b>Total</b>	<b>48</b>	<b>100.0</b>

Majority of the respondents indicated that they were married as shown by 89.6% while the rest indicated that they single as shown by 10.4%. This shows that most of the respondents considered for data collection were married.

#### **4.4.4 Level of Education**

The respondents were also asked to indicate their highest level of education. This is analyzed in Table 4.6.

**Table 4. 6: Level of Education**

	<b>Frequency</b>	<b>Percent</b>
Tertiary college	7	14.6
University	41	85.4
<b>Total</b>	<b>48</b>	<b>100.0</b>

Most of the respondents indicated that their level of education was university as shown by 85.4% while the rest indicated that their level of education was tertiary college as expressed by 14.6%. This implies that the respondents were learnt enough to comprehend the subject under study and gives reliable information.

#### 4.4.5 Department of the Respondent

The researcher further asked the respondents to indicate their department. This is analyzed in Table 4.7.

**Table 4. 7: Department of the Respondent**

	<b>Frequency</b>	<b>Percent</b>
Management	2	4.2
Programme	19	39.6
Finance	8	16.7
Supply Chain	13	27.1
Security	1	2.1
IT	5	10.4
<b>Total</b>	<b>48</b>	<b>100.0</b>

The respondents indicated that they were in Programme department as expressed by 39.6%, Supply Chain department as expressed by 27.1%, Finance department as expressed by 16.7%, IT department as expressed by 10.4%, Management department as expressed by 4.2% and Security department as expressed by 2.1%. This shows that information on the subject under study was collected from all the departments hence enabling better generalizations of the findings.

#### 4.4.6 Level in the Organisation

The respondents were also asked to indicate their level in the organization. Their responses were as shown in table 4.8.

**Table 4. 8: Level in the organization**

	<b>Frequency</b>	<b>Percent</b>
Managerial	3	6.3
Supervisory	9	18.8
Technical	36	75.0
<b>Total</b>	<b>48</b>	<b>100.0</b>

As per the results, the respondents indicated that they were in technical level as shown by 75%, supervisory level as shown by 18.8% and in managerial level as shown by 6.3%. This implies that the researcher obtained rich on the subject under study.

#### 4.4.7 Number of years Worked in the Organization

The researcher requested the respondents to indicate the number of years worked in the organization. Their responses were as shown in table 4.9.

**Table 4. 9: Number of years Worked in the Organization**

	Frequency	Percent
1 to 3 years	2	4.2
4 to 6 years	30	62.5
More than 6 years	16	33.3
<b>Total</b>	<b>48</b>	<b>100.0</b>

From the findings, most of the respondents had worked in the organization for 4 to 6 years as illustrated by 62.5%, more than 6 years as shown by 33.3% and for 1 to 3 years as shown by 4.2%. This shows that the respondents had the required experience to participate in the data collection for the study.

#### 4.5 Organizational Factors and Implementation of Change

The study focused on the organizational factors that influence the implementation of change from in-kind assistance to cash based transfers.

##### 4.5.1 Change Management

The respondents were asked to indicate the extent to which they are familiar with the change implementation practices adopted in their organization. Their responses were as shown in table 4.10.

**Table 4. 10: Extent of Familiarity with the Change Implementation Practices**

	Frequency	Percent
Very small extent	4	8.3
Small extent	8	16.7
Neutral extent	10	20.8
Large extent	20	41.7
Very Large extent	6	12.5
<b>Total</b>	<b>48</b>	<b>100.0</b>

From the results the respondents indicated that they are familiar with the change implementation practices adopted in their organization to a large extent as expressed by 41.7%, to a neutral extent as shown by 20.8%, small extent as shown by 16.7%, to a very large extent as shown by 12.5% and to a very small extent as shown by 8.3%. This implies that most of the respondents were familiar with the change implementation practices adopted in their organization.

Further the respondents were asked to indicate the extent to which has organization has implemented change in the various areas. Their responses were as shown in table 4.11.

**Table 4. 11: Extent of Implementation of Change in the Various Areas**

	<b>Mean</b>	<b>Std. Dev.</b>
Structural	2.667	1.018
Cultural	2.333	1.018
Capacity	2.958	1.071
Leadership	2.875	1.104

The respondents indicated that their organization has implemented change Capacity as shown by a mean of 2.958, in leadership as shown by a mean of 2.875 and in Structural as shown by a mean of 2.667 in a neutral extent. They further indicated that organization has implemented change in Cultural as shown by a mean of 2.333 in a small extent.

Further the researcher asked the respondents to indicate how their organization reacts to implementation of change. Their responses were as shown in table 4.12.

**Table 4. 12: Reaction to Implementation of Change**

	<b>Mean</b>	<b>Std. Dev.</b>
Proactively	3.333	1.260
Reactively	2.917	0.794

The respondents indicated that their organization reacts to implementation of change proactively as shown by a mean of 3.333 and reactively as shown by a mean of 2.917.

The respondents were asked to indicate the extent to which they think the change management plan in the organization is influenced by the overall strategy plan in place. Their responses were as shown in table 4.13.



**Table 4. 13: Extent to which Change Management plan is influenced by Overall Strategy Plan**

	<b>Frequency</b>	<b>Percent</b>
Small extent	10	20.8
Neutral extent	17	35.4
Large extent	19	39.6
Very Large extent	2	4.2
<b>Total</b>	<b>48</b>	<b>100.0</b>

From the results the respondents indicated that they are familiar with the change management plan in the organization is influenced by the overall strategy plan in place to a large extent as expressed by 39.6%, to a neutral extent as shown by 35.4%, small extent as shown by 20.8and to a very great extent as shown by 4.2%. This implies that change management plan in the organization is influenced by the overall strategy plan in place to a great extent.

The respondents what extent to which various indicators facilitate change management efforts in their organization. Their responses were as shown in Table 4.14.

**Table 4. 14: Extent to which various Indicators Facilitate Change Management Efforts**

	<b>Mean</b>	<b>Std. Dev.</b>
Directors	4.063	1.099
Senior Managers	3.833	0.996
Middle Managers	3.333	0.859
Supervisory	2.896	1.115
Technical staff	2.702	1.458

The respondents indicated that directors as expressed by a mean score of 4.063 and senior Managers as expressed by a mean score of 3.833 largely facilitate change management efforts in their organization. The respondents also indicated that middle managers as expressed by a mean score of 3.333, supervisory as expressed by a mean score of 2.896 and technical staff as expressed by a mean score of 2.702 facilitate change management efforts in their organization in neutral extent.

Finally the researcher was asked to indicate the main strategies put in place by their organization towards enhancing, staff capacity. Replies are shown in table 4.15.

**Table 4. 15: Main Strategies put in place by the Organization**

	<b>Mean</b>	<b>Std. Dev.</b>
Trainings	3.396	1.106
Short term trainings	2.875	1.378
Mentoring and coaching	3.583	1.069
Workshops	3.458	1.166

The respondents indicated that the main strategies put in place by their organization towards enhancing; staff capacity in a large extent was mentoring and coaching as shown by a mean of 3.583. They further indicated workshops as expressed by a mean of 3.458 and trainings as expressed by a mean of 3.396 and short-term trainings as shown by a mean of 2.875 are put in place in a neutral extent.

#### **4.5.2 Organizational Structure and Implementation of Change**

The respondents were asked to indicate whether the organizational structure have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County. Their responses were as shown in table 4.16.

**Table 4. 16: Whether the Organizational Structure have an Influence on the Implementation**

	<b>Frequency</b>	<b>Percent</b>
Yes	48	100
<b>Total</b>	<b>48</b>	<b>100.0</b>

The respondents indicated that the organizational structure have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County as shown by 100%.

The respondents were further asked to indicate the agreement with the various statements. The responses were as shown in table 4.17.

**Table 4. 17: Agreement with the Various Statements**

	<b>Mean</b>	<b>Std. Dev.</b>
Activities' coordination are rightly performed	3.8125	.93754
Activities' coordination are rightly performed	3.4792	.96733
implementing takes more time than originally allocated	3.2500	1.10126
Key implementation tasks and activities are not sufficiently defined	3.0417	1.14777
There is lack of understanding of the role of organization structure and design in the execution process	3.2500	.97849

Competing activities disrupts attention from implementing the decision	3.0208	1.19377
There is lack of alignment between the organizations culture and the change plans of the organization	3.1667	1.09803
The core competencies are not aligned with the change plans of the organization	3.0000	1.09155
There is deviation from original plan objectives	3.1458	.98908
Change plans are vaguely formulated	4.0000	.79894

The respondents agreed that change plans are vaguely formulated as illustrated by a mean of 4.0000 and activities' coordination are rightly performed as illustrated by a mean of 3.8125. Further the respondents were neutral that activities' coordination are rightly performed as illustrated by a mean of 3.4792, implementing takes more time than originally allocated as illustrated by a mean of 3.2500, there is lack of understanding of the role of organization structure and design in the execution process as illustrated by a mean of 3.2500, there is lack of alignment between the organizations culture and the change plans of the organization as illustrated by a mean of 3.1667, there is deviation from original plan objectives as illustrated by a mean of 3.1458 and key implementation tasks and activities are not sufficiently defined as illustrated by a mean of 3.0417. They were further neutral that competing activities disrupts attention from implementing the decision 3.0208 and the core competencies are not aligned with the change plans of the organization as illustrated by a mean of 3.0000.

The study revealed that the organizational structure has an influence on the implementation of cash based transfers (CBT) by World Food Programme. It was deduced that change plans are vaguely formulated and activities' coordination are rightly performed. The study also found that that activities' coordination are rightly performed, implementing takes more time than originally allocated, there is lack of understanding of the role of organization structure and design in the execution process, there is lack of alignment between the organizations culture and the change plans of the organization, there is deviation from original plan objectives and key implementation tasks and activities are not sufficiently defined, that competing activities disrupts attention from implementing the decision and the core competencies are not aligned with the change plans of the organization. These findings are in line Oliver (2001) who argue that with resource levels have become a limiting factor for cash based transfers especially in scaling up,

this is because large contributions are still restricted forcing WFP Kenya to re-organize its activities to ensure continuous flow of various resources which are critical to its survival.

#### 4.5.3 Organizational Culture and Implementation of Change

The respondents were asked to indicate whether the organizational culture have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County. Their responses were as shown in table 4.18.

**Table 4. 18: Whether the Organizational Culture have an Influence on the Implementation**

	Frequency	Percent
Yes	100	100.0
<b>Total</b>	<b>48</b>	<b>100.0</b>

The respondents indicated that the organizational culture have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County as shown by 100%.

The respondents were further asked to indicate the agreement with the various statements. The responses were as shown in table 4.19.

**Table 4. 19: Agreement with the Various Statements**

	Mean	Std. Dev.
Change plans are effectively communicated to the staff	3.8750	.84110
The organization has a change strategy in place	3.6250	.81541
The implementations of change strategy plans are effectively controlled	3.7872	.68955
There is lack of alignment between the organizations culture and the change plans of the organization	2.7708	.97281
Implementing partners are aware of change plans of the organization	3.7500	.83793
There is information system for sufficient control of activities	4.2292	.59213

Majority of the respondents agreed that there is information system for sufficient control of activities as shown by a mean score of 4.2292, change plans are effectively communicated to the staff as shown by a mean score of 3.8750, that the implementations of change strategy plans are effectively controlled as shown by a mean score of 3.7872 and that Implementing partners are

aware of change plans of the organization as shown by a mean score of 3.7500. The respondents were also in agreement that the organization has a change strategy in place as shown by a mean score of 3.6250 and were neutral that there is lack of alignment between the organizations culture and the change plans of the organization as shown by a mean score of 2.7708.

The study found that the organizational culture has an influence on the implementation of cash based transfers (CBT) by World Food Programme. it was revealed that there is information system for sufficient control of activities, change plans are effectively communicated to the staff, that the implementations of change plans are effectively controlled and that Implementing partners are aware of change plans of the organization. The study also in found that the organization has a change strategy in place and that there is lack of alignment between the organizations culture and the change plans of the organization. This concurs with Ireland et al (2013) who noted that shifting an organizational culture is more difficult than maintaining it. However, effective leaders recognize when change is needed. Regardless of the reasons for change, shaping and emphasizing a new culture requires effective communication and problem solving, along with choosing the right people such as those who have values desired for the organizations, engaging in effective performance appraisals to establish goals and measure individual performance toward goals that fit in with the new core values, and using appropriate reward systems to reward the desired behaviors that reflect the new core values.

#### **4.5.4 Organizational Capacity and Implementation of Change**

The respondents were asked to indicate whether the organizational capacity have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County. Their responses were as shown in table 4.20.

**Table 4. 20: Whether the Organizational Capacity have an Influence on the Implementation**

	<b>Frequency</b>	<b>Percent</b>
Yes	100	100.0
<b>Total</b>	<b>48</b>	<b>100.0</b>

The respondents indicated that the organizational capacity have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County as shown by 100%.

The respondents were further asked to indicate the agreement with the various statements. The responses were as shown in table 4.21.

**Table 4. 21: Agreement with the Various Statements**

	<b>Mean</b>	<b>Std. Dev.</b>
Capabilities of staff involved are sufficient	3.8333	.78098
Subordinates are trained effectively	3.7708	.69158
The allocation of resources is aligned with the Strategic plans of the council	3.8750	.67240
Implementing staff are capable enough	3.8542	.68384
Changes in responsibilities of key staff is clearly defined	3.6667	.83369
Overall goals are sufficiently well understood by staff	3.7917	.82406
Implementing partners are capable enough	3.8333	.69446
The allocation of resources is aligned with the change plans of the organization	3.7292	.84399
Staff are aware of innovations	3.5625	.87291

Most of the respondents agreed that the allocation of resources is aligned with the strategic plans of the council as indicated by a mean of 3.8750; implementing staff are capable enough as indicated by a mean of 3.8542, capabilities of staff involved are sufficient as indicated by a mean of 3.8333. Similarly, implementing partners are capable enough as indicated by a mean of 3.8333; overall goals are sufficiently well understood by staff as indicated by a mean of 3.7917. Moreover, the respondents agreed that subordinates are trained effectively as indicated by a mean of 3.7708; the allocation of resources is aligned with the change plans of the organization as indicated by a mean of 3.7292.; changes in responsibilities of key staff is clearly defined as indicated by a mean of 3.6667 and staff are aware of innovations as indicated by a mean of 3.5625.

It was clear from the findings that the organizational capacity has an influence on the implementation of cash based transfers (CBT) by World Food Programme and that the allocation of resources is aligned with the strategic plans of the organization. The study revealed that implementing staff are capable enough, that capabilities of staff involved are sufficient. Similarly, implementing partners are capable enough; overall goals are sufficiently well understood by staff. Moreover, the study found that subordinates are trained effectively; the allocation of resources is aligned with the change plans of the organization, that changes in

responsibilities of key staff is clearly defined and that staff are aware of innovations. This correlate with Havey (2007) who argue that the new globalization trend requires humanitarians and private sectors to recognize the need of partnering together and recognize each other's drivers to build a platform that is predictable, reliable and delivers quality cash based transfers programming whereas delivering return on investment for both or specifically for private sectors who are profit-making organizations. Meaning, there should be standardized procedures tailored for different context which should be shared amongst the partnering organizations to avoid having parallel systems operative and correlated cost implications.

#### 4.5.5 Organizational Leadership and Implementation of Change

The respondents were asked to indicate whether the organizational leadership has an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County. Their responses were as shown in table 4.22.

**Table 4. 22: Whether the Organizational Leadership has an Influence on the Implementation**

	Frequency	Percent
Yes	48	100.0
<b>Total</b>	<b>48</b>	<b>100.0</b>

The respondents indicated that the organizational leadership has an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County as shown by 100%.

The respondents were further asked to indicate the agreement with the various statements. The responses were as shown in table 4.23.

**Table 4. 23: Agreement with the Various Statements**

	Mean	Std. Dev.
Leaders are change agents	4.0000	.69156
Leaders provide change directions for the organization	3.8298	.70152
Top managers support change	3.7708	.69158
The leaders are competent enough to implement change plans effectively	3.7708	.72169
Ethical practices are evident in change plans implementation	3.6458	.88701
There is an ability to manage change effectively	3.6250	.67240

Some competitive jobs and crisis, divert managers' Attention from implementation of change	3.2083	.89819
Leadership and direction provided by Departmental managers is adequate	3.6875	.68901

The respondents agreed that leaders are change agents as shown by a mean of 4.0000, leaders provide change directions for the organization as shown by a mean of 3.8298, Top managers support change as shown by a mean of 3.7708, the leaders are competent enough to implement change plans effectively as shown by a mean of 3.7708 leadership and direction provided by Departmental managers is adequate as shown by a mean of 3.6875 and that ethical practices are evident in change plans implementation as shown by a mean of 3.6458. the respondents were however neutral that there is an ability to manage change effectively as shown by a mean of 3.6250 and that some competitive jobs and crisis, divert managers' Attention from implementation of change as shown by a mean of 3.2083.

The study indicated that the organizational leadership has an influence on the implementation of cash based transfers (CBT) by World Food Programme. It was further made clear that that leaders are change agents, leaders provide change directions for the organization, Top managers support change, the leaders are competent enough to implement change plans effectively, that leadership and direction provided by Departmental managers is adequate and that ethical practices are evident in change plans implementation. The study further revealed that there is an ability to manage change effectively and that some competitive jobs and crisis, divert managers' Attention from implementation of change. This agrees with Kotter (1999) who noted that effective leadership outweighs any other factor for successful change implementation; usually introducing a new order is more often problematic and expensive. Cash based transfers (CBT) brings in new leaderships skills such as analytical skills for its implementation. Thus, managers are expected to have sets of skills for effective implementation and achievement of cross-functional integration and implementation of innovation

#### **4.6 Regression Analysis**

Using multiple regression analysis was used to test the relationship between the variables where it shows how the dependent variable is influenced by the independent variables.



**Table 4. 24: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.862	0.742	0.719	0.418

Table 4.24 is a model fit which establish how fit the model equation fits the data. The adjusted  $R^2$  was used to establish the predictive power of the study model and it was found to be 0.719 implying that 71.9% of the variations in implementation of change is explained by organizational structure, organizational culture, organizational capacity and organizational leadership leaving 28.1% percent unexplained. Therefore, further studies should be done to establish the other factors (28.1%) influencing the implementation of change from in-kind assistance to cash based transfers.

**Table 4. 25: ANOVA Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.121	4	5.780	30.995	.000
	Residual	8.019	43	0.186		
	<b>Total</b>	31.14	47			

The probability value of 0.000 indicates that the regression relationship was significant in determining how organizational structure, organizational culture, and organizational capacity and organizational leadership influence implementation of change. The F calculated at 5 percent level of significance was 30.995. Since F calculated is greater than the F critical (value = 2.26), this shows that the overall model was significant.

**Table 4. 26: Coefficients of Determination**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.345	0.182		12.885	.0000
Organizational Structure	0.664	0.196	0.584	3.388	.0002
Organizational Culture	0.512	0.208	0.539	2.462	.0181
Organizational Capacity	0.774	0.208	0.562	3.721	.0006
Organizational Leadership	0.733	0.312	0.572	2.349	.0237

The established model for the study was:

$$Y = 2.345 + 0.664X_1 + 0.512X_2 + 0.774X_3 + 0.733X_4$$

Where:-

$$Y = \text{Implementation of Change}$$

$\beta_0$ =constant

X<sub>1</sub>= Organizational Structure

X<sub>2</sub>= Organizational Culture

X<sub>3</sub>= Organizational Capacity

X<sub>4</sub>= Organizational Leadership

The regression equation above has established that taking (organizational structure, organizational culture, organizational capacity and organizational leadership) constant at zero, implementation of change will be 2.345. The findings presented also show that taking all other independent variables at zero, a unit increase in the organizational structure would lead to a 0.664 increase in the score of implementation of change. Thus, variable was significant since  $0.0002 < 0.05$ .

Further it was found that a unit increase in the scores of organizational culture would lead to a 0.586 increase in the scores of implementation of change. Thus, variable was significant since  $0.0181 < 0.05$ . Further, the findings show that a unit increases in the scores of organizational capacities would lead to a 0.774 increase in the scores of implementation of change. Thus, variable was significant since  $0.0006 < 0.05$ . The study also found that a unit increases in the scores of organizational leaderships would lead to a 0.733 increase in the scores of implementation of change. Thus, variable was significant since  $0.0237 < 0.05$ .

Overall, organizational capacity had the greatest effect on implementation of change followed by organizational leadership, then organizational structure while organizational culture had the least effect on the implementation of change from in-kind assistance to cash based transfers at World Food Programme, Dadaab Refugee Camp, Kenya. This notwithstanding, all the variables were significant ( $P < 0.05$ ).

In summary, The World Food Programme – Kenya should consider institutionalizing the four independent variables in discussion since the variables form the core of the organizations operations of cash based transfers assistance not only in this particular county , but globally.

## **CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter gives that summary of the data findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

### **5.2 Summary of the Findings**

Under this, the study will focus on the key variables discussed in chapter four and give a summary of those findings.

#### **5.2.1 Organizational Structure**

The study revealed that the organizational structure have an influence on the implementation of cash based transfers (CBT) by World Food Programme. It was deduced that change plans are vaguely formulated and activities' coordination are rightly performed. The study also found that that activities' coordination are rightly performed, implementing takes more time than originally allocated, there is lack of understanding of the role of organization structure and design in the execution process, there is lack of alignment between the organizations culture and the change plans of the organization, there is deviation from original plan objectives and key implementation tasks and activities are not sufficiently defined, that competing activities disrupts attention from implementing the decision and the core competencies are not aligned with the change plans of the organization.

#### **5.2.2 Organizational Culture**

The study found that the organizational culture has an influence on the implementation of cash based transfers (CBT) by World Food Programme. it was revealed that there is information system for sufficient control of activities, change plans are effectively communicated to the staff, that the implementations of change strategy plans are effectively controlled and that Implementing partners are aware of change plans of the organization. The study also in found that the organization has a change strategy in place and that there is lack of alignment between the organizations culture and the change plans of the organization.

### **5.2.3 Organizational Capacity**

It was clear that the organizational capacity has an influence on the implementation of cash based transfers (CBT) by World Food Programme and that the allocation of resources is aligned with the strategic plans of the organization. The study revealed that implementing staff are capable enough, that capabilities of staff involved are sufficient. Similarly, implementing partners are capable enough; overall goals are sufficiently well understood by staff. Moreover, the study found that subordinates are trained effectively; the allocation of resources is aligned with the change plans of the organization, that changes in responsibilities of key staff is clearly defined and that staff are aware of innovations.

### **5.2.4 Organizational Leadership**

The study indicated that the organizational leadership has an influence on the implementation of cash based transfers (CBT) by World Food Programme. It was further made clear that that leaders are change agents, leaders provide change directions for the organization, Top managers support change, the leaders are competent enough to implement change plans effectively, that leadership and direction provided by Departmental managers is adequate and that ethical practices are evident in change plans implementation. The study further revealed that there is an ability to manage change effectively and that some competitive jobs and crisis, divert managers' attention from implementation of change.

### **5.3 Conclusion**

The study concluded that organizational structure has a positive and significant influence on the implementation of cash based transfers (CBT) by World Food Programme. This is because activities' coordination is rightly performed and implementing takes more time than originally allocated. Again, there is lack of understanding of the role of organization structure and design in the execution process and sometimes there is deviation from original plan objectives and key implementation tasks and activities are not sufficiently defined,

The study further concluded that organizational culture positively influences the implementation of cash based transfers (CBT) by World Food Programme. It was deduced that there is information system for sufficient control of activities, change plans are effectively

communicated to the staff, that the implementations of change strategy plans are effectively controlled and that implementing partners are aware of change plans of the organization.

It was clear that the organizational capacity influences the implementation of cash based transfers (CBT) by World Food Programme positively and significantly. The study revealed that implementing staff are capable enough, that capabilities of staff involved are sufficient. Similarly, implementing partners are capable enough; overall goals are sufficiently well understood by staff. Moreover, the study found that subordinates are trained effectively; the allocation of resources is aligned with the change plans of the organization.

The study finally concluded that the organizational leadership influence on the implementation of cash based transfers (CBT) by World Food Programme significantly. This is as a result of top managers support change and the leaders being competent enough to implement change plans effectively. It was also clear that leadership and direction provided by Departmental managers is adequate and that ethical practices are evident in change plans implementation.

#### **5.4 Recommendations**

In terms of leadership, the company should evaluate and adopt visionary leadership in all the departments while addressing all issues concerning the organizational culture change as through this, transformation can be achieved faster. Through visionary the organization is in a position to set directions for the organization and better achieve them.

Organizational culture change process requires training for individuals and groups in order to reduce resistance. The training for individual should target employees with permanent contract, fixed contract and daily casuals. The objectives of individual training are to assist individual in understanding themselves and situation they find themselves with aim of altering their behavior. In training effective screening of the knowledge capacity of the employees should be clearly put into consideration to enable wide knowledge advancement.

The organization should develop a recruitment strategy and policy guidelines to enable the organization manage recruitment, promotion, reward and dismissal of staff especially for the local community to avoid work disruptions. The policy should address orientation of new staff,

criteria of allocation of rewards, promotion and dismissal. This policy will enable the organization to reinforce the desired values necessary for cultural change.

The organization should review its policy on the change agents, ambassador and change council with clear performance trackers for each of them. The policy should outline criteria of choosing agents who are central to informal network and central to formal network. Also the policy should address the change agents to be used in influencing fence-sitters and how to bridge disconnected groups or individual. Training of individuals and groups is critical in the building organization capacity, fostering awareness and in reducing resistance towards the intended cultural change.

Individual training shaped attitudes, competencies and fostered awareness, enabling the individual in understanding themselves and situation, which are fundamental to behavioral change. Training of groups enables the group to embrace the desired behavior and values, thus accelerating of the desired culture change in the organization. There is need to assess the impact of training on different levels of staff and its influence on achieving organization culture change. This will enable the company in formulating training strategies on different level of staff especially in achieving high impact in cultural change and in creating a flexible learning organization. It will also assist the company to evaluate the benefits versus the costs of the training process.

The study recommends that World Food Programme agencies should as much as possible involve all the relevant stakeholders in implementation of change from in-kind assistance to cash based transfers. Employment and tendering opportunities should be provided to the local community as long as the locals have the necessary capacity. However, it is highly recommended that humanitarian agencies should at all-time remain transparent and accountable as this is a good measure of mitigating political risks that can emanate from the local community.

In order to mobilize more funds from the donors and to sustain its operations, it is recommended that humanitarian agencies should implement their program activities effectively and efficiently as this will make them easily account to their donors. The donor procedures and regulation should also be observed by humanitarian agencies as this will guide how humanitarian agencies implement their program activities.

### **5.5 Recommendations for Further Studies**

Since the study focused on the influence of organizational factors on the implementation of change from in-kind assistance to cash based transfers based on world food programme, Dadaab refugee camp, Kenya, the study suggests that another study needs to be done based on the recipients of World Food Programme assistance such as the refugees themselves and other refugee camps.

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## APPENDICES

### Appendix I: LETTER OF INTRODUCTION

**Millicent A. Odera**  
**University of Nairobi**  
**Department of Extra-Mural Studies**  
**NAIROBI**

To All Respondent,

Dear Sir/Madam,

#### **RE: REQUEST FOR YOUR PARTICIPATION**

Dear respondent

I am conducting a research on the influence of organizational factors on the implementation of change in Dadaab refugee camp, Garissa County, Kenya. A case study of World Food Programme Kenya. The study is targeting World Food Programme staff members working in the field office and some of the staff members working at the country office who supports cash based transfers (CBT).

You have been selected as a respondent to assist in providing the required information. I therefore request you to kindly spare a few minutes and answer the attached questionnaire. The information obtained will be used for academic purposes only and will be treated strictly confidential. Please do not write your name anywhere in the questionnaire and respond to all questions as honestly as possible.

Thanks for your participation.

Yours Faithfully,

Millicent Atieno Odera

## **Appendix II: RESEARCH QUESTIONNAIRE**

This questionnaire is designed to gather research information regarding the influence of organizational factors on the implementation of change in humanitarian agencies. A case study of WFP Dadaab refugee camp.

The questionnaire contains seven sections A, B, C, D, E, F and G. For each section, respond to all the items using a tick (✓) or complete in the blanks where appropriate.

### **SECTION A: DEMOGRAPHIC CHARACTERISTICS**

1. Gender
  - a) Male ( )
  - b) Female ( )
2. What is your age bracket?
  - a) Less than 20 years ( )
  - b) 21-30 years ( )
  - c) 31-40 years ( )
  - d) 41-50 years ( )
  - e) 51-60 years ( )
  - f) 60 years and above ( )
3. Marital status
  - a) Single ( )
  - b) Married ( )
  - c) Divorced ( )
  - d) Separated ( )
4. What is your level of education?
  - a) Primary Education ( )
  - b) Secondary Education ( )
  - c) Tertiary College ( )
  - d) University ( )
5. Which department do you work?
  - a) Management ( )

- b) Programme ( )
  - c) Finance ( )
  - d) Supply Chain ( )
  - e) Procurement ( )
  - f) Security ( )
6. Level in the organization
- a) Managerial ( )
  - b) Supervisory ( )
  - c) c) Technical ( )
  - f) Any other, please specify ( )
7. How many years have you worked in this organization?
- a) Less than 1 year ( )
  - b) 1 to 3 years ( )
  - c) 4 to 6 years ( )
  - d) More than 6 years ( )

**SECTION B: CHANGE MANAGEMENT (IMPLEMENTATION)**

8. To what extent are you familiar with the change implementation practices adopted in your organization? (Please Tick the most appropriate)
- 1. Very small extent ( )
  - 2. Small extent ( )
  - 3. Neutral ( )
  - 4. Large extent ( )
  - 5. Very large extent ( )
9. To what extent has the organization implemented change in the following areas? (Tick the most appropriate) **1 = Very small extent, 2 = Small extent, 3 = Neutral, 4 = Large extent, 5 = Very large extent**

Factors	1	2	3	4	5
Structural					
Cultural					
Capacity					
Leadership					

10. How does your organization react to implementation of change (Please Tick the most appropriate) **1 = Very small extent, 2 = Small extent, 3 = Neutral, 4 = Large extent, 5 = Very large extent**

Reaction	1	2	3	4	5
Proactively					
Reactively					

11. To what extent do you think the change management plan in the organization is influenced by the overall strategy plan in place? (Please Tick the most appropriate)

- 1) Very small extent ( )
- 2) Small extent ( )
- 3) Neutral ( )
- 4) Large extent ( )
- 5) Very large extent ( )

12. To what extent do the following facilitate change management efforts in your organization? (Please tick the most appropriate) **1 = Very small extent, 2 = Small extent, 3 = Neutral, 4 = Large extent, 5 = Very large extent**

Level	1	2	3	4	5
Directors					
Senior Managers					
Middle Managers					

Supervisory					
Technical staff					

13. What are the main strategies put in place by your organization towards enhancing, staff capacity?

Strategies	1	2	3	4	5
Trainings					
Short term trainings					
Mentoring and coaching					
Workshops					

**SECTION C: ORGANIZATIONAL STRUCTURE**

14. Does the organizational structure have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County?

a) Yes ( )                                      b) No ( )

If yes, to indicate your agreement with the following statements.

**Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 Strongly Disagree = 1**

Statement	1	2	3	4	5
Activities' coordination are rightly performed					
Activities' coordination are rightly performed					
implementing takes more time than originally allocated					
Key implementation tasks and activities are not sufficiently defined					
There is lack of understanding of the role of organization structure and design in the execution process					

Competing activities disrupts attention from implementing the decision					
There is lack of alignment between the organizations culture and the change plans of the organization					
The core competencies are not aligned with the change plans of the organization					
There is deviation from original plan objectives					
Change plans are vaguely formulated					

**SECTION D: ORGANIZATIONAL CULTURE**

15. Does the organizational culture have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County?

1. Yes ( )                      b) No ( )

If yes, to indicate your agreement with the following statements.

**Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 Strongly Disagree = 1**

Statement	1	2	3	3	5
Change plans are effectively communicated to the staff					
The organization has a change strategy in place					
The implementations of change strategy plans are effectively controlled					
There is lack of alignment between the organizations culture and the change plans of the organization					



Implementing partners are aware of change plans of the organization					
Organizational politics affects staff performance					
There is information system for sufficient control of activities					

**SECTION E: ORGANIZATIONAL CAPACITY**

16. Does the organizational capacity have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County?

1. Yes ( )                                  b) No ( )

If yes, to indicate your agreement with the following statements.

**Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 Strongly Disagree = 1**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Capabilities of staff involved are sufficient					
Subordinates are trained effectively					
The allocation of resources is aligned with the Strategic plans of the council					
Implementing staff are capable enough					
Changes in responsibilities of key staff is clearly defined					
Overall goals are sufficiently well understood by staff					
Implementing partners are					

capable enough					
The allocation of resources is aligned with the change plans of the organization					
Staff are aware of innovations					

**SECTION F: ORGANIZATIONAL LEADERSHIP**

17. Does the organizational leadership have an influence on the implementation of cash based transfers (CBT) by World Food Programme in Dadaab Refugees camp, Garissa County?

- a) Yes ( )                      b) No ( )

If yes, to indicate your agreement with the following statements.

**Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 Strongly Disagree = 1**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Leaders are change agents					
Leaders provide change directions for the organization					
Top managers support change					
The leaders are competent enough to implement change plans effectively					
Ethical practices are evident in change plans implementation					
There is an ability to manage change effectively					
Some competitive jobs and crisis, divert managers’ Attention from implementation of change					
Leadership and direction provided by Departmental managers is adequate					

### Appendix III: LETTER FROM THE UNIVERSITY



**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL/NLC/26/471

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
N A I R O B I

6<sup>th</sup> November 2017

TO WHOM IT MAY CONCERN

RE: MILLICENT ATIENO ODERA - REG NO L50/82093/2015

This is to confirm that the above named is a student at the University of Nairobi Open Distance and e-learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled "Influence of Organizational Factors on the Implementation of Change from In-Kind Assistance to Cash Based Transfers: A Case of World Food Programme, Dadaab Refugee Camp, Kenya."

Any assistance given to her will be highly appreciated.

DR. ANGELINE MULWA  
COORDINATOR  
NAIROBI REGION

## Appendix IV: NACOSTI RESEARCH PERMIT

**THIS IS TO CERTIFY THAT:**  
**MISS. MILLICENT ATIENO ODERA**  
**of UNIVERSITY OF NAIROBI, 4943-100**  
**Nairobi, has been permitted to conduct**  
**research in Garissa County**

**on the topic: INFLUENCE OF**  
**ORGANIZATIONAL FACTORS ON THE**  
**IMPLEMENTATION OF CHANGE FROM**  
**IN-KIND ASSISTANCE TO CASH BASED**  
**TRANSFERS**

**for the period ending:**  
**24th November, 2018**



**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/17/86227/20375**  
**Date Of Issue : 24th November, 2017**  
**Fee Received :Ksh 1000**



**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

## CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
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PERMIT

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NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No **NACOSTI/P/17/86227/20375**

Date: **24<sup>th</sup> November, 2017**

Millicent Atieno Odera  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of organizational factors on the implementation of change from in-kind assistance to cash based transfers,”* I am pleased to inform you that you have been authorized to undertake research in **Garissa County** for the period ending **24<sup>th</sup> November, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Garissa County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

*G P Kalerwa*

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Garissa County.

The County Director of Education  
Garissa County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*