INVESTIGATION OF CHALLENGES FACING IMPLEMENTATION OF STRATEGIC CHANGES: A SURVEY OF KENYA RURAL ROADS AUTHORITY IN CENTRAL PROVINCE

BY

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Investigation of challenges facing

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DECLARATION

I hereby declare that this research project is my original work and has not been presented for a degree or any other award in any other University.

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This research project has been submitted for examination with my approval as university supervisors.

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DEDICATION

This work is dedicated to my parents, Mr. & Mrs. Jackson Gichuru for instilling the value of education in my early life, my wife Janet Wagakira and Daughter Sharline Njambi, for their love and encouragement. God bless them abundantly.
ACKNOWLEDGEMENT

I sincerely appreciate the effort of my supervisors who have given me guidance, advice and positive criticism as I worked on this proposal. I humbly thank them for their support. I wish also to thank my family for their understanding during my study when I was unavailable to spend time with them.
OPERATIONAL DEFINITION OF TERMS

Strategic management process - is ways for businesses to build strategies that help the company respond quickly to new challenges. This dynamic process helps organizations find new and more efficient ways to do business. The four key elements of the strategic management process are situation analysis, strategy formulation, strategy implementation, and strategy evaluation. By addressing each element of the strategic management process in the order listed, companies can evaluate and re-evaluate situations as they develop, always checking to be sure the company has positioned itself optimally in the business environment. Situational analysis is the first and most vital part of business process management.

Situation analysis - involves looking over the company’s external and internal environments and the context in which the company fits in those environments. It begins with observing the company’s internal environment, investigating how employees interact with each other at all levels. It is helpful to hold discussions, interviews and surveys to get a clearer picture of the current environment. To analyze the external environment, managers must look at the interactions between customers, suppliers, creditors, and competitors.

Strategy formulation - This involves determining the company’s strengths to decide which strategies can be implemented. Strategies can be operational, competitive or corporate, depending on which part of the organization must implement them.

Operational strategies - This involve day-to-day operations, forming the processes and procedures by which the company does business. Competitive strategies involve finding ways to compete with a particular industry or business. Corporate strategies are long-term plans that govern the overall direction the company plans to take.

Strategy implementation - This is the third step in the strategic management process. It involves putting the formulated strategy into place. Management processes will focus on methods and procedures designed to execute their strategies and the order in which strategies should be implemented.

Strategy evaluation - the process comes full circle. This analysis is essentially the same as situational analysis, looking at the internal and external environments and the company’s context within them to determine if a plan should be reformulated.
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<td>A/ACT</td>
<td>Assistant Accountant</td>
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| AFD          | Agence Francaise de Development  
(French Development Agency) |
<p>| APO          | Assistant Procurement officer |
| CRO          | Constituency Roads Officer |
| CDF          | Constituency Development Fund |
| FM           | Financial Management |
| GoK          | Government of Kenya |
| GPN          | General Procurement Notice |
| IT           | Information Technology |
| ICT          | Information and Communications Technology |
| KENAO        | Kenya National Audit Office |
| KM           | Kilometer |
| KR           | Kenya Railways |
| KRA          | Kenya Revenue Authority |
| KTSSP        | Kenya Transport Sector Support Project |
| KURA         | Kenya Urban Roads Authority |
| MoF          | Ministry of Finance |
| MoR          | Ministry of Roads |
| MoRPWH       | Ministry of Roads, Public Works &amp; Housing |
| RMLF         | Road Maintenance Levy Fund |
| VAT          | Value Added Tax |
| BOQs         | Bill of Quantities |
| CBO          | Community Based Organization |
| CDF          | Constituency Development Fund |
| DEC          | District Environment Committee |
| EIA          | Environmental Impact Assessment |</p>
<table>
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<tr>
<th>Acronym</th>
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<td>EMCA 1999</td>
<td>Environmental Management and Coordination Act</td>
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<td>EMP</td>
<td>Environmental Management Plan</td>
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<td>ESMF</td>
<td>Environmental &amp; Social Management Framework</td>
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<td>GOK</td>
<td>Government of the Republic of Kenya</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>KeNHA</td>
<td>Kenya National Highways Authority</td>
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<td>KeRRA</td>
<td>Kenya Rural Roads Authority</td>
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<td>KMP</td>
<td>Kenya Municipal Program</td>
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<tr>
<td>KURA</td>
<td>Kenya Urban Roads Authority</td>
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<tr>
<td>NEMA</td>
<td>National Environment Management Authority</td>
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<td>NTPC</td>
<td>National Transport Policy Committee</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<tr>
<td>OA</td>
<td>Office Administration</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operations and Maintenance</td>
</tr>
<tr>
<td>OP</td>
<td>Operational Policy</td>
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<tr>
<td>PO</td>
<td>Procurement Officer</td>
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<td>PCT</td>
<td>Project Coordination Team</td>
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<td>RA</td>
<td>Regional Accountant</td>
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<td>RAP</td>
<td>Resettlement Action Plan</td>
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ABSTRACT
The fundamental importance of strategic management is that the world keeps changing. Strategy implementation is a series of actions aimed at putting a selected strategy at work by planning how the chosen strategy can be put into effect and managing the changes required. Organizations have come up with credible strategies which have failed to see the light of the day due to poor implementation. For successful implementation, an organization’s various resources, systems, structures and other variables must be expended. The purpose of this study will be to investigate challenges facing implementation of strategic change in KeRRA as it strives to achieve its mandate. The study will adopt a descriptive survey design. The locale of survey is the central Kenya province which has five regions. The target population will be 180 individuals comprising of KeRRA staff and the CDF representatives, and a sample of 50 will be selected. Random and stratified sampling methods will be used for the purpose of enhancing the representativeness of the sample. Quantitative and qualitative data will be collected by dropping and picking structured questionnaires from respondents. Data will be statistically analysed and presented by means of tables, graphs and bar charts. Chapter one presents the background of the study, the problem statement, study objectives and research questions, significance and limitations of the survey. The second chapter is on literature review capturing findings, views and opinions of both classical and contemporary scholars on challenges facing management of strategic change. Various theories and models of change are reviewed in detail, KeRRA is examined with a view to determine the scope of challenge that it is faced with in its operation.
CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Understanding and managing changes are the dominant themes of management today. Adapting to the ever changing present is the essential for success in the unpredictable future. Thompson and Strickland (2003) observe that in fast-changing business environments, the capacity to introduce new strategies and organisational practices is a necessity if an organisation is to achieve superior performance over periods of time. They point out that strategy agility requires culture that quickly accepts and supports organisational efforts to adopt environmental change rather than a culture that has to be coaxed and cajoled to change. Kenya Rural Roads Authority is not an exception.

Johnson and Scholes (1980) note that there is no 'right formula for management of change. The successes of any attempt at managing change will depend on the wider context in which that change is taking place. Internal determinants include the time available for change; the scope of the change required; the nature and the extent of diversity in the organisation; the capability in managing change; the capacity for change; degree of readiness for change; and the amount of power wielded by change leaders to the change in the organisation. As the environment becomes increasingly turbulent and complex, innovation becomes increasingly important to avoid obsolete products and practices (Hushion 1999). Firms should increase experimental behaviour to find novel answers where old ones no longer work (Nadler and Tushman 1990). Consequently, as the environment becomes more complex, firms seeking to gain competitive advantage over other firms in their environment should attempt to be
more innovative and proactive. Nevertheless, empirical evidence does not consistently support the claim that firms shift their strategic orientation in tune with shifts in environmental complexity (Hushion, 1999).

Against a backdrop of increasing globalisation, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task of management today is the leadership of organisational change (Jackson, 1997; Stace and Dunphy, 1996); Key words in the lexicon of the newly emerging organisational model include novelty, quality, flexibility, adaptability, speed, and experimentation. In view of these requirements, the traditional organisational structure, with its hierarchical, top-down approach, centralised control and historically entrenched values of stability and security, is an anachronism. The impetus now is towards flatter, more flexible and agile organisational forms" (Bahrami, 1992) in which the boundaries are "fluid and permeable"(Useem and Kochan, 1992; Kanter et al., 1992). These changes have triggered a radical shift in the role of senior managers from the traditional authoritarian, command and control style to a more open, participative management style. With the emphasis now on cooperation, collaboration and communication, managers need to hone a completely different range of leadership skills. Traditionally, managers focused on the technical or operational dimension of management. However, to be effective leaders in an environment of change and flux, a second, interpersonal dimension becomes critical (Goleman, 1998. Javidan, 1995).

The track record of success in bringing about strategic change within organisations is poor. Many simply fail to grasp that it is implementation (that is, actually turning plans into reality) rather than formulation that is the hard part. For strategic intent to
become reality, it is necessary to change the way in which individuals within an organisation behave. This requires more than structuring and new systems. If change implementation efforts are to be successful, they need to be designed to fit the organisational context, that is, they need to be context sensitive. All too often, because of the complex nature of change, organisations attempt to pull down off the shelf solutions or recipes which they have seen work in other contexts, but which are inappropriate to their context of operation. Change is about changing people, not organisations. Organisations change when the managers and employees change their way of doing business. It needs to be recognized that employees are an intrinsic part of the change process. (Balogun, 2001).

1.1.1 Kenya Rural Roads Authority in Central Province

Organizations are collection of people who interact with each other in specific, usually repeated ways over some period of time (Sanchez, 2004). Thus an organization is a system of interdependent actors who collectively share some goals for creating and redesign value through their interactions.

An organization internal environment is composed of elements within the organization including employee management and especially corporate culture, which defines employee culture (Thomson, 2001). Internal environment is generally controllable by the firm because they can be altered.

The firm’s external environment includes both industry characteristics such as actual and potential competitors, buyers and suppliers as well as non market factors such as regulatory, political and social environment in which firm operates, (Saloner 2009).
According to Cronje (2000) the macro environment consists of a number of broader forces that affects not only the firm but also other actors in the micro environment. These can be grouped under economic, socio-cultural, political legal and technological. These shape the character of the opportunities and threats facing a firm and yet largely uncontrollable.

KeRRA in Central Province has five regions with regional offices that serve several constituencies. These are; Nyeri, Nyandarua, Muranga, Kiambu and Kirinyaga region. The central province serves a busy agricultural hinterland renowned for tea, coffee, daily and tourism. The province has mainly volcanic clay soil, with humid climate. Resources in the region are protected by GoK statutes that include Water act, forest Act of 2005, national monuments and antiques Act. Thus the rural road sector in this province has the role of providing access and development for social and economic growth of this province

1.2 Statement of the Problem

Managing change refers to making changes in a planned and systematic manner. External events necessitate organisational change meaning that change management implies the response to change over which an organisation exercises little or no control, for instance rapid rise in the price of oil, devaluation of the national currency, civil unrest, new legislation, and so on. The recognition of the need for timely adjustment to the external events has given rise to the concept of the learning organisation, one capable of continuous adaptation to the changing external environment. Virtually all organisational changes involve changes in the behaviour of organisational members. Employees must learn and routinise these behaviours in the
short term, and leaders must institutionalise them over the long haul so that new patterns of behaviour displaces old ones (Kotter et al, 1995).

The changes in the road sector that culminated in the formulation of the road sector Act of 2007 were geared towards improving Kenya roads and align road policy towards achievement of vision 2030. The need to manage the funds disbursed by GOK and development partners in a systematic, accountable and transparent way was identified, elimination of bureaucratic organization procedures that hindered efficiency, change in organization culture and structure and formulation of standardized procedures and minimization of external forces such as politics, encroachment on road reserves and adverse weather conditions among others were identified as problems that hindered service delivery by the road sector.

Several studies on organisations has been done on the challenges facing implementation of strategic change but none has focused on Kenya Rural Roads Authority. Some of this include; Strategy Implementation in Public Corporations: A Case Study of Telcom Kenya Ltd (Cleophus M. Muli, 2008), Challenges facing implementation of differentiation strategy at Mumias sugar company (Awino Zachary Bolo, 2009), Change Management Challenges in the Danish Police Reform (Rex Degnegaad, 2000). From the findings of these studies it was concluded that good strategies are developed towards achievement of organizations goals; but translation of this strategies into concrete results remain the most challenging thing.
1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of this study is to investigate challenges facing implementation of strategic change in the road sector under KeRRA in the central province.

1.3.2 Specific objectives

To establish whether political interference pose challenge to the implementation of the strategic change.

i. To establish whether government legislations pose challenge to the implementation of strategic change.

ii. To establish whether financial and resource constraints pose challenge to the implementation of strategic change.

iii. To establish whether culture pose challenge to the implementation of strategic change.

1.4 Research Question

The research will be guided by the following Questions.

i. Does political interference pose a challenge to the implementation of the strategy?

ii. Does the government legislation pose a challenge to the implementation of strategy?

iii. Are financial constraints a challenge to the implementation of strategy?

iv. Does organization culture pose challenge to the implementation of strategic change
1.5 Significance of the Study

Findings of this study will be of importance to the following stakeholders:-

1.5.1 Government of Kenya (GoK)

The study will enable the Government evaluate its road policies that are a hindrance to the achievement of its objectives. The Government has establish various measures to ensure achievement millennium development goals and vision 2030 among others. The need for a good infrastructure to support a medium economy is important to ensure smooth delivery of goods and services and efficient utilization of resources.

1.5.2 Road management Authority

The Road Management Authority is mandated with the role of ensuring that the goals of the GOK towards achievement of the road sector objective are ensured. This study will enable it to have a deeper understanding of the likely hinderances that pose challenge to the achievement of its effort to realize their target and hence be able to measure the extent of the challenges and device ways to curb the same.

1.5.3 Road users

The finding of the study will be able to point out challenges that when overcomed will pave way for better roads and services to users. A part from contributing to the body of knowledge; this study will lay a platform for future researches with an interest in the road sector.
1.5.4 Development Partners and Donors

Development partners have been keen to help Kenya in the development of infrastructure and other sector of the economy. For sometimes they have lost trust in Kenya systems of administration, accountability and commitment to utilize funds in effective and efficient manner. Some of the Key issues that have hindered the countries ability in this cause will be addressed in this study and hence will enable development partners to address issues with more insight in the annual sectoral review forum.

1.6 Scope of the study

The study will cover the KeRRA regional offices in the central province of Kenya and the staff therein will form the population of the study from which the sample will be collected. Central province has been chosen because it has a high concentration of these rural road network that touches on various key economic activities. It is also easily accessible to the researcher.

1.7 Limitation of the Study

The major challenges anticipated during the study will be none response to questionnaires and fear of victimization by interviewee. To overcome this challenges the researcher will have an introductory letter from the University.
1.8 Assumptions of the Study

That the respondents of the study will be co-operative, that they will find time to fill in the questionnaires. That enough resource will be found to carry out the research and access respondents in time. The researchers also hopes to get introductory letter from the university and the KeERRA Director General that will help foster corporation from the respondent. That questionnaire will be distributed to interviewee, filled and collected within a period of one and a half month and compilation of the final data done thereafter in two weeks.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter the concept of change, strategy and management of strategic change will be reviewed from various sources. This will be followed by literature review of models of change and challenges facing implementation of strategic change which forms the basis of this study.

2.2 Theoretical literature

2.2.1 Strategy

The word strategy originally came from a Greek word; strategies, meaning "the art of the general" and it originally implied leadership in the military sense. There is no consensus on when it became used in the business sense, though Chandler suggested that it resulted from an awareness of the opportunities and needs-created by changing population, income and technology-to use existing or expanding resources more profitably (Chandler, 1977). A strategy is a comprehensive plan of action designed to achieve a defined goal. An organization's strategy is the process in which it makes use of certain policies, procedures and resources in order to achieve the main objectives of the organization (Van der Spuy 1989a). A strategy is also known as the organization's game plan and managers often refer to it as their larger scale, future-oriented, plan for interacting with the competitive environment to achieve the organization's objectives (Boeker, W. 1997).
2.2.2 The Concept of Strategies and Strategic Management.

Strategy a word of military origin refers to a plan of action designed to achieve particular goal Thompson (2001). Strategy is a framework through which an organization can assert vital continuity whilst managing to adapt to the changing environment to gain competitive advantage.

According to Ansoff (1984) strategic management is a systematic approach to the major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises. Consequently strategic planning is that decision making process that aligns the organization internal capability with the opportunity and threats it faces in its environment.

According to Wheelen (2008), strategic management is that set of managerial decisions and actions that determines the long run performance of an organization; it includes environmental scanning, both external and internal, strategy formation, strategy implementation, evaluation and control.

According to Hoskisson (2004) a strategy of an organization forms a comprehensive master plan that states how the organization will achieve its mission and objectives. It maximizes competitive advantage and minimizes disadvantage. The typical business firm usually considers three types of strategy: corporate strategy, business and functional strategy. Corporate strategy describes a company’s overall direction in terms of its general attitudes towards growth and management of its various businesses and product lines. Corporate strategy usually fit within the three main categories of stability, growth and retrenchment.
Business strategy usually occurs at the business unit or product level and it emphasizes improvement of the competitive position of a company’s products or services in the specific industry or market segment served by that business unit. Competitive and co-operative strategies. In cooperative strategies, alliances are formed. Functional strategy is the approach taken by a functional area to achieve corporate and business unit objectives and strategies by maximizing resources productivity. It is concerned with developing and nurturing a distinctive competence to provide a company or business unit with a competitive advantages examples are technological followership (imitation of the product of other companies) and technological leadership (pioneering of an innovation). Functional strategies support business strategies, which, in turn support the corporate strategy(ies).

Mintzberg (1994) poses that strategy is a response to internal factors or forces which can be simple or complex but which are perceived as being critical to the existence of an organization. Basu (1999) poses that in order to be in a good position to complete with other firms in your industry. You must have an understanding of what you are up against competition wise.

According to Johnson and Scholes (2002) the survival and success of organizations are influenced by their ability to respond to the following competing pressures; changes in the business environment, strategic capability of an organization; its resource, competences and cultural-political and context the expectation and purposes.

The environment within which a firm operates is perhaps the largest determinant of the strategies it adopts. Porter (1980) observes that the essence of formulating competitive strategy is to relate an organization to its environment. Organizations are
environment dependent. In order for organizations to achieve their goals and objectives they must constantly adjust to their environment. This environment is turbulent, constantly changing and so it makes it imperative for the organization to continuously adapt their activities in order to survive. The success and survival of every organization depends on how well it relates itself to the external environment. The veterinary pharmaceutical firms are also affected by environmental changes. These include both natural environmental and external business environment. Understanding these changes facilitates the understanding of the behaviour of these firms. (Johnson and Scholes, 2002).
2.2.3 Strategic change

From the perspective of organizational development, change is a set of behavioural science-based theories, values, strategies and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members’ on-the-job behaviour (Porras & Robertson 1992:723).

Change may be defined as the observation of difference over time in one or more dimensions of an entity (Van de Ven and Poole, 1995). But these definitions fail to capture the assumptions inherent in different models or theories of change. For example, cultural and social-cognition theories of change would replace the word observation with the word perception in the second definition above. Burnes (1996)
noted that organizational change refers to understanding alterations within organizations at the broadest level among individuals, groups, and at the collective level across the entire organization.

Strategic organizational change is referred to as a flexible strategic planning process as opposed to a static form of strategic planning. It has been suggested that some key change management variables should include goals and strategies, technologies, job design, organizational structures, and people (Johns, 1983). Analyses of organizational change suggest that an important emerging contract in change research is the distinction between change that is episodic, discontinuous, and intermittent and change that is continuous, evolving, and incremental. The phrase episodic change is used to group together organizational changes that tend to be infrequent, discontinuous, and intentional. The presumption is that episodic change occurs during periods of divergence is the result of a growing misalignment between an intertial deep structure and perceived environmental demands. The phrase continuous change is used to group together organizational changes that tend to be ongoing, evolving, and cumulative. A common presumption is that change is emergent, meaning that is it the realization of a new pattern of organizing in the absence of explicit a priori intentions. (Orlikowski 1996).

2.2.4 Strategic management of change

Strategic management can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives (Hannagan, 2002). It focuses on integrating management, marketing, finance/ accountiing, production/ operations, research and development and
computer information systems to achieve organizational success. (Cummings and Worley, 1997) A successful strategy and the equally successful implementation of the strategy are the most reliable signs of good management (Wilson, 1992). The concept of environment becomes very important in all strategic change management literature.

Environment refers to all forces that influence and affect an organization's structure, strategic options and culture. These are forces that the organization has little or no control over (Johnson and schools, 1999). Strategic managers of change encapsulate the vision of where the organization should be together with a long-term focus upon the environment. They take advantage of unplanned opportunities and do not ignore the past or the present but keep the future in mind. They follow sequential thinking process where creative ideas are used for learning and risk taking. Strategic management implies the management of strategic change within an organization and its environs.

Change management is defined as the holistic and total adjustment of an organization in order to align it to its environment (Quinn, 1998) and strategic management is the alignment of the mission of the organization with its environmental impacts in order to guide decision making, then strategic management of change refers to planned and controlled process to change behaviour, structure or process in the organization in order for it to reach certain goals and objectives. In today's business environment, strategy making (Strategy formulation and implementation) is largely concerned with management of organizational change; it
2.3 Models of Change

Models of organizational change help in assessing change at a macro level—the level at which many institutional leaders view or should view their organizations. Models can reveal why change occurs (the driving forces of change); how change will occur (the stages, scale, timing, and process characteristics); and what will occur (the content of change, outcomes, and ways to measure it) (Pettigrew, 1990). In addition, each model of change represents a different ideology with its own assumption about the nature of human beings and social organizations. For example, can people change easily, or do they have fairly rigid identities? Most models address the question of determinism: Is change beyond the capacity of people to manage and shape? Choosing a model is not an arbitrary choice—it is an ideological one. The assumptions were make about change are also assumption about the nature of reality and people. It is important to review the multidisciplinary research on change because some of the ideas have not been applied in police departments. Furthermore, each model helps us to understand different aspects of change. This review will examine the six main typologies of organizational change.

2.3.1 Evolutionary Model

There are two main types of evolutionary models: social evolutionary models and biological models. Many individual models have developed within this tradition: adaptation, resource dependence, self-organization, contingency and systems theory, strategic choice, punctuated equilibrium, and population ecology. The earliest ideas, based on biological investigations of change, focused on change as a slow stream of mutations, gradually shaped by environmental influences (Morgan, 1986). These were expanded by social evolutionary theories reflected in disciplines such as political
science and sociology. The main assumption underlying all these theories is that change is dependent on circumstances, situational variables, and the environment faced by each organization (Morgan, 1986).

Social systems as diversified, interdependent, complex systems evolve over time naturally (Morgan, 1986). These models reflect little human agency; strategic choices and creativity are mostly unimportant. The models’ overly deterministic nature and overemphasis on the impact of the environment are seen as problematic. A second concern is that it is difficult to directly link environment variables and organizational change, controlling all other variables. Therefore, these theories ignore important indirect and informal variables, and disregard the complexity of organizational life by focusing on a few factors within the external and internal environment, such as resources and size of organization (Burnes, 1996). Environmental turbulence and constraints are overemphasized, and the fact that these forces can be manipulated rather than merely adapted to; is rarely mentioned (Burnes, 1996). These are major shortcomings that limit the explanatory power of evolutionary models. Despite these limitations, they are the second most popular category of models within the literature.

2.3.2 Teleological Models

This category has several different common names, including planned change, scientific management, and rational models. Strategic planning, organizational development, and adaptive learning approaches some under the teleological umbrella. These theories emerged simultaneously with the evolutionary models. It is assumed that organizations are purposeful and adaptive (Burnes, 2000). Change occurs because leaders, change agents, and others see the necessity of change. The process for change
is rational and linear, than in evolutionary models, but individual managers are much more instrumental to the process (Carnall, 1995;).

Internal organizational features or decisions, rather than the external environment, motivate change. As noted earlier, these models are subjective and reflect intentionality. Key aspects of the change process include planning, assessment, incentives and rewards, stakeholder analysis and engagement, leadership, scanning, strategy, restructuring, and reengineering. At the centre of the process is the leader, who aligns goals, sets expectations, models, communicates, engages, and rewards (Lumpkin, D.2003). Strategic choices and human creativity are highlighted. Goal formulation, implementation, evaluation and modification based on experience are an ongoing process.

2.3.3 Life Cycle

These models share many assumptions with evolutionary models in terms of adaption and a systems approach. They differ in being less objective, focusing on the importance of human beings in the change process, and viewing changes that occur within the life cycles of people as well as those of the organizations they create.

Life-cycle or developmental models emphasize systematic individual change. Life-cycle models evolved from studies of child development and focus on stages of organizational growth, maturity, and decline (Levy and Merry, 1986). Change does not occur because people see the necessity of or even want change; it occurs because it is a natural progression that cannot be stopped or altered (Morgan, 1986).

Developmental models focus on stages that are less predetermined than those in life-cycle models.
Changes occur as individuals within the organization adapt to its life cycle. Management is much more central than in evolutionary models and assists members of the organization to grow through training and motivational techniques (Conger, 1999). The environment is ambiguous and threatening within this model. To adjust to this environment, processes include training and development, communication, and other structures that allow growth. The benefit of these models is that they focus on a previously missing aspect of change: the fact that organizations proceed through different phases. Most earlier models treated organizations as differing in type according to sector, size, and so forth, but not in terms of development. Focusing on change over time has proven to the theoretically sound in many studies. Also, the focus on people throughout the organization is an important shift from focusing on leaders or the environment. Most of the literature on life-cycle models is conceptual rather than empirical, and their efficacy is not well established.

2.3.4 Dialectical

Dialectical models (Van de Ven and Poole, 1995) and the political metaphor of change (Morgan, 1986) are similar in their assumptions. The name dialectical refers directly to the Hehelian-Marxian perspective in which a pattern, value, ideal, or norm in an organization is always present with its polar opposite.

Organizations pass through long periods of evolutionary change (as the dialectical interaction between the polar opposite occurs) and short periods of second-order or revolutionary change, when there is an impasse between the two perspectives (Morgan, 1986).
An organization’s polar opposite belief systems eventually clash, resulting in radical change. Conflict is seen as an inherent attribute of human interaction. The outcome of change is a modified organizational ideology or identify. Predominant change processes are bargaining, consciousness-raising, persuasion, influence and power, and social movements (Wilson, D.C 1992). Leaders are key within any social movement and are a central part of these models’ yet collective action is usually the primary focus. Progress and rationality are not necessarily part of this theory of change:- dialectical conflict does not necessarily produce a “better” organization.

Dialectical models do not assume that everyone is involved; instead they emphasize that inactivity is quite prevalent (Riley, 1977). Few people participate in governance or are strongly interested in change. People who created change can become involved in interest groups, flowing in and out. When resources are plentiful, few people worry about changes or engage in conflict. When resources are constrained and changes are pending or an inability to create changes exists due to lack of resources, then people mobilize. These models focus on human motivation and needs; intuition is just as important as the facts and figures that are emphasized within other models.

2.3.5 Social Cognition

Social-cognition models have gained popularity in the last twenty years. A variety of models emphasize cognition, from sense making to institutionalism to imagination (Weick, 1995). These models tend to come from a phenomenological or social-constructivist view of organizations hence the term social in combination with cognition, although not all of them do. The earlier typologies (teleological, evolutionary, life cycle, dialectical) emerged from functionalist approaches to viewing
organizations. Functionalists hold that there is a single organizational reality that all people generally perceive similarly. Prior to the development of cognitive models, the process of learning and development had already been coupled with change through lifecycle models (Quinn, 1996). Cognitive models built on the foundation of life-cycle models by examining in greater detail how learning occurs and even trying the notion of change more directly learning. Studies of resistance to change illustrated the need for people to learn new approaches and examined how such learning might occur. New phenomena related to cognition and change were discerned, such as knowledge structures, paradigms, schema, cybernetics, sense making, cognitive dissonance, cause maps, and interpretation, which are all key concepts within these theories (March, 1991). Research on how the brain works revealed that knowledge is usually developed by building on past information called knowledge structures or schema, prompting theorists to contemplate how proposals for institutional change could build on prior organizational knowledge (Hedberg, 1981).

2.3.6 Cultural

Most models of change describe organizations as rational places with norms and rules. The major contribution of cultural models to the change literature is their emphasis on irrationality, also emphasized in dialectical models, the spirit or unconscious, and the fluidity and complexity of organizations as noted in social cognition. Cultural models blend the assumptions of the social-cognition and dialectical methods. Change occurs naturally as a response to alterations in the human environment; cultures are always changing (Morgan, 1986). Cultural and dialectical models often overlap with the image of social movements as an analogy for cultural and political change (Morgan, 1986). The change process tends to be long-term and
slow. Change within an organization entails alteration of values, beliefs, myths, and rituals (Schein, 1985). There is an emphasis on the symbolic nature of organizations, rather than the structural, human, or cognitive aspects emphasized within earlier theories. History and traditions are important to understand, as they represent the collection of change processes over time. Cultural approaches share many assumptions with social-cognition theories; change can be planned or unplanned. Can be regressive or progressive, and can contain intended or unintended outcomes and actions (Smirich, 1983).

2.3.7 Multiple Models

Some researchers suggest using an amalgam of several models or categories, as each sheds light on different aspects of organizational life (Van de Ven and Poole, 1995). The advantage to multiple models is that they combine the insights of various change theories. Several examples of multiple models are presented to illustrate how assumptions from teleological, evolutionary, political, cultural, social-cognition and life-cycle models can be combine to understand change. For example, Morgan (1986) suggests that a combination of evolutionary, dialectical, and cognitive theories best represents change within organizations. Rajagopalan and Spreitzer (1996) combine cognitive, evolutionary (rational) and, and scientific management (learning) theories into a model of strategic change for businesses, exploiting the theoretical synergy of the models.

2.3.8 Models’ Analysis

The above review of change models focused on their assumptions, benefits, and possible weaknesses. The life-cycle, evolutionary, and teleological models have all
been critiqued for emphasizing stages (for example, growth or phases of strategy) and linearity. The political and social-cognition theories have been touted for their sophistication in illustrating complexity and in showing the regressive phases of change, ambiguity, struggle, and sometimes irrationality. Yet political and social-cognition models generally ignore the environment or system and have limited ability to predict change. Cultural models embrace a more systematic view and reveal the complications of second order-change, but often provide limited practical advice or tools. Each model appears to suffer from some interpretive weakness and to have some strengths in furthering our understanding. This analysis is meant to develop an approach to change that is flexible and sensitive to the concept of community policing within the context of the Kenya police in general and Nyeri police division in particular.

2.4 Challenges facing Strategic Management of Change

Challenges faced by organizations seeking strategic change include but not limited to;

2.4.1 Organizational Structure

If we accept that most enterprises need to deploy multiple capabilities and the coordination needs of different capabilities vary, it follows that organizational structure must encompass different patterns of interaction. Hence, most business enterprises Organizational structures tend to ossify over time as power centres build and interactions become institutionalized. Periodic large-scale corporate reorganizations are not enough: to exploit innovation and entrepreneurial initiative, flexibility in organizational structure is essential. Achieving flexibility may require
2.4.3 Training and Development

Changes in technology, especially information technology, generate knowledge spreading up at tremendous speed, as well as its quick obsolesce. In the period between 19000 and 1950, the amount of human knowledge doubled, and since then it has doubled very 5 to 8 years. Knowledge is becoming obsolete so quickly that all of us need to double our knowledge every 2 to 3 years in order to keep up with the changes. On the other hand, the increasing complexity, turbulence and uncertainty of the environment requires different and greater knowledge (Hshion 1999). Modern business requires more and more knowledge and skills that are still inadequately present in the formal school education, i.e. the gap between business requirements and the knowledge acquired at school is growing. Learning organization is organization that promotes learning of all of its members and it transforms permanently. Individuals and societies that do not have enough knowledge are in inferior position, compared to societies that do not have enough knowledge are in inferior position, compared to societies and organizations that have it and even permanently acquire new knowledge. That is the reason why we say that success is not among the educated but among those that are learning permanently and everything changes except knowledge acquirement, which is constant.

2.4.4 Leadership, Policies and Procedures

The creation and design of change processes within an organization is most often a role of the leaders within it. Changes processes which encompass human resources, IT adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change (Wilson, 1992). It is up to the leaders to make these change initiatives tangible
rather than abstract and to awaken enthusiasm and ownership of the proposed changes within the corporate milieu. Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the structure and workforce of the organization. A myriad of details and effects must be acknowledged and addressed for successful adaptation to change in all sectors of a firm.

2.4.5 Resources

Many strategy scholars believe that acquisition and development of superior organizational resources is the most important reason that some companies are more successful than others (Hurrison, 2004). In order to execute its responsibility, an organization’s management requires information about the resources available to it and their relative effectiveness for achieving the organization’s purpose. Hurrison (2004) categorized organizational resources into four classes: human resources, financial resources, physical resources, and intellectual property. Resources are acquired, allocated, motivated and manipulated under the manager’s control. One way to examine resources, etc). Organizational resources reflect the organizations’ understanding of the expectations of the society and the linkages it has established with stakeholders (Hussey, 1994).

2.5 Change Resistance

People often resist change in a rational response based on self – interest. However, there are countless other reasons people resist change. Many of these centre around the notion of reactance – that is, a negative reaction that occurs when individuals feel
that their personal freedom is threatened. Some of the major reasons for resisting change follow.

2.5.1 Fear of the Unknown

Change often brings with it substantial uncertainty. Employees facing a technological change, such as the introduction of a new computer system, may resist the change simply because it introduces ambiguity into what was once a comfortable situation for them. This is especially a problem when there has been a lack of communication about the change (Hannan and Freeman, 1984).

2.5.2 Fear of Loss

When a change is impending, some employees may fear their jobs, particularly when an advanced technology like robotics is introduced (Lawrence, 1954). Employees also may fear losing their status because of a change. Computer systems experts, for example, may feel threatened when they feel their expertise is eroded by the installation of a more user-friendly networked information system. Another common fear is that changes may diminish the positive qualities the individual enjoys in the job. Computerizing the customer service positions at South-western Bell, for example, threatened the autonomy that representatives previously enjoyed.

2.5.3 Fear of Failure

Some employees fear changes because they fear their own failure. Introducing computers into the workplace often arouses individuals' self-doubts about their ability to interact with the computer. Resistance can also stem from a fear that the change itself will not really take place. (Pederit, S.K. 2000). In one large library that
was undergoing a major automation effort, employees had their doubts as to whether the vendor could really deliver the state-of-the-art system that was promised. In this case, the implementation never became a reality—the employees' fears were well founded.

2.5.4 Disruption of Interpersonal Relationships

Employees may resist change that threatens to limit meaningful interpersonal relationships on the job (Piderit S.K., 2000). Librarians facing the automation effort described previously feared that once the computerized system was implemented they would not be able to interact as they had to go to another floor of the library to get help finding a resource. In the new system, with the touch of a few buttons on the computer, they would get their information without consulting another librarian.

2.5.5 Personality Conflicts

When the change agent's personality engenders negative reactions, employees may resist the change. A change agent who appears insensitive, to employee concerns and feelings may meet consideration resistance, because employees perceive that their needs are not being taken into account (Rumelt, 1995).

2.5.6 Societal, Political, Regulatory and Citizenship Considerations

What an organisation can and cannot do strategy wise is always constrained by what is legal, by what complies with Government policies and regulatory requirements. By what is socially acceptable, and by what constitutes community citizenship. Outside pressure also comes from other sources; special interest groups, the glare of investigative reporting, a fear of unwanted political action, and the stigma of negative
opinion. Societal concerns over health and nutrition, alcohol and drug abuse, hazardous waste disposal, sexual harassment, and the impact of plant closings on local communities affecting the strategies of many companies. (Thompson 1996)

Organizational change may also shift the existing balance of power in the organization. Individuals or groups who hold power under the current arrangement may be threatened with losing these political advantages in the advent of change (Rumelt, 1995).

2.5.7 Cultural assumptions and values

Sometimes cultural assumptions and values can be impediments to change particularly if the assumptions underlying the change are alien to employees. This form of resistance can be very difficult to overcome, because some cultural assumptions are unconscious. Some cultures tending to avoid uncertainty may be met with great resistance (Lawrence, 1954). Some individuals are more tolerant of ambiguity. The reasons for resistance are as diverse as the workforce itself and vary with individuals and organizations. The challenge for managers is introducing change in a positive manner and managing employee resistance.

2.6 Road Sector in Kenya

2.6.1 Scope of Road Transport in Kenya

According to the White Paper issue by National Transport Policy Committee (2004) The scope of road transport infrastructure comprises the entire road network in Kenya and includes all road facilities upon which road transport operates, whether classified or unclassified, of regional or local importance, public or private, adopted or un -
adopted, or otherwise howsoever described. Within this context, the network includes the high traffic interurban, urban, secondary, primary and rural roads. This includes bridges, footpaths, footbridges, traffic lights and terminal facilities (such as parking, modal interchange and amenities among other road transport support facilities). It is important to note that road transport infrastructure represents a significant portion of the government’s total financial investment in fixed assets.

2.6.2 Importance of the Road Transport in Kenya

The significance of road transport in the national economy is illustrated by the fact that during the period 1998-2002, output in road transport averaged over 25% of total output annually in the transport and communications sector. This mode accounts for over 80% of the total internal freight and passenger traffic in the country with the remainder being mainly carried by rail and air. Kenya’s road network serves both domestic and regional passenger and freight transport demand. The northern corridor is important as a freight transport corridor for both import and exports for the countries in the eastern and central Africa (Eastern Democratic republic of Congo, Rwanda, Burundi, Southern Sudan and Uganda). The transport sector in Kenya contributes about 6% of the gross domestic product (White paper on Integrated National Transport Policy vol 11 2004).

2.6.3 Mission of Road Sector

To provide an integrated, efficient, reliable, and sustainable road transport infrastructure that meets national and regional passenger and freight transportation goals and supports the government’s socio-economic development strategies to promote accessibility to services and the safe movement of people and goods, while
being environmentally and economically sustainable.

The desired scenario for road transport infrastructure is to: make Kenya the hub for road transport in the east African region; promote sustainable economic development by removing constraints on demand in development regionally and provide the catalyst role for private investment; be structured to encourage public passenger transport and discourage excessive use of private passenger road transport; allow for a seamless inter-modalism; be financed through a combination of user charges and private/public sector investments; provide adequate accessibility together with safety and security within the constraints of social affordability; incorporate technological advances, which promote and enhance the role of transport in the economy and in development; and be structured to ensure environmental sustainability and internationally accepted standards. (KRB website).

2.6.4 Strategic Objectives

The strategic objectives for road transport infrastructure are to: establish sound intermodal co-ordinating structures; develop and maintain optimal road infrastructure capable of serving needs of the overall economy; foster a sound financial base for road transport infrastructure development; promote a diverse and competitive road infrastructure within the limits of available resources; promote environmental protection and resource conservation; providing increased mobility and improved accessibility to safe and secure road transport services as part of the governments efforts towards wealth creation; and advance human resource development in the provision of road transport infrastructure.
Figure 2.2: Conceptual Framework

The conceptual framework in a nutshell indicates the dependent variable that affect implementation of strategic change. This variable and their effects will be measured by structured a question that seeks to determine the extent to which a particular one affects implementation of strategic change.
3.1 Introduction
The chapter describes the procedures and strategies that was used in the study. The research design adopted, target population, sampling size, and sampling procedures and research instruments are discussed. The chapter also discusses the type of data collected and methods of data collection and further describes how the data was analyzed and presented.

3.2 Research Design
The study adopted a survey research design. Survey design is a non-experimental, descriptive research method used to gather information about individuals (Sekarah, 1992). The researcher’s intention is to establish the influence of strategic management of change on community policing and therefore this design was chosen due to its effectiveness since it does not involve changing or modifying the situation under investigation and the cross-sectional option that it offers enhanced efficiency in data collection and reliability of results. Further, the design allowed for collection and analysis of both qualitative and quantitative data due to its low cost and easy access to information.

3.3 Target Population
The target population comprised 180 staff members from rank and file from the regional manager to the subordinate staff and field technical staff.

The table below summarizes population breakdown in terms of ranks:-
### Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Rank</th>
<th>R</th>
<th>ENGINEER</th>
<th>R</th>
<th>O</th>
<th>A</th>
<th>A/ACT</th>
<th>O</th>
<th>CRT</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>28</td>
<td>40</td>
<td>84</td>
<td>180</td>
</tr>
</tbody>
</table>

Researcher: 2012

#### 3.4 Sampling Procedure

The target population of the study is 180 individuals. The optimal sample in every study is the one that fulfils the requirements of efficiency, representatives, reliability and flexibility. A sample of 30% is an optimum sample under circumstances of this study as proposed by Kothari (2003). The researcher further reasoned that, although the target population is finite and homogeneous, a sample of 30% of the target population will increase the validity of the results. The sampling procedure adopted was stratified and random sampling procedures. Random sampling ensured information obtained from a sample is representative of the population, and a factor that allowed for the computation of the Sampling error. Though the target population is by and large homogeneous, stratified sampling enhanced individual stratum homogeneity which resulted in more reliable and detailed information. A stratified sample has a smaller sampling error than a simple random sample since a source of variation is eliminated. Below is a summary of the sample.
Table 3.2: Sampling Procedure

<table>
<thead>
<tr>
<th>Rank</th>
<th>Population</th>
<th>Sample Method</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRTC</td>
<td>84</td>
<td>Simple Random</td>
<td>26</td>
</tr>
<tr>
<td>0A</td>
<td>40</td>
<td>Simple Random</td>
<td>12</td>
</tr>
<tr>
<td>CRO</td>
<td>28</td>
<td>Simple Random</td>
<td>9</td>
</tr>
<tr>
<td>A/ACT &amp; APO</td>
<td>8</td>
<td>Purposive Sampling</td>
<td>3</td>
</tr>
<tr>
<td>PO</td>
<td>5</td>
<td>Simple Random</td>
<td>2</td>
</tr>
<tr>
<td>RA</td>
<td>5</td>
<td>Purposive Sampling</td>
<td>2</td>
</tr>
<tr>
<td>ENGINEERS</td>
<td>5</td>
<td>Purposive Sampling</td>
<td>2</td>
</tr>
<tr>
<td>RM</td>
<td>5</td>
<td>Purposive Sampling</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td></td>
<td>58</td>
</tr>
</tbody>
</table>

NB: The excess in the sample was occasioned by non-random sampling.

Researcher: 2012

3.5 Data Collection

The researcher used questionnaires with both closed and open ended questions. This was to eliminate interviewer bias and greatly reduce the generic fear of victimization and intimidation associated with the chain of command. The researcher administered questionnaires by drop and later picks method.

3.6 Data Analysis

Data collected was both quantitative and qualitative. The researcher used the SPSS in analyzing qualitative data. Descriptive statistics which include mean, mode, median and percentages was used in the analysis of quantitative data.
3.7 Data Presentation

Since both quantitative and qualitative data was collected and analyzed, quantitative data is presented in tables, pie charts and bar graphs. Written narratives will be used in presenting qualitative data.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction
This chapter contains data analysis, presentation and interpretation of the research findings. The results of the study were obtained from a questionnaire administered to the staff sampled, where the prime objective of the study was to investigate challenges facing implementation of strategic change in the road sector under KeRRA in the central province. Personal data such as gender, level of education and age of the respondents was also analyzed.

4.2 Response rate
Out of the fifty eight questionnaires issued, 55 (fifty five) representing 95% of the issue were filled and returned by the respondents. This rate is analyzed as indicated below:

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires issued</th>
<th>Frequency</th>
<th>Percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>55</td>
<td>95%</td>
</tr>
<tr>
<td>Unreturned</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author 2012)
This data reveals that most of the questionnaires issued were returned which is a representative of 95%. Only 3 questionnaires representing 5% were not returned. This shows that the respondents were cooperative and supportive.

4.3 Personal Details

The study collected data about details of employees such as gender, age and education level.

4.3.1 Gender of Respondents

The researcher sought to establish the gender of the respondents. The research sought the proportion of male respondents compared to the female respondents to determine the levels of the effects of the variables discussed on gender parity. Table 4.2 depicts this.
Table 4.2 Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>48</td>
<td>83</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author, 2012)

It was found that there were more men who represented 83% while 17% of the respondents were women in the study. The pie chart below is a representation of this information as percentages.

Figure 4.2: Gender of Respondents

Source: (Author, 2012)

4.4 Years of service at Kerra

The researcher sought to establish the number of years the respondents had served at Kerra. This would determine the level of influence of the culture towards implementation of strategic change. Table 4.3 shows the years served.
### Table 4.3 Years of service

<table>
<thead>
<tr>
<th>Number of years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below one year</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>1 – 2 years</td>
<td>13</td>
<td>23%</td>
</tr>
<tr>
<td>3 years</td>
<td>28</td>
<td>50%</td>
</tr>
<tr>
<td>Above 3 years</td>
<td>7</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2012)

The table above shows that most employees representing 50% had served for 3 years. 17% had below one year of service while 23% had worked for between 1 and 2 years. Only 10% had worded for aver 3 years.

### Figure 4.3 Years of Service

![Bar chart showing years of service](chart.png)

Source: (Author, 2012)
4.5 Challenges facing implementation of strategic change

The researcher sought to establish the challenges facing the implementation of strategic change.

4.5.1 Political interference

Table 4.4 Political interference

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly challenging</td>
<td>39</td>
<td>68%</td>
</tr>
<tr>
<td>Moderately challenging</td>
<td>12</td>
<td>22%</td>
</tr>
<tr>
<td>Not challenging</td>
<td>7</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2012)

Table 4.4.1 shows that 68% (sixty eight percent) of the respondents agree that political interference affected the implementation of strategic change. They stated that most CDF officials are appointees of the Members of parliament (MPs) of the respective constituencies, who were politically elected and hence influenced heavily, the change implementation, while 12 respondents (22%) believe that, on the average, politics had minimal interference with the change implementation. Similarly, seven respondents (10%) agree that, on the average, politics may not affect change implementation.
Figure 4.4: Political interference

- Highly affecting: 68%
- Moderately affecting: 22%
- Not affecting: 10%

Source: (Author, 2012)

4.5.2 Financial constraints

Table 4.5 Financial constraints

<table>
<thead>
<tr>
<th>Rating</th>
<th>frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly challenging</td>
<td>44</td>
<td>76%</td>
</tr>
<tr>
<td>Moderately challenging</td>
<td>12</td>
<td>21%</td>
</tr>
<tr>
<td>Not challenging</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: author 2012

It is evident from Table 4.4.2 that 44 respondents (76%) agree that, on the average, financial capability enhances effectiveness, extra effort and accomplishment of strategic change process. Similarly, 12 respondents (21%), felt that it had minimal effect while 2 respondents (3%) do not see it affecting implementation of strategic
change. Therefore, it can be concluded that availability of financial resources is a key factor in the implementation of strategic change.

**Figure 4.5 Financial constraints**

![Financial constraints pie chart]

Source: author 2012

### 4.5.3 Government Legislation

**Table 4.6 Government Legislation**

<table>
<thead>
<tr>
<th>Rating</th>
<th>frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly challenging</td>
<td>32</td>
<td>53%</td>
</tr>
<tr>
<td>Moderately challenging</td>
<td>23</td>
<td>40%</td>
</tr>
<tr>
<td>Not challenging</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2012)
The table indicates that 53% of the respondents agreed that government legislation highly affected the implementation of strategic change while 40% said that it affected on average. 7% felt that the effect was not significant. It can therefore be concluded legislation as a factor affects the implementation of strategic change.

**Figure 4.6 Government Legislation**

![Pie chart showing government legislation effects](image)

**Source:** (Author, 2012)

### 4.6 Organizational Culture

The table below illustrates the assertions of the respondents on the effects of culture on implementation of strategic change.

**Table 4.7 Organizational Culture**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly challenging</td>
<td>19</td>
<td>38%</td>
</tr>
<tr>
<td>Moderately challenging</td>
<td>27</td>
<td>47%</td>
</tr>
<tr>
<td>Not challenging</td>
<td>12</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source:** author 2012
From the table above, 38% felt that culture played a great role in challenging the implementation of strategic change while 47% felt that it affected but moderately. According to 15%, it does not affect the implementation of change.

**Figure 4.7 Organizational Culture**

Source: author 2012

4.7 Qualitative analysis

From the study findings, majority of the respondents asserted that political interference, government legislation, financial constraints and organizational culture affected the implementation of strategic change, and only few asserted otherwise.

From the results of the study, most respondents indicated that these four variables have not been factored decisively while making decisions on change implementation. Management has not shown efforts to measures that would increase the level of trust that the employees have on the change process, hence affecting the implementation.
CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the major findings, conclusions and recommendations. It further gives suggestions for further research by focusing on the findings from the area of study.

5.2 Summary Of major Findings

On the challenges that the researcher was investigating, each had its effect on implementation of strategic change. On political interference, 68% (sixty eight percent) of the respondents agree that it affected the implementation of strategic change. They stated that most CDF officials are appointees of the Members of parliament (MPs) of the respective constituencies, who were politically elected and hence influenced heavily, the change implementation, while 12 respondents (22%) believe that, on the average, politics had minimal interference with the change implementation. Similarly, seven respondents (10%) agree that, on the average, politics may not affect change implementation.

On financial constraints, 44 respondents (76%) agreed that, on the average, financial capability enhances effectiveness, extra effort and accomplishment of strategic change process. Similarly, 12 respondents (21%) felt that it had minimal effect while 2 respondents (3%) do not see it affecting implementation of strategic change. Organizational culture also had its own challenges.38% felt that culture played a great role in challenging the implementation of strategic change while 47% felt that it
affected but moderately. According to 15%, it does not affect the implementation of change. On government legislation, 53% of the respondents agreed that government legislation highly affected the implementation of strategic change, as the same members of parliament determine and make the laws, which they may manipulate to suit their needs. 40% said that it affected on average. 7% felt that the effect was not significant.

5.3 Answers to Research Questions

The effect of political interference on implementation of strategic change
From the research findings, respondents asserted that most CDF officials are appointees of the Members of parliament (MPs) of the respective constituencies where they work. The MPs are politically elected. The officials may therefore wish to fulfill the demands of these MPs, to maintain their positions. This will in turn affect the implementation of strategy process.

The effects of government legislation on implementation of strategic change
The study found out that legislation highly affected the implementation of strategic change. This was because the same members of parliament overseeing the work of KeRRA determine and make the laws, which they may manipulate to suit their needs. The respondents asserted that some laws made posed a challenge in the implementation of strategic change.

The effect of financial constraints on implementation of strategic change
Form the findings of the study; respondents asserted that financial capability enhances effectiveness, extra effort and accomplishment of strategic change process. They
asserted that KeRRA had a problem with availability of funds since whatever was allocated to them was inadequate. They felt that more funds needed to be given if the strategic process was to go on and have a positive effect on the institution.

5.3 The effect of culture on implementation of strategic change

The study showed that on culture was also a challenge in the implementation of strategic change. From the analysis, majority of the employees (89%) had been employees of the past ministry of road. There was therefore some resistance to change, as most were used to the old strategies in the ministry. Any attempt therefore to introduce strategies that diverged from their norms was faced with a lot of rejection. It was seen as alteration of values, beliefs, myths, and rituals that they were used to.

5.4 Conclusion and Recommendations

This study has evaluated the challenges facing the implementation of strategic change at Kerra. The analysis has shown that each of the research variables exerts a significant effect on strategy implementation. Respondents indicated that in order for an organization to implement strategic change, the relationship between these variables needs to be given the attention they deserve.

The researcher recommends that there should be some independence in the running of Kerra, so that aspects of political interferences are reduced. Kerra should be autonomously run, such that the officials are not necessarily from the CDF offices. The study recommends that challenges associated with finances need to be dealt with
by involving partners such as World Bank and ISO to aid in financing operations. The government should also allocate more funds to the Kerra.

5.5 Suggestions for further studies

In order to have a clearer perspective of the foregoing issues in the study, the researcher recommends studies to be carried out in the following areas;

i) The challenges facing the implementation of change other sectors

ii) The factors influencing the choice of a strategy especially in governmental institutions.
REFERENCES


Kenya Roads Bill 2007


Lawrence, P.R. (1954) "How to Deal with Resistance to Change", Harvard Business


Report by Delegation of European Union to Kenya on Transport Infrastructure/Road sector (2003)


Vision 2030 infrastructural Goal under the MTP (2008-20120


MARCH 3, 2012

The Director General

Kenya Rural Roads Authority

P.O. Box 48151-00100

NAIROBI

Dear Sir,

RE: ACADEMIC MANAGEMENT RESEARCH PROJECT

I am a graduate student at the School of Business of Kenyatta University Nairobi. I am in the process of writing my final management project paper as required for partial fulfillment of the requirement of the masters of Business Administration (MBA) degree of the University. I have identified challenges in strategy implementation as my area of interest and case study as my preferred research design.

This letter serves to seek your consent to use the case of Kenya Rural Roads Authority as my reference in this research. The study will seek to examine the Regional offices in Central Province and the challenges experienced in strategy implementation. The regions has been chosen due to their close proximity to the student. A final report will be compiled at the end of the project a copy of which will be availed to the company on request.

The information gathered in the course of this study will be used for academic purposes only and it will be treated with strict confidentiality and in no instance will the name(s) of the company officer(s) be quoted in the final report.

Your support in facilitating the successful completion of this project will be highly appreciated.

Yours faithfully,

JOHN KIMANI
APPENDIX 11: QUESTIONNAIRES

SECTION A: PERSONAL BIO DATA

1. What is your gender? Please tick Male [ ] Female [ ]

2. Highest level of education and training attained?
   Certificate / Diploma [ ] Bachelors Degree [ ] Masters Degree [ ]

3. For how long have you been in KERRA.
   Less than 1 year [ ] 1-2 years [ ] 3 years [ ] Above 3 years [ ]

4. For how long have you been in the Road sector.
   Less than 3 years [ ] 3-5 years [ ] 5-10 years [ ] Above 10 years [ ]

5. What is your position in KERRA

<table>
<thead>
<tr>
<th>Rank</th>
<th>RM</th>
<th>ENG</th>
<th>PO</th>
<th>RA</th>
<th>A/ACT &amp; APO</th>
<th>CRO</th>
<th>OA</th>
<th>CRTC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please tick ( V)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION B STRATEGY

1. Are you aware that KERRA has vision and mission statement. Please tick.
   Yes [ ] No [ ]

2. Are you aware that KERRA has strategies.
   Yes [ ] No [ ]

3. Do you feel you are part and parcel of strategy implementation at KERRA
   Yes [ ] No [ ]

57
4. To what extent do you think KERRA strategies are observed in the day to day business of the organization
[ 1- Fully, 2 - To a great extent, 3- To some extent, 4- Very limited extent, 5- Never]
Please tick

5. To what extent do you regard strategy to be of importance to KERRA?
[ 1-Very important, 2- important, 3 - can be important, 4 of no important
Please tick
[ 1 ] [ 2 ] [ 3 ] [ 4 ]

SECTION C. POLITICAL INTERFERENCE
To what extent do you think the following political factors have influenced the successful implementation of strategies at KeRRA (Please tick the numerical that best fits your choice?)
[1-Fully, 2- To a great extent, 3- To some extent, 4- Very limited extent, 5- Never]

1. Poor Management
2. Corruption
3. Enactment of laws
4. Political instability
5. Inequality in distribution of resources
6. Regional disparities
7. Fairness in tender awarding
8. Government type(democratic, dictatorship)
9. Vested interest
**SECTION D. GOVERNMENT LEGISLATIONS**

To what extent do you think the following Government Legislation factors have influenced the successful implementation of strategies at KeRRA (Please tick the numerical that best fits your choice?)

[1-Fully, 2- To a great extent, 3- To some extent, 4- Very limited extent, 5- Never]

<table>
<thead>
<tr>
<th>1. Creation of state corporations</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Taxation policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Interest rates</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Government spending policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Provision of subsidies for business</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Change of laws for minimum wage levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Requirement to cater for disabled</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. Consumer protection</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. Gender sensitivity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. Human rights</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
To what extent do you think organisation culture has influenced the successful implementation of strategies at KeRRA (Please tick the numerical that best fits your choice?)

[1-Fully, 2- To a great extent, 3- To some extent, 4- Very limited extent, 5- Never]

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Accountability and transparency</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Professionalism</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Effective communication within organization</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Public relations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. Bureaucracy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. Code of conduct</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8. Use of force</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9. Human rights</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10. Attitude towards public</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
SECTION E. ORGANIZATION STRUCTURE

To what extent do you think organization structure has influenced the successful implementation of strategies at KeRRA (Please tick the numerical that best fits your choice?)

[1-Fully, 2- To a great extent, 3- To some extent, 4- Very limited extent, 5- Never]

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bureaucracy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Chain of command</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Principle of hierarchy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>Division of labour</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>General written orders</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6.</td>
<td>System of rational rules</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.</td>
<td>Unity of command</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>No questioning to authorities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.</td>
<td>Specialisation of sections</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.</td>
<td>Participatory structures</td>
<td>1</td>
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<td>3</td>
<td>4</td>
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</tbody>
</table>

Thank you for your time and participation
## APPENDIX III: BUDGET

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<thead>
<tr>
<th></th>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Proposal Development</td>
<td>10,000</td>
</tr>
<tr>
<td>2</td>
<td>Piloting Questionnaire</td>
<td>15,000</td>
</tr>
<tr>
<td>3</td>
<td>Data Collection</td>
<td>15,000</td>
</tr>
<tr>
<td>4</td>
<td>Data Analysis</td>
<td>15,000</td>
</tr>
<tr>
<td>5</td>
<td>Preparation of Report</td>
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</tr>
<tr>
<td>6</td>
<td>Contingency Incidentals</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
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</table>
### APPENDIX IV: TIME FRAME 2012

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<tr>
<th>ACTIVITY</th>
<th>JAN</th>
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<th>MAR</th>
<th>APRIL</th>
<th>MAY</th>
<th>JUNE</th>
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<td>Literature Research</td>
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<td>Proposal Writing</td>
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<td>![X]</td>
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<tr>
<td>Report Writing</td>
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<tr>
<td>Submission of Report</td>
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