

PREPAREDNESS OF CHIEFS AND ASSISTANT CHIEFS AS
CHANGE AGENTS REQUIRED BY THE CONSTITUTION OF
KENYA 2010, IN UPPER EMBU COUNTY

WEMA FERA WANJA MUGAI

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Abstract

Despite the government having formulated change policies, legislation of the PA in the new constitution that stipulates its roles that include: manage the relationship of the national government and county government, monitor the implementation of national policies, disbursement and utilization of funds among others for better service delivery. The intended change management in service delivery has not been significant. This has led to mismanagement of funds, poor service delivery and discontented members of public, high insecurity issues among others. This study aimed at investigating the preparedness of chiefs and assistant chiefs as agents of change required by the constitution of Kenya 2010. The study adopted descriptive survey design and it was conducted in Upper part of Embu County which has three districts namely, Embu East, Embu West and Embu North. The target population was 25 chiefs and 43 assistant chiefs from all the locations and sub-locations of the three districts making a sample population of 68 respondents. Research instruments were questionnaires and naturalistic observation, where both open and closed-ended questions were used to collect data. This study adopted purposive and simple random sampling methods for data collection. The study concludes that chiefs and sub-chiefs are not adequately prepared in terms of skills and training, on how to manage resistance to change and also in terms of resources. The study further concludes that chiefs and sub-chiefs understood the importance of communication, thus fully embracing it as a tool for reforms and general transformation. The study recommends that chiefs and sub-chiefs should be adequately equipped in terms of training and skills. Thorough regular training should be done so as to manage change effectively. To maintain the same level of communication in preparedness as agents of change and transformation; they should be prepared to deal with resistance in this era of reforms and general transformation. This can be achieved through the use of strategy for managing resistance, resistance management plan and identifying points of resistance to overcome resistance in change management. Finally the study recommends that government should provide adequate resources, and timely disbursement of funds to support change management and policy implementation.