

**STRATEGIC CHANGE ADOPTED BY KISUMU COUNTY
GOVERNMENT FOR SERVICE DELIVERY**

BY

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DECLARATION

I, Bunde Josiah Obura, hereby declare that the MBA research project titled “Strategic change adopted by Kisumu County Government for service delivery” is my original work and has not been presented to any institution, college, or university for award of any certificate, diploma, or degree.



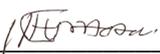
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SUPERVISOR’S APPROVAL

This research project prepared by Bunde Josiah Obura titled “Strategic change adopted by Kisumu County Government for service delivery” has been submitted for examination with my approval as the appointed University supervisor.

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DEDICATION

This research project is dedicated to my parents Martin Bunde Nyagudi and Hellen Bunde (both deceased) who instilled good family values in us and encouraged me to persue further education despite the hard and challenging times. I also dedicate this work to my lovely wife Maureen Ogombo for the great support accorded to me during the research project, my daughters Wendy Bunde, Kimberly Amanda and Natalie Miranda for their moral support and words of encouragement.

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LIST OF ABBREVIATION AND ACRONYMS

CEC	County Executive Committee
CIDP	County Integrated Development Plan
CRA	Commission on Revenue Allocation
GOK	Government of Kenya
ICT	Information Communication and Technology
IFMIS	Integrated Financial Management and Information System
FAO:	Food and Agriculture Organization
FDI	Foreign Direct Investment
KPHC	Kenya Population and Housing Census
LREDB	Lake Region Economic Development Block
NHIF	National Hospital Insurance Fund
NGO	None Governmental Organization
NPM	New Public Management
NSE	Nairobi Stock Exchange
RBV	Resourced Based View
SDG	Sustainable Development Goal
UHC	Universal Health Cover

ABSTRACT

Change in strategy is generally key both in public and private sector because organizations are open systems hence interact with both internal and external environment. Whether we are dealing with a bank seeking greater profitbability or a County government department that is responsible for energy and seeks to enure the County has clean and renewable energy. Organizational change would be considered less important if the change would be managed easily and success guaranteed. Both the National and County governments in Kenya continue to initiate various changes so as to tackle challenges that affect service delivery. The objective of this study was to identify the strategic change adopted by Kisumu County Government for service delivery. The research design adopted was a case study because the emphasis was an intensive examination of the affairs of Kisumu County Government. Primary data was collected through an interview guide and targeted 10 seniour County government officials drawn from each of the County departments and are involved in policy formulation. Secondary data was collected through performance evaluation reports and county government publications. Data analysis was done through content data analysis. From the results, it was evident County Government of Kisumu has instituted various strategies to improve service delivery. The strategic change adopted was line with the 10 point agenda for change contained in the County Integrated Development Plan (CIDP). Challenges affecting service delivery included: Huge wagebill which stands at 48 percent compared to the recommended 35 percent. Political interference and delays in getting funds from the national treasury. To overcome these challenges, the study recommends a staff review and early retirement for the aging workforce. Regular engagement with political leadership to get their buy in and reduce resistance during policy formuation process. The financial challenges could be addressed by seeking alternative sources of funding such as floating of infrastuructre bond though the Nairobi Stock Exchange (NSE) and enhancing public-private partnership in implementing key projects.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are open systems that interact with both internal and external environment. Therefore, any internal change in one organization will affect another and eventually have an impact on the environment and vice versa (Burnes, 2017). Management of change is not clear cut, hence any change management practice is situational and can only be applicable to specific cases where they are effective, hence the problem faced determines the changes to be instituted by an organization (Johnson, Scholes & Whittington, 2011). A clear understanding of the environment allows firms to appreciate the changes taking place and this in turn helps the organizations to develop and adjust strategy and plans in order to take advantage of identified opportunities and perform to the best of their ability (De Wit & Meyer, 2010).

Several countries have developed comprehensive reforms to enhance transparency and improve performance in the public sector. The shift from bureaucratic administration to business-like entities has been promoted as a strategy through the new public management (NPM) ideology and practise. This entails creations of deliberate policies and procedures as well as altering organizational structure to improve the administrative capacity for efficient and effective public sector performance. Government agencies are now open to competition and there is greater accountability since the focus now shifts to customer service. There are also various initiatives such as rationalization, reinvention and reengineering instituted to improve efficiency and effectness of the public service sector (Farazmand, 2006)

Relevant theories that supported this study are Contingency theory, Resource based theory and Stakeholder theory. Contingency theory portends that the arrangement and operations of a business including the way jobs are designed and performed is largely dependent on the situational variables it faces with environment, technology and size being the main ones. This means no two organizations will face the same contingency hence their structure and operation will be different. Contingency theory is a rejection of one best way approach sought by academicians to manage change (Burnes, 2017).

The Resource based view (RBV) stresses that the resources of a firm are the most important factor to organizational performance and in competition with other firms. Foremost, the theory portends that organizations within an industry are usually dissimilar in terms of the resources at their disposal. Secondly, the theory states that the difference in resource base may continue in the long-run because resources that organizations use to achieve strategic goals are usually not transferable between firms. Another important concept on RBV are capabilities of the organization, which means the resources at the disposal of the organization (Barney, 1991).

Stakeholder theory was developed by Edward Freeman in 1984. The theory propagates that a business is an association between individuals or groups that have interest in the activities that the business is engaged in. The theory spells out how workforces, contractors, clients, bankers amongst others interact to trade and create value. Therefore, management has a responsibility to create and manage this association and generate value to its stakeholders. Effective management of stakeholder relationship does not only assists the business to subsist in the ever competitive environment. (Freeman et al., 2010).

Kisumu county government was created in the year 2013 following the promulgation of Constitution of Kenya 2010 delineated as County 42. The county hosts the third largest city in Kenya, Kisumu city, which serves as the County's headquarters. The county government is mandated with the responsibility of managing physical infrastructure and social services to the residence of Kisumu. These services include: basic education, health, gabbage collection, water and sewerage, fire services among others. The County Government of Kisumu instituted various reform changes in consultation with the national government which are aimed at improving service delivery. The study sought to find out the strategic change adopted and the impact on service delivery (Kisumu CIDP II, 2018-2022).

1.1.1 Concept of Strategic Change

Strategic change entails incorporating new activities to steer the business and market plan towards achieving business objectives. The change may involve altering the mission and vision, target market, policies or the structure of the organization (Kanter, 2014). Strategic change is a process by which organizations restructures their operations inorder to achieve a given objective (Burnes, 2009). Strategy is the firm's first step towards achieving its objective (Drucker, 2012).

The main objective of change management is to maximize benefits while minimizing risks of failure during the implementation process. Various factors can trigger change such as shift in the environment, changes in innovation, political scenarios, workforce demographics, new business opportunity, shift in technology or change in management leadership (Comstock, 2006). Change is a process that can be planned or unplanned and this leads to various shifts.

The national and county governments continue to initiate various changes so as to tackle challenges debilitating service delivery. Various constitutional dispensations have had impact on public sector reforms that seek to enhance efficiency, effectiveness, transparency and accountability as far as service delivery is concerned. Reform measures in the public sector to improve service delivery include: legal and judicial reforms, financial and fiscal reforms, civil service reforms, decentralization, enhancing accountability and transparency as well as improving corporate regulatory framework (Kilelo, Beru & Nassiuma, 2018).

1.1.2 Concept of Service Delivery

This is a set of actions performed by the service provider to meet clients' expectation in terms of their needs (Woodruff, 1977). A service provider is a vendor, company or an organization that plays a role of service provision to the consumer. The delivery of quality service is an economic good where the buyer of the service is not the owner of the service unless under a contract (Romano, 2010). The benefits that are derived from service provision is the evidence that holds the buyer to pay for the service (Kanter, 2014).

In the public sector in Kenya, service delivery covers both National and county governments as well as parastatals. It includes: the judiciary, legislature and professional bodies (Economic Commission for Africa Report, 2010). The best way of estimating service delivery to the general population are: low inflation rates, better education, clean water provision, improved healthcare services at moderate rates, better roads network to the rural areas for transport. The main difference between private and public sector in service delivery is that private sector is driven by profit maximization objective while public entities are guided by social responsibility (Lych, 2012).

Service delivery has been elusive in the public sector since many county governments are reported to have violated public procurement rules leading to loss of public funds and denying citizens the much-needed services. Other challenges emanate from skills gap due to nepotism and tribalism during recruitment process resulting into unqualified people being hired. County governments also have the mandate of facilitating public participation during budget formulation and when undertaking key projects but this has been very minimal due to lack of a legal framework. Insufficient funds and delayed disbursement of allocated resources due to back and forth between national government and county government has also led to poor service delivery. The public complain of long queues, poor and insufficient infrastructure that affect the image and the level of service delivery in the public sector (Ngigi & Busolo, 2019).

1.1.3 Structure of the Government of Kenya

The enactment of Kenya's Constitution (2010) fundamentally changed the system of governance by creating a two tier system of governance comprising the national government and forty seven county governments which came into existence in 2013 and working closely to improve access and services to the citizens. This marked the end of the national government which has been in existence since independence.

The national government was marked by a myriad of challenges among them: mis-management of resources, inequalities, marginalization and exclusion of communities from decision making process. The main objective of devolution was to address these challenges as well as unlocking Kenya's economic potential (The Constitution of Kenya, 2010).

Public sector reforms continue to be undertaken both at the national and county governments in order to address challenges hampering service delivery. Government agencies are now implementing performance contracting which has resulted into greater benefits. For instance the introduction of citizen service delivery charters, refocussing ministries, departments and agencies on realizing their core mandates, improved profitability levels particularly on state corporations and improved levels of transparency and accountability.

The introduction of Huduma Kenya programme which aims at providing multichannel, single window citizen's access to transactional government services using a variety of services such as Huduma call centre and one stop shop Huduma Citizen Service's centre which is to be established in all the 47 Counties to allow for quality and access to services. Offices created include: Directorate of public prosecutions, registrar of political parties, registrar of trade unions and the office of the ombudsman. In addition, there has been decentralization of legal services from the capital city to regional offices (GOK Public Sector Reforms, 2013-2017)

1.1.4 Kisumu County Government

Kenya's constitution (2010) is credited with the creation of 47 counties, Kisumu County being one of them. The County's population according to KPHC report (2019) was estimated at 1,155,574. The number of households was estimated at 300,745 while the average household size was 3.8. The county has seven sub-counties/constituencies and thirty-five wards. The sub-counties are Kisumu East, Kisumu West, Kisumu Central, Muhoroni, Nyando, Seme and Nyakach. The county is comprised of both multi-racial urban and rural set up (Kisumu CIDP II, 2018-2022).

The administration of the county is composed of the executive which is responsible for “policy formulation, coordination, human resource management and development as well as overseeing county programmes implementation.” The Kisumu County Assemble forms the other arm of government. The assembly is responsible for “oversight and representation.” A special delivery unit housed in the office of the governor is responsible for “improved, efficient and effective service delivery to residents by maximizing delivery of the county government top priorities and troubleshooting government priority.” (Kisumu CIDP II, 2018-2022).

1.2 Research Problem

Organizations across the world make decisions on the basis they operate in a hostile, ambiguous and unpredictable environment where old rules no-longer apply. It is the responsibility of the organization to anticipate and respond to changes both internally and externally. Change in the organization can be as a result of various factors including technology, product, administrative and people changes (Burnes, 2004). For effective service delivery, different institutions need to direct, coordinate and build effective communication channels between management and employees (Rasul & Roger, 2018).

Devolution eradicates levels of bureaucracy and integrates local statistics into decision making procedures and planning through the participation of resident community and government which further enhances effective delivery of services (Odero, 2018). It is generally anticipated that plans initiated to reform public sector are executed in discussion and in consultations with the County Governments while respecting each government’s constitutional obligations. The county government of Kisumu was expected to adopt some of these recommendations with respect to the devolved system of government and in accordance to the constitution for improved service delivery.

Several studies have been done on strategic changes adopted by various organizations and the effects on service delivery both locally and globally. For instance, Ndeleve (2018) did a study on strategic change management practises adopted by the County government of Machakos for service delivery. The study concluded that strategic change management practises adopted by the county government of Machakos have been a success and that some of the management objectives have been met. There is increased efficiency and effectiveness in service delivery, improved staff welfare and enhanced departmental image.

Wanjiku (2018) did a study on strategic change management and service delivery at Nairobi County government. The study concluded that strong organizational culture resulted to outstanding service delivery in Nairobi County. Another recent study done locally on strategic change management but on a private organization was carried out by Githae (2017) who sought to establish the influence of strategic change management practises on quality service delivery at Kenindia Assurance Company Limited. He concluded that participation in the change process had a significant influence on the quality of service received.

It is clear from the foregoing that several studies have been carried out on strategic change management and the effect on service delivery in the public and private sector institutions in Kenya. In the context of Kisumu County government, this study therefore sought to find out the strategic change adopted to improve service delivery and this forms the basis of the research question. What is the strategic change adopted by County government of Kisumu to improve service delivery?

1.3 Research Objectives

The objective of this study was to identify the strategic change adopted by Kisumu County government for service delivery.

1.4 Value of the Study

To academicians, the findings of this research will add insights on theories of change management strategies and the effects on service delivery in the public sector. It will also help academicians as they strive to better their knowledge on the topic to evaluate the present limitations in the future.

This research will also be necessary to the County government of Kisumu management as they will have a clear understanding on the issues involved in proper management of change for effective service delivery. It will also enlighten the Kisumu county staff with knowledge on management of change, their role and place of management in the change spectrum.

The study will be of great importance in the review and ignition of many policies in line with strategic change and service delivery and enhance the operationalization of the concept. The policy change managers in Kisumu County will find the study helpful as the study documents the change process and therefore highlights areas with possible bottlenecks that need emphasis in order to motivate the county employees as well as the general populace of Kisumu County.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses key theories that informed the study as well as empirical review of strategic change and the effects on service delivery. It also explores the various factors such as culture and learning, power and politics, management behaviour and organizational structure that influence strategic change. Finally, the chapter looks at organizational response to environmental change, service delivery in the public sector, empirical studies and existing research gap.

2.2 Theoretical Foundation of the Study

The three theories that supported this study included: Resource based theory, Contingency theory and Stakeholder theory. A review of these theories and evaluation of the strategic change model positioned the study in contributing to the existing body of knowledge in strategic change management and the key success factors. Resource based theory focusses on the physical and human capital and how organizations uses them to achieve competitive advantage. Contingency theory focusses on the environmental aspect of change and how organizations respond to the variables it faces. Stakeholder theory looks at the relationship between organizations and the people.

2.2.1 Resource Based Theory

According to Barney and Clark (2007) organizations look at the resources they possess and find ways of generating value from them. These resources could be physical, human, financial, institutional or organizational. A firm is said to have achieved sustained competitive advantage when it is creating more economic value in the industry and other firms are unable to duplicate the benefits or strategy.

The theory is an improvement of earlier studies that had been undertaken by researchers such as Porter (1980) who suggested that strategic development of an organization starts by understanding the general position of the organization in the industry in the form of environment, after which one assesses the strategy that would conveniently address the environment to maximize the performance of the organization.

For organizations to obtain competitive advantage in the industry they operate in, the resources they have must be heterogeneous and are not perfectly mobile across the firms. The strategic resources used by the firm must also be valuable, rare, difficult to imitate and cannot be substituted (Barney & Hesterly, 2012). Another important concept on RBV are capabilities of the organization, which is used in the theory to mean things the organization can do based on the resources at its disposal. Capabilities of an organization or firm are built with time as they are developed from actions undertaken on strategic resources. Poor organizational processes, procedure and policies may undermine a competitive advantage arising from resources (Barney & Clark, 2007).

2.2.2 Contingency Theory

Contingency theory is a rejection of one best way approach to management of change as advanced by some managers and supported by academicians. The theory views that structure and operations of an organization including the way jobs are designed is dependent on the situational variables it faces with technology, environment and size being the main ones. Therefore, no two organizations will face exactly the same contingencies i.e. variables since their structure and operations are different hence the one best way approach to organizations is replaced by one best way for each organization (Burnes, 2017).

Contingency theory is broadly divided into two distinct branches i.e environmental contingency and internal contingency. The former focuses on stability of the operating environment. Changes occurring in the external environment lead to a higher degree of instability. The latter is concerned with internal factors such as organizational size.

Bigger organizations employing large workforce require to be managed differently compared to small organizations with fewer employees if all factors are held constant. Moreover, different categories of staff in an organization always perform different roles in the context of internal contingency and therefore managing employees with higher levels of education will definitely be different from managing employees with low levels of education and experience (Burnes, 2017).

2.2.3 Stakeholder Theory

Stakeholder is “an individual or group of individuals who can affect or is affected by the achievement of the organizations goal or objectives” (Freeman, 1984). The history of stakeholder dates back to 1963, thereafter scholars and practitioners alike started to develop theories of management that could help solve high levels of change and business uncertainty.

The theory was developed to understand and solve three interrelated business problems: value creation, ethics and capitalism and organization management. From a stakeholder viewpoint, business is understood to be a band of relationship amongst individuals who play a role in the operations of an organization. It is about how customers, suppliers and financiers “interact to create and trade value” (Freeman et al, 2010).

Stakeholders can be classified into two groups i.e primary and secondary stakeholders. Primary stakeholders are critical to the firms existence and have a special role with management whereas secondary stakeholders have no formal claim on the firm and management has no special arrangement with them. It is the role of executive to manage stakeholder relationships within the firms and add as much value as possible. Attention should also be given on creation, maintaining and aligning stakeholders to add value and avoid moral failures. Recent literature have recognized the influence of external stakeholders on the firms strategy which is a departure from earlier scholars who focussed on firms management of its stakeholders (Freeman et al, 2010).

2.3 Strategic change for Service Delivery

Strategic change entails incorporating new ideas over a span of time in order to achieve a specific goal or objective. The strategy change is about gaining an added advantage or exploiting emerging opportunities in the market. (Kanter, 2014) states that service Delivery is a commodity that is intangible. Hardy (2010) opines that for any organization to remain competitive in the market, they should maintain uniqueness and highest level of superiority in the scope of their operations. These include: production of quality good and services, high level of technology and staffing. Change in organizations can be caused by several factors. These factors can be categorized into internal and external factors. Internal factors include: technological, policies, management change, legal and operational changes as well as organizational modernization initiatives. External factors could emate from globalization, political, economic, technological, legal or socio-cultural issues. Implementation of any change effort require coordination of effort by all stakeholders as well as management support (Jalagat, 2016).

Rose and Lawton (2009) state that changes taking place in organizations are mainly driven by the desire to provide efficient and effective service delivery, enhancing economies, evaluation of performance ethical code of conduct. The leader need to provide appropriate support that enables individuals and organizations to maintain their performance standards. Service standards and customer expectations should be clearly defined.

There are various reform initiatives under the umbrella of new public management (NPM) in the public sector to improve the quality of service delivery. NPM would be defined as an attempt to implement management ideas from the business and private sector in the public service. The tradional public administrations have been replaced by result or mission oriented firms. These iniatives focus on effectiveness which entails government's ability to achieve its goals. The other initiative is efficiency which is the achievement of the goals relative to cost as well as economy which entails slashing the price tag (Lapunte & Walle, 2020)

There are three main components of NPM namely: incentivization, competition and dissagregation. Although the intentions of NPM are generally good, there have been accusations that importing private sector practises into the public sector could collide with core values such as impartiality or equity. In addition, NPM reforms could facilitate the delivery of policy in one area but not in the other due to differences in the tools and instruments used as well as contextual factors i.e the reforms maybe suitable in some administrative culture and not others (Lapunte & Walle, 2020).

2.4 Empirical Studies and Research Gaps

In the management of strategic change, organizations employ different practises with the overall aim the desired outcome will be achieved. Managing change is one of the most difficult tasks organizations take because change has the tendency to be troublesome, difficult or even cumbersome. The achievement of an organization goal will dependent on the way it is structured. However, selecting and implementing measures to improve effectiveness is not straight forward and linear since strategy drives change as it is to say change influences strategy (Cameron & Green, 2012).

Many studies have been conducted on strategic change management and the effect on service delivery both in the public sector and private organizations. Ndeleve (2018) studied strategic change management practises adopted by Machakos county government for service delivery. He concluded that the strategic management practises adopted by the County government have been successful and management objective achieved. There is increased efficiency and effectiveness in service delivery, improved staff welfare and enhanced departmental image.

Ndeleve (2018) further argued that there is need to ensure all efforts are geared towards success in order to minimise the risk of failure. This could be achieved by overcoming challenges associated with change management through stakeholder involvement during the process and also top management support during the change process. He recommended that strategic change management practises require to be monitored and evaluated progressively.

Achieng (2018) did a study on strategic change management at Homa Bay Teaching and Referral Hospital in Kenya. The study revealed that Homa Bay Teaching and Referral Hospital implemented some strategic changes in order to remain relevant and competitive. This was necessitated by the dynamic environment and the changing governance structure. Numerous challenges were faced in managing the change at the institution and these included: poor employee mentality, lack of a strategic plan, over-reliance on development partners, resistance to change by employees, limited resources amongst others.

To overcome the challenges, various measures were put in place and these included: formulation of a strategic plan to give a clear roadmap, improvement of employee engagement and commitment, rallying the County government to support the hospital and lobbying for increased resource allocation from the County government. The study concluded that strategic change management was successfully carried out in Homa Bay Teaching and Referral Hospital.

Wanjiku (2018) sought to study strategic change management and service delivery at Nairobi County. The study concluded that strong organizational culture result into good service delivery in Nairobi County. Strong and positive culture may transform a weak worker into a great achiever whereas a weak organizational culture may make a good worker perform poorly. Organizational leaders need to consider a number of factors in order to improve service delivery. These issues include: the level of technology adoption, employee skills and participation. It is important to ensure people charged with the responsibility of implementing service delivery are competent enough, skilled and knowledgeable.

Bosire (2018) did a study on determinants of strategic change management practises among county government in Kenya. The study recommends that County goernments in Kenya should strike a balance between four main determinants which are orgainizational culture, leadership, strategy implementation and strategy implementation so as to enhance strategic change management. He further stated that strategic change should involve the development of proper implementation system and promotion of faourable conducive culture in the organization.

Mutuku (2016) did a study on strategic change management practises at Kenya power pension. The study concluded that Kenya power pension fund had adopted various strategic change management practises to align itself with shifts and threats in the operating environment. There was stakeholder involvement in the management of change and the structure of the organization changed over time to steer the organization to its desired change. The study also concluded also concluded that there were several challenges affecting the management of strategic at the organization although they were not detrimental to the implementation of the change process.

Nyagah (2016) did a study on strategic management practises adopted by National Government Administration department in Kenya. The study concluded that strategic change process instituted at the organization has been a success and the management objective of making the organization competitive has been met. The study reccommednded that a monitoring and evaluation officer be put in place to provide regular reports of the change. In addition, the restructuring process taking place at the organization should be continuous due to the dynamic nature of the environment.

Zvavahera (2013) did a study on the effect of leadership on service delivery in universities. Methodology used consisted of document analysis, video and teleconference, as well as face to face interview. Findings from the study showed there was good service delivery for full-time students but generally poor for the open and distance learning students. Some of the challenges reported included: poor coordination of programme activities, late delivery of learning materials and delayed feedback to students. The study recommended that the Centre for External Studies (CES) be given autonomy to run its programmes.

Nkosi (2015) did a study on strategic change in the public service: Differential roles of human resource and line managers. Findings from the study showed that senior human resource managers were significantly involved during the planning, implementation and sustaining phases of change in the public service compared to junior and middle level managers. Furthermore, senior human resource managers were able to take initiatives and identify areas of improvement and participate in reviewing human resource change strategy.

The above mentioned studies were carried out in different contexts and since every organization is faced with unique situations and the response strategy different, this necessitated a study to be done in Kisumu County government. The above studies found out that numerous strategies have been adopted to enhance service delivery in other institutions. However, for Kisumu County, such information still lacks in existing literature. Therefore, this study sought to fill the gap by establishing strategy adopted to improve service delivery in the County government of Kisumu.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter identifies the appropriate research methodology that was adopted for this study to respond to the research question. These included: the research design, research participants, tools and methods of data collection as well as data analysis approach. The quality of social research is dependent on its validity, replication and reliability. Good understanding of the research methods helps in linking the research question with the objective and avoid the pitfalls of asking ambiguous questions or engaging in practises that are ethically dubious (Bryman, 2004).

3.2 Research Design

Kothari (2004) defines Research design as the “arrangement of conditions for collecting and analysing data in a manner that seeks to combine relevance, purpose of the research and procedure.” It is the conceptual arrangement within which a study is conducted. A research design facilitates the smooth sailing of the various aspects of the research operations thereby yielding maximum information with little resources hence saving time and money.

Generally, a design that minimizes bias and maximises the reliability of data collected is considered a good design. A design maybe good in one case but wanting in the context of another research problem (Kothari, 2004). The research design that was employed in this study is a case study because the emphasis is on an intensive examination of the affairs of Kisumu County government. Case study designs have been used successfully by Wanjiku (2018), Achieng (2018) and Ndeleve(2018) in previous studies.

3.3 Data Collection

The study employed both primary and secondary data. Primary data are those data collected first-hand while secondary data are those gathered from secondary sources (Kothari, 2004). Primary data was collected through structured personal interviews which entailed administration of the same context of questions to interviewees using an interview guide through face to face discussions.

For this study, an interview guide was administered to 10 senior and mid-level County government officials from each of the department in line with the current County government structure who are involved in policy formulation. These included: the County Secretary, County executive committee members (CEC), chief officers and directors. Telephone interviews were used to complement face-to-face interviews in situations where some respondents were not be reached due to geographical location or time constraints.

The researcher collected secondary data from performance contract evaluations which focussed on reviewing recent employee and customer satisfaction surveys from Kisumu County government. The focus was to determine customer and employee satisfaction index as a measure of service delivery improvement. Other reports reviewed included the county government assessment report published by the Ministry of Devolution.

Personal interviews provide great flexibility and opportunity for the interviewer to restructure the questions as well as control the questions which a person/s will answer or not. Furthermore, it is easy to overcome resistance of the respondents' hence missing returns or non-response generally remain low (Kothari, 2004).

3.4 Data Analysis

Data analysis is the computation of measures and searching for relationship that exist along a group of data. It entails summerizing and organizing data collected in a way that will address the research question (Kothari, 2004). This study used content data analysis technique to analyse the data collected since it was mainly qualitative. The technique entails use of a set of categorisation to make useable and duplicable interpretations from data to their context (Baulcomb, 2003). It identifies unique features of the text in an objective and systematic manner.

The data collected was checked for accuracy, correctness and completeness prior to analysis. This involved editing, coding, classification and tabulation so that they are ameneable for analysis. Since content data analysis is deeply rooted in qualitative research methods, the emphasis will be on allowing categories to emerge out of the data being analyzed as well as understanding the context.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses data analysis and the research findings. The objective of the study was to find out strategic change adopted by Kisumu County Government for improved service delivery. Primary data was collected using an interview guide and targeted the Governor and County Executive Committee members (CEC) or their representatives who are in charge of policy formulation and implementation. Secondary data utilized in the study was sourced from recent performance evaluation reports and County Government publications. The data was then analysed and the findings presented below.

4.2 Profile of the respondents

The interviewees for the study were the County Secretary, CEC-Agriculture and directors drawn from the departments of Governance, Roads, Environment, Budgeting, Human Resource, Health and Sanitation. The County Executive Committee members (CEC) are the equivalent of the Cabinet Secretaries at the national level while Chief officers are the equivalent of the Permanent Secretaries. The chief officers are answerable to the CEC while the directors are answerable to the chief officers.

The CEC fall under the executive office of the Governor and are charged with various responsibilities ranging from policy formulation, coordination, human resource management and development as well as overseeing County programme implementations. They can establish or vary any department as well as determining the objects and purpose of the department. They are also in charge of service delivery.

4.3 Strategic change adopted for Service Delivery in Kisumu County, Kenya

The respondents indicated that when the current administration came into power four and a half years ago following the General Election 2017, it developed a 10 point agenda for change which was aimed at addressing the socio-economic challenges facing the County and brought by bad governance, corruption and mismanagement. Each County department was tasked to identify development issues of concern according to various thematic areas and propose strategies that when adopted will address the issues.

4.3.1. Technology adoption

The department of Finance and economic planning draws its mandate from section 104 of the Public Finance Management Act (PFMA) 2012 as well as policy guidelines issued by the National Treasury. The department is tasked with developing and implementing policies, preparation of annual budgets, revenue estimates and expenditure for the County Government. Kisumu County Revenue board is tasked with the responsibilities of identifying new revenue streams and expenditure rationalization. The board recommended the automation of revenue collection to enhance efficiency. In addition, all procurements are done through the integrated financial management system (IFMIS) for improved accountability.

Through partnership with Zipline technologies, the department of health and sanitation embraced the use of technology to register and track patients as well as monitor the distribution of essential drugs using drones. This is aimed at reducing transport and distribution costs as well as lead times in providing drugs and medicines. The department of Education, ICT and Human resource development has networked all the County departments so as to improve on communication and save costs.

4.3.2 Organizational culture

The County Government of Kisumu has four categories of employees: personell from the defunct local authority, devolved national government personnel, employees recruited by the County Public Service Board as well as state officers. The staff are on different ranks and pay scales although some are within the same functional area and this potentially poses a cultural mismatch challenge leading to lack of a cohesive culture that bond the organization towards achieving the desired goals.

The Senior managers interviewed agreed that a strong and positive culture leads to outstanding performance whereas a weak and negative culture may make an excellent staff perform dismally. However, they warned that strong cultures may stifle diversity by preventing alternative strategies. They agreed that culture provide a relatively fixed way of solving problems hence reducing uncertainty. Furthermore, it was acknowledged that all organizations operate within a certain culture since it helps in interpreting signals from external environment and adjustments made to achieve desired outcomes.

Gender mainstreaming is a strategy developed by the department of Education, ICT and Human resource development towards realizing gender equality. It entails integration of gender perspective in the design, preparation, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes with a view to promoting equality between men and women and combating discrimination. With regard to service delivery, this ensures all residents have factual rather than theoretical access to services that respond to their needs.

The culture of corruption was reported as a major challenge to service delivery in the County. Some County staff would demand kick backs before awarding tenders, to fast-track County approvals or before payments are made to contractors and service providers. There are situations where some staff report late at work or leave early before the stipulated timelines while others are violating code of conduct. Management believe that it is possible to change the culture by choosing the right attitude and behaviour and this has been partly achieved through the recruitment and reward processes as well as re-organizing the workforce and providing necessary training.

4.3.3 Power and politics

It was reported managers and employees of the County Government of Kisumu do not perform their duties in a vacuum. In exercising choice, they have to take into account shifting coalitions of multiple conflicting interests whose demands and objectives are constantly changing and select one that is satisfactory to all the parties. They reported that it is difficult to think of situations where goals are clear cut and that judgement or compromises are not involved, since what is rational to one group may appear irrational to another group because organizations are open political systems.

Power and politics has generally affected the implementation of the desired change in Kisumu County Government. The perceived divergence in interests has been attributed to limited resources and partly from failure to implement consistent and coherent goals as well as policies leading to uncertainties and conflict between individuals and groups. Most of the managers interviewed feel power and politics undermines the organization's ability to achieve set goals, although others think it provides the necessary checks and balance especially when used in moderation.

Political ploys used in the County to achieve desired outcome included: bargaining, sanctions and reasoning. Bargaining which entails exchanging favours or benefit has largely been used during the formulation and passage of bills at Kisumu County assembly. Sanction has been used on junior staff whenever there is resistance or lack of compliance. It entails use of reward or threats to achieve a given outcome. Reasoning has been used on external stakeholders, consultants and contractors especially whenever there is a delay in payment of bills. It entails use of facts and information to respond to queries.

4.3.4 County Government management structure

The County Government of Kisumu is divided into three broad sub sectors namely: Office of the Governor, Office of the County Secretary and the County Law office and Administration of Justice. The executive office of the Governor comprises the Governor, the Deputy Governor, the County executive committee, the County Secretary, the chief of personel and special delivery unit. It is charged with the responsibilities of policy formulation, coordination and human resource management.

The office of the governor is currently working on strengthening devolution up to the village level through the formation of the village councils. This will support in playing a major role in coordination and implementation of all policies at the grassroot level. Other critical functions will be ensuring service delivery by all County departments, handling emergencies whenever they occur. The Special delivery Unit (SDU) has the mandate of assisting the County Government of Kisumu to deliver improved, more efficient and effective services to the residents. Through maximizing delivery of County Government's top priorities, tracking progress of departmental commitments.

The Office of County Secretary is charged with the responsibility of managing County Public service. County public service board is responsible for recruiting, training and promotion of staff. There is an investment and resource management unit which plays the role of attracting domestic and Foreign Direct Investment (FDI). Other functions are spearheading the growth of locally manufactured goods and export promotion.

The County law office provides legal services to departments and sectors. Although the office is not currently anchored under any County legislative instruments, it continues to provide essential service that enables the County to perform its function. some of the legal services provided include day to day intra-departmental matters that are legal in nature and resolves conflicts arising from policy guidelines and County laws.

The department of Finance and economic planning created Kisumu County social and economic council whose main function is to recommend to the County Government policies that promote social equity, economic growth, create employment, poverty reduction and address inequality. The Council will also utilize private sector and civil society capacities and synergy to promote efficiency and effectiveness of programmes.

4.3.5 Organizational learning

The interviewees acknowledged that learning and development was quite instrumental in pushing the agenda for change especially in the long run. An efficient, well-trained and motivated staff is key in ensuring departmental targets are achieved and within the agreed timelines. Challenges to organizational learning reported included: attitude, behaviour, technology, culture, resource constraints and ageing staff especially those absorbed from the defunct local authority.

The County Government of Kisumu has stronger ties with Kenya school of government to provide training on short courses ranging from 2-6 weeks. The topics covered in the programme included: strategic leadership and development programme, senior management and supervisory courses. Various departments within the County also have separate partnerships or agreements with the national Government through the various ministries and Parastatals, Public Universities and other learning institutions where scholarships are awarded.

Training and development takes place both at the individual and group level through On-job and off-job training, mentorship and coaching as well as E-learning and blended learning. The training and development programmes are currently spearheaded by the Human resource department which collates annual training needs from all the departments and link them with relevant institutions.

4.3.6 Leadership

The leadership style, skills and experience in Kisumu County Government has been aligned to achieve the desired change. This is to promote democracy, cohesion, County's competitiveness, citizens participation in the development of policies and programmes as well as improved service delivery.

The leadership style depicted in Kisumu County is more transformational leadership which generally focuses on overthrowing the status quo. The respondents stated that good managers and leaders create conducive environment for growth and identify opportunities for progress while poor management hold back organizations from achieving their set goals.

There is diversity within the workforce in Kisumu County Government and this stems from cultural difference, religion, gender, age, sexual orientation, ethnicity, socio-economic background, abilities and disabilities and this calls for developing appropriate leadership skills owing to perceived differences in expectations, strength and weakness. On the contrary, workforce diversity can lead to innovation, creativity and more flexibility especially when managed well as this will lead to better programme design and ultimate better service delivery.

The leadership in Kisumu County Government plans to strengthen existing institutions/sectors with clear demarcation of roles, responsibilities and functions to avoid overlaps and wastage of scarce resources. Others are adherence to the rule of law, prudence and discipline in the management of fiscal risks, commitment to the eradication of corruption, promotion of integrity as the County seeks stronger partnership with the overall drive towards the achievement of the plan.

It was reported that result-based management practise i.e., performance contracting has been adopted as a strategy by all the County departments for improved service delivery. The employees are required to sign annual contracts with specific set targets and appraisals done periodically to track progress. Best performing employees are to be rewarded through job promotions or paid an extra one-month salary while under-performing employees are reprimanded or issued with warning letters. Resource constraints was sited as a major challenge to the implementation of this proposed strategy. The County is working together with World Bank, Commission on Revenue Allocation (CRA) and Global Credit Rating Co (GCR) for alternative sources of funding and intends to float infrastructure bond at the Nairobi stock exchange (NSE).

4.3.7 Stakeholder Involvement

The interviewees indicated there was an inclusive and consultative process during the strategic planning and implementation of the desired change at Kisumu County Government. Community meetings/barazas/workshops and other forms of engagements were used to reach wider audience and get their views on the proposed change. This was done in conformity with the requirements of Constitution of Kenya.

For smooth and effective implementation process, the County recognised human resource as the most important and valuable asset both within the County as well as individuals and actors outside. Staff were fully involved in the entire process and got regular updates from senior management on key milestones achieved.

There is also stronger partnership with national government and other external partners including Non Governmental organizations (NGO) and UN bodies to realize the desired change. The department of agriculture, irrigation, livestock and fisheries has partnered with Food and Agriculture Organization (FAO) to provide improved market access, value addition, modern farming methods and provision of quality seeds and farm inputs to small scale farmers.

Through the Lake Region Economic Development Block (LREDB) which comprises of 14 Counties in Nyanza, Western and parts of Rift Valley, Kisumu County Government seeks to strengthen its partnership with other Counties and expand its knowledge networks, harness the abundant resources and build on existing strength to promote social equity, economic growth, employment creation, poverty reduction and address inequality.

Through partnership with National health insurance fund (NHIF), the department of health and sanitation introduced a health insurance scheme dubbed *Marwa* which targeted some selected residence of Kisumu County for better and affordable healthcare although it is still under a pilot study. This was introduced after the conclusion of the universal health care (UHC) coverage which ran from December 2018 to December 2019 in the County.

4.3.8 Cause of the Strategic Change

The respondents indicated the promulgation of the Constitution of Kenya 2010 which altered the governance structure both at the national and county government level necessitated the change. The constitution of Kenya has been hailed as one of the best because it has elaborate provisions on governance and accountability to the citizens. It captures a host of social and economic rights such as the right to water, food, shelter among others. The County government through the various departments has formulated various policies aimed at meeting the aspirations of the constitution and other emerging issues for effective service delivery.

The department of water, irrigation, environment and natural resources advises the County Government on matters relating to the environment and this included: formulating policies, strategies and laws on environment as well as ensuring efficiency and effectiveness in solid waste management. The department formulated and adopted a policy on environment which has led to use of innovative tools such as incentives, disincentives, total economic valuation, indicators of sustainable development, Strategic Environment Assessment (SEA), Environmental impact assessment, Environmental Audits (EA) and payment for environment.

Internationally, Sustainable development goals (SDGs) has brought to the fore the need for County level engagement on a number of issues such as environment protection. The department of water, environment, natural resources and climate change developed a policy anchored on SDG but which is aimed at providing a holistic framework to guide the management of environmental and natural resources within Kisumu County. This will help promote green economy, improve human welfare and enhance inclusion.

4.3.9 Vision for the Strategic Change

The vision for change was developed and communicated to stakeholders in Kisumu County. The vision is “A peaceful and prosperous County where all citizens enjoy a high-quality life and a sense of belonging” while the mission is “To realize the full potential of devolution and meet the aspirations of the people of Kisumu County” (Kisumu CIDP II, 2018-2022). Each department was then tasked to develop its own vision and mission statement as well as come up with relevant strategies and policies that will advance or exploit comparative advantage and improve competitiveness of the County in attracting and retaining investors.

The vision and mission statement was developed based on situational analysis to determine the existing gaps and challenges. For example, The department of Governance and administration developed a vision which is “To be a leading governance entity in the provision of excellent leadership and service delivery for the prosperity of Kisumu County”. On the other hand, the sector goal is “To ensure efficient and effective service delivery to residents of Kisumu County through provision of strategic leadership, policy direction and setting the agenda for achieving social, economic and political development needs”.

4.4 Discussion of the findings

The research established that Kisumu County Government has adopted several strategies aimed at improving service delivery and this conforms with the objective of the study. The County operated in an open system and continuously interacted with the external environment hence the strategic change taking place was influenced by changes at the national and global level. The assertion is in conformity with Contingency theory which stipulates that the operations of a business is largely dependant on the variables it faces with environment, technology and size being the main ones (Burnes, 2017).

The study found out there was an inclusive and consultative process during the strategic planning and implementation of the desired change at Kisumu County. Public participation was done through community meetings, seminars and workshops in line with the County Government ACT (No. 17 of 2012). The vision for change was developed and shared with few selected stakeholders due to time and money constraints. This is in line with stakeholder theory developed by Edward Freeman (Freeman et al., 2010) who stated that business is an association between individuals or groups that have an interest in the activities it is engaged in.

Inorder to achieve competitive advantage mainly driven by unique and scarce resources, the County is currently working with World Bank, Commission on revenue allocation (CRA) and Global Credit Rating Company (GCR) to seek alternative sources of funding by floating infrustrure bonds at the Nairobi stock exchange. This findings support the resourced based theory advanced by Michael Porter (1985).

The study found out that Kisumu County Government adopted the use of technology to register and track patients as well as monitor the distribution of essential drugs. In addition, all public procurement are done through the IFMIS for improved accountability while revenue collection is now fully automated to enhance efficiency. Wanjiku (2018) also found out that technology adoption in Nairobi County led positive impact on service delivery.

The study established the existence of performance contracting across all the departments and evaluations done annually to assess achievement against set targets. Best performing employees are rewarded through job promotions or paid one month extra salary while under-performing employees are reprimanded or issued with warning letters. Machakos County Government has adopted similar strategy but also used the transformation of departmental image (Ndeleve, 2018).

The study revealed that several factors influenced strategic change at Kisumu County government among them: organizational culture, power and politics, management structure, organizational leadership and learning. Strategies were therefore developed around these issues to ensure there is improved service delivery. For instance gender mainstreaming during programme design, monitoring and implementation. Power and politics provide the necessary checks especially when used in moderation. However, the respondents felt it provides unnecessary setbacks when abused. Strategies used to overcome political interference included: bargaining, sanctions and reasoning. Similar findings were observed by Wanjiku (2018) and Mutuku (2016) in Nairobi County and Kenya Power Pension Fund.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter contains the summary of the research findings, conclusion drawn from the findings and key recommendations for future policy change. The chapter also highlights limitations of the study and suggestions of topics for future studies. This study focussed on the strategy adopted by Kisumu County government for improved service delivery.

5.2 Summary of Findings

The study revealed that the introduction of performance contracting as a strategy in Kisumu County Government has greatly contributed to improved service delivery. Each department prepares annual workplans with specific targets to be achieved within a given year. Evaluations are done annually and staff in the best performing departments are then rewarded through monetary benefits and promotions while those in worst performing departments are reprimanded. Resource constraint was reported as the main challenge to the implementation of this strategy.

The County Government of Kisumu embraced the use of technology in revenue collection to enhance efficiency and improve accountability. All public procurement are done through the integrated financial management information system (IFMIS) to improve transparency in the awarding of tenders. The department of Health and sanitation adopted the use of technology to register and track patients as well as monitor the distribution of essential drugs. All County departments are now linked electronically through the integrated ICT system for ease of communication.

In order to enhance public participation in policy making process as per the recommendation of 2010 constitution and ensure services reach all the citizens, the County implemented the formation of village councils. This strengthened the devolution further into the village level compared to ward level in the previous administration. In addition, the County government created the Service Delivery Unit (SDU) which is mandated to ensure there is improved service delivery.

The study also found stronger partnership between Kisumu County government and other County Governments in western region through the Lake Region Economic Development Block (LREDB) which comprises an association of 14 Counties whose main objective is to better networks and harness the abundant resources within the region. The County has also partnered with other development partners and UN organizations like Food and Agriculture Organization (FAO) to support small scale farmers in value addition, market access and provision of farm inputs in order to enhance food production in the County.

Power and politics was also reported as the major factor affecting service delivery since Kisumu County Government doesn't operate in a vacuum. Whenever key decisions are made, senior managers have to take into account existing conflicting interests and select the best option that is satisfactory to most of the stakeholders. This has been attributed to limited resource availability and partly from failure to implement consistent and coherent goals as well as policies leading to uncertainties and conflict between individuals and groups. Strategies used by the County Government to overcome political interference included: bargaining, sanctions and reasoning.

Organizational culture also featured as another factor affecting service delivery in the County. It is reported some staff come late for work while others leave earlier than the stipulated time. Although the County introduced employee clocking in and out system, it is manual and is open to manipulation. The culture of corruption was also mentioned where some County staff would demand kick backs before providing the services needed such as awarding tenders or fasttracking County approvals. Management believe that it is possible to change the culture by choosing the right attitude and behaviour and this has been partially achieved through the recruitment, reward system or training.

Learning and development is quite instrumental in achieving the desired outcome. Challenges to organizational learning reported included: attitude, behaviour, technology, culture, aging staff and resource constraints. The County government of Kisumu has stronger ties with Kenya School of Government to provide training on short courses ranging from 2-6 weeks. In addition, various departments have separate partnership agreements with the National Government through the various ministries and parastatals, public universities and learning institutions where scholarships are awarded to staff.

Vision for change was developed and shared with targeted stakeholders due to time and resource constraints. Some of the stakeholders involved in the process included: County assembly, Kisumu County Government staff, NGO, CBOs and learning institutions like Maseno University and Bondo University. Views of the opinion leaders was also sought through community meetings/barazas. This is in conformity with the constitution of Kenya which requires public participation during policy making process.

Strategic change in Kisumu County Government was occasioned by the promulgation of the Constitution of Kenya 2010 which altered the governance structure both at the national and county government level. Internationally, Sustainable development goals (SDGs) has brought to the fore the need for County level engagement on a number of issues such as environment protection. The County government through the various departments has formulated various policies aimed at meeting the aspirations of the constitution and other emerging issues for effective service delivery.

5.3 Conclusion

The study concluded that the County Government of Kisumu had adopted various strategies aimed at improving service delivery. Key among them is performance contracting where each department signed annual performance contracts with the Governor and evaluations done at the end of every year. Use of technology where all revenues are collected electronically, all public procurement are done through IFMIS and linking of all County departments electronically. In addition, the County is using technology to register patients as well as aid in the distribution of essential drugs.

The study concluded that organizational culture, power and politics affected service delivery in Kisumu County. The management employed various strategies aimed at overcoming challenges posed by some of these factors. For instance, there was an introduction of clocking in and out system although it is manual and open to abuse. In addition, there is training on attitude change and streamlining the recruitment process. To overcome challenges related to power and politics, the County Government of Kisumu employed the following strategies: bargaining, reasoning and sanctions.

The study concluded that vision for change was developed but shared to only targeted audience due to time and resource constraints. Some of the stakeholders involved in the process included: Kisumu County staff, County assembly, CBO, NGOs, Bondo and Maseno University. There were also community meetings/barazas to seek the opinions of village elders. The study also concluded there were stronger partnerships with National Government, other counties within the region through LREDB, NHIF, UN and other development partners to realize the desired change.

5.4 Recommendations

The study recommends that Kisumu County Government leadership should develop a strategy of reducing the huge wagebill from the current 48 percent to the recommended 35 percent. This will free up additional funds from recurrent expenditure into development programmes. Another consideration is to do staff review and offer early retirement for the aging staff that was absorbed from the defunct local authorities. There should be continuous capacity building of staff on relevant courses to improve on their skills. Clocking in and out system should also be automated to prevent abuse.

To address the funding gap as well as delays in receiving budgetary allocations from National treasury, the study recommends that Kisumu County should step up efforts on alternative funding such as floating of infrastructure bonds through the NSE, increase public-private partnerships with NGO and UN Agencies, short term borrowing from commercial banks, tightening of revenue collection, promotion of integrity and prudent use of the limited resources collected. There should also be extensive lobbying for funds from other development partners.

To overcome the challenges posed by political interference, the study recommends that Kisumu County Government should come up with clear development programmes with short-medium term gains. All stakeholders including the public, staff and local political leadership should be involved right from the planning phase to get their buy in and overcome the challenges of resistance that might come during the implementation phase. In addition, the proposed County structure should be aligned with the proposed strategy.

5.5 Limitations of the Study

It was very difficult to get access to some confidential information from the County staff because of fear of victimization and the researcher had to overcome this challenge by assuring the respondents that the information provided will be used for academic purposes only. The researcher also experienced challenges in getting the respondents for the interview at agreed time and date due to other emerging official commitments. This was partly complicated by the 2022 General elections preparation exercise and some staff were involved in campaigns.

The findings of this study may not be applicable to other Counties since it's a case study and the context generally vary from one County to another. Different factors such as organizational culture and structure, power and politics as well as leadership also affect organizations in different ways. In addition different counties are faced with different challenges and management employ different strategies to overcome them. Finally, it was difficult to get international studies with similar objectives for comparrisom purposes.

5.6 Suggestions for Further Research

The study has used an interview guide for primary data collection and content data analysis method. Other data collection and analysis methods should be employed to see if they yield similar results. The study focussed on senior management within the County Government of Kisumu. More studies should be done but focussing on the external stakeholders like the current partners with Kisumu County Government to obtain a deeper understanding of the strategic change and the impact on service delivery.

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APPENDICES

Appendix I: Introduction Letter

Josiah Bunde
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Nairobi.

Dear Respondent,

I am a student at the University of Nairobi pursuing an MBA degree with a concentration in strategic management. I am currently undertaking a research project in partial fulfilment of the requirements for award of the degree. The research seeks to establish the adoption of strategic change at Kisumu County Government for service delivery.

This letter is to request for your cooperation in providing the information for all sections of the interview guide to enable me obtain the required information for this research. Please note that the information you provide will be treated as confidential and will only be used to complete the academic project course.

Yours sincerely,

Josiah Bunde

Student ID NO; D61/67780/2011

Appendix II: Interview Guide

This interview guide is developed to collect information concerning the management of strategic change in Kisumu County. Your answers to the questions will remain anonymous and strictly confidential and will only be used for academic purposes.

Section 1: Strategic Change Adopted at Kisumu County Government

1. What is your position and role in Kisumu County Government.
2. Are you aware of any strategic change that has taken place at Kisumu County Government in the past 5 years to improve service delivery? If yes, what was this change?
3. What necessitated the change at Kisumu County Government?
4. Who were involved in the strategic planning and implementation process? What were their duties and responsibilities.
5. Was the vision for change developed and was it communicated to all the stake holders?
6. What strategies did the organization utilize to drive the strategic change implementation process?
7. What are the challenges facing service delivery at Kisumu County Government.

Section 2: Factors Influencing Strategic Change at Kisumu County Government

1. In your opinion, what role do the following factors play in influencing the success of strategic change at your organization?

a. Organization culture

b. Power and politics

c. County Government structure

d. Organizational learning

e. Leadership

2. What other factors influenced the strategic change at Kisumu County Government?

Please explain.

Thank you for your time and contribution to this study