STRATEGIC CHANGE MANAGEMENT PRACTICES AND CHALLENGES OF UNITED NATIONS DEVELOPMENT PROGRAMME, SOMALIA

BY

ASHA MOHAMED SHIDANE

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DECLARATION

This project is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

Signature ………………………………… Date ……………………….

ASHA MOHAMED SHIDANE

D61/60183/2011

This project has been submitted for examination with my approval as the University Supervisor.

Signature ………………………………… Date ………………

PROF. MARTIN OGUTU

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This project is dedicated to my family members for their support and encouragement.

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ABSTRACT

Due to the dynamic environments organizations operate in coupled with the rapid advancements in technology, changes in human resources dimensions, political systems, and increased competition that has come with the consequent globalization, organization experience change more rapidly. This necessitates the need for increased understanding of strategic change to ensure longevity and survival of the firm. This study, aimed to ascertain the strategic change management practices and challenges of UNDP Somalia. This research study implemented a case study design which was deemed appropriate because it involves a careful observation of a phenomenon thereby offering a broad understanding of the phenomenon under study. The study targeted senior management and staff across the organization who were wholly involved in strategic change management. Primary data was collected using a far-reaching interview guide and data collected was analyzed using content analysis owing to its qualitative nature. The study concluded that UNDP Somalia uses change management practices such as leadership, communication, planning, team work, stakeholder involvement and employee participation. The study concluded that the major cause of strategic change was pressure or changes in the organization's external environment and that all the changes were management led. The study recommends the management practice of encouraging bottom up change initiatives to enable the organization benefit from innovative solutions. The study also recommends that changes based on corporate strategy be communicated exhaustively.

CHAPTER ONE
INTRODUCTION

1.1 Background

Recognizing the necessary change and steering an organization through this process is one of the most critical and challenging responsibilities for any organization (Sharma, 2006). Strategic change management involves handling change in a controlled fashion to meet organizational goals and objectives. Globalization of economies and ensuing competition, privatization, mergers and acquisitions, development of web based applications has changed the landscape organizations used to operate in. Understanding the challenges that come with change coupled with identification and implementation of appropriate management practices provide a sound guide for an organization to navigate change (Sharma, 2006). "Business success depends not only on finding the right strategy, but also ensuring it materializes in the form of a pattern of appropriate strategic actions" (Hardy, 1996).

This study is anchored in the open systems theory as well as the resource based view of the firm. The open systems theory claims that organizations exist as open systems and that is why they are always in continuous interaction with the environment in which they operate. According to the open systems theory the environment plays a big role in influencing organizations, whereas on the other hand the resource-based view (RBV) model holds that an organization's superior performance is mainly driven by its resources (Wernerfelt, 1984). In order for the resource to give an organization competitive advantage it must present characteristics of value, rarity, imitability and organization (VRIO). The RBV approach of competitive advantage first became known in the 1980s and 1990s (Johnson, Whittington, & Scholes, 2011). Proponents of this model and view argued that the sources of competitive advantage originate from within an organization as opposed to competition from the external environment.

An organization's interactions with the external environment signals the need for change for long term survival and the success of these change process is based on the organization's resource and capabilities, hence the focus on these two theoretical concepts to determine the change practices and challenges faced by UNDP Somalia.

1.1.1 Strategic Change Management

Strategic planning can be used to organize and manage effective organizational change where the organization outlines what to change and preserves the best (Bryson, 2004). Change management has garnered enormous interest in the last fifty years and numerous books written about the subject but the success rate of change projects is 30% to 40% (Ashkenas, 2013). Typically, an organization's strategy involves some form of change and managing the change aspects successfully during strategy implementation is crucial for the success of the strategy itself. Change can be categorized depending on the extent of the change, which can either be transformational or a readjustment. It can also be categorized by the rate at which the change is to be realised which can either be "big bang" or incremental (Kaplan Financial, 2017).

For transformational change to take place the culture of an organization needs to morph, which means the existing organisational model must evolve to support the change. However, a readjustment does not require necessary revision of the culture of an organization. On the other hand, gradual change which happens over an extensive length of time results in a different organisation once completed as opposed to "big bang" change which is a strained and reactive process experiencing instantaneous initiatives over a brief period (Kaplan Financial, 2017).

Ordinarily, a multitude of reasons can make an organization want to move from the status quo, for example, significant changes in the external environment. For instance, global warming has resulted in changes in organizations perceived to be the biggest producers of greenhouse gases. On the other hand, to attribute change entirely to the external environment would mean that organizations lacked direction to have planned change in place (Paton & McCalman , 2008). Organization's change process is triggered by forces within and/or outside the organization.

An organization's change management is not only about changing systems and policies but also how the people function and relate to each other. This clearly demonstrates that change is a complex process with endless possibilities (Anderson & Anderson, 2010).The personnel in any organisation play a crucial role in the process of change. This is because they are the people who develop objectives, identify the need for change, create solutions and execute these solutions. Therefore, even though technology supports and influences change, it cannot substitute the role of personnel in the change process (Recklies, Oliver, 2001).

1.1.2 United Nations Development Programme

The United Nations Development Programme (UNDP)is an agency that deals with development. The organization functions in 170 countries with the objective of eradicating poverty, reducing inequalities whilst protecting the environment. The UNDP offers development related support through provision of technical and financial assistance in the developing of policies, providing leadership skills, enabling partnering abilities, enhancing institutional capabilities and building resilience to sustain development results (UNDP, 2016).

UNDP's vision is aimed at changing with the world whilst helping countries achieve the eradication of poverty and significantly reduce inequalities (UNDP, 2017).UNDP is aware

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of the rapid pace of change in the world where power balances are shifting and extreme poverty is improving, high rural to urban migrations and ICT is revolutionizing social development, behaviours and industries (UNDP, 2017).

1.1.3 United Nations Development Programme in Somalia

United Nations Development Programme in Somalia (UNDP Somalia), is an international development agency operating in Somalia since 1977. The organisation has provided critical support to Somalis since the collapse of the Siad Barre regime. Since the fall of the Siad Barre government there has been no functioning government in Somalia and the country was therefore referred to as a stateless government between 19191 - 2011. Even though the northern regions of the country enjoyed relative stability, the southern part has been ravaged by insecurity with different groups competing for resources and power (UNDP Somalia, 2016). In 2012 the adoption of the Somalia Constitution put in effect a federal government.

The beneficiary country's changing political landscape, insecurity, famine, poverty and increased unemployment has led to UNDP Somalia revision of its strategic goals to meet these turbulent changes (UNDP Somalia, 2016).There are more than a dozen United Nations agencies operating inside Somalia. Different organizations have different mandates and core activities from; governance, rule of law, maternal & child health, education, agriculture, sustainable livelihoods, environment, youth and the like. Different organizations engage with local partners or government depending on their core areas of work. However, all these organizations operate in the same external environment and therefore the rapid changes inside Somalia may have necessitated these organizations to adapt and align their strategies to the new opportunities considering the challenges.

Currently the UNDP Somalia has aligned its strategies on the new deal signed in September of 2013 at the New Deal Conference in Brussels. The deal is an outline focused on rebuilding and achieving peace in the country (UNDP Somalia, 2016).

1.2 Research Problem

Strategic change involves altering the objectives and vision of the organization to obtain greater success. Strategic organizational change is inevitable for the long-term survival of any firm (Naghibi & Hediyeh, 2011). Change, although necessary, is a complex multi-faceted process and requires diverse approaches depending on the context of the envisioned change (Burnes B. , 2004). There are many challenges that come with organizational change. From re-learning processes, knowledge management, fear of the unknown, resistance to change. The developmental stage of change usually experiences resistance and (Kohles, Baker, & Donaho, 1995) are of the opinion that it's a normal reaction and leaders must comprehend this enable staffs work through their resistance. Therefore, it is imperative for organizations to have in place a modus operandi for managing the change process.

With the turbulent political landscape in Somalia, UNDP Somalia has from time to time had to adapt its core strategies to the prevailing environment to remain relevant to the new priorities of the standing government. This has resulted in a very fluid programme delivery coupled with flexible business processes to achieve set targets. UNDP Somalia has since 2012 embarked on change process that involved having more presence inside Somalia. Owing to the high-risk security situation inside Somalia several similar attempts over the last two decades have been unsuccessful. This mainly involved shifting the country office which has been based in Nairobi since the early nineties (after the fall of the Siad Barre regime) to Mogadishu with the objective of increasing engagement levels with government institutions.

Some of the change practices implemented by the office include strategic leadership, communication, stakeholder involvement and encouraging employee participation in the change process. The office has encountered challenges in the implementation of the country office relocation and increased presence inside Somalia. There was resultant increased staff turnover which presented challenges with institutional memory and greatly impacted programmatic work. New staff required to familiarise themselves with the new office and more support required from the older staff during orientation, training and capacity building. The security situation further aggravated this plan with a fatal bombing incident which happened on 19th June 2013. This led to the loss of 15 people including four foreigners one being a staff member. The combined challenges partly resulted in a slowed delivery from 2013 to 2015. In 2012 the procurement delivery stood at $53.6 million whereas in 2013 the same delivery was almost half at $28.6 million (UNDP, 2017). It would be important to establish whether the relocation resulted in the planned outcomes, what challenges were envisioned, what challenges were not planned for, are there any trade-offs, specific lessons learnt and so forth.

A few reports have highlighted the issue and importance of change management in the UN system in general. The UN secretariat went on a restructuring programme following the outcome of the change management team proposal to the Secretary General (CMT, 2011). According to, (UNDP, 2017)"more change in the organization will be needed to help programme countries achieve stronger results". It goes further ahead to say that "United Nations country teams (UNCT) need to stay informed of changes in a country's development context, partner better and can position the United Nations Development System (UNDS) to support the country's priorities for transformational change". Although the importance of strategic change management is highlighted in these reports no case studies have been done for UN agencies in the Somalia context. In addition, there have

been no studies done on UNDP Somalia's strategic change progress. The organization with its complex delivery structure: four offices spread across four different regimes with potential to expand to other regions, faces enormous challenges in the face of change. What practices has the organization adopted to manage strategic change? What challenges has UNDP Somalia faced in managing strategic change?

1.3 Research Objectives

The research objectives are;

(i) To determine the strategic change management practices adopted by UNDP Somalia.

(ii) To determine the challenges faced by the organization in managing strategic change.

1.4 Value of the Study

This study will contribute to the theory of open systems and resource based view by enhancing the effect of the environment on an organization as well as the success of that organisation being dependent on its inherent resources of people, systems and knowledge. The research will also contribute to strategic change management in the Somalia context which provides a unique and complex environment for change management.

The study will be quite enriching to researchers, academic institutions and scholars. This is because it will add to their knowledge and enable them to be more informed when undertaking strategic change management. On the other hand, the findings of this study will prove valuable to the management of the organization with regards to relevant practices in managing change. In addition, UNDP Somalia being one of the largest non-profit organization operating in Somalia the findings of this study will be of importance to other non-governmental organizations operating in the same context by providing tips on what has worked or not worked for UNDP Somalia in strategic change management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Change management is a large and rapidly growing subject that is being increasingly adopted by different types of organizations around the world. It can be referred to as a well-thought-out tactic that assists the implementation of change by groups and individuals in an organization. Organizational change is a multidisciplinary process which appeals to psychology, social sciences, engineering and many others. Change impacts the entire organization and rarely does it occur in isolation (Mindtools, 2017).

2.2 Theoretical Foundation

This study is anchored in the open systems theory for organizations and the resource based view of the firm. These two concepts are discussed in more detail in the subsequent section of this proposal.

2.2.1 Open Systems Theory

A system that is in constant communication with its external environment and share feedback back and forth is an open system (Apex Consulting LLC, 2005). Systems that are solid continuously engage with their environments, evaluate their reaction, change internal systems where necessary to achieve the organisation's goals, and then disseminate essential information back to the environment. Sustainable organizations regularly examine their environments by scanning, market research to enable evaluation of trends, making projections to be viable in the long-term future. Sometimes these organizations often attempt to impact their external environment. A relevant example is using public relations, advertising, promotions, lobbying, advocacy and educating industry and local leaders (Apex Consulting LLC, 2005).

Open systems theory simply refers to the notion that organizations are influenced by their environment. The theory was developed after World War II as a response to preceding theories on the human relations perspective of Elton Mayo and the administrative theories of Henri Fayol, viewing organization as an autonomous unit (Bastedo, 2004). Organizations are open systems that are self-sustaining by an infusion of resources from their surrounding environment; e.g. market or occupational influences) (Scott, & Davis., 2007). The external environment of any organisation consists political, social or economic dynamics which may have an effect its resources and/or necessitate change. An organization's interactions with the external environment signal the need for change for long term survival.

2.2.2 Resource Based View

The resource-based view (RBV) is an approach to achieving competitive advantage that emerged in the 1980s and 1990s (Johnson, Whittington, & Scholes, 2011). The resource-based view (RBV) model holds that an organization's superior performance is mainly driven by its resources (Wernerfelt, 1984). For a resource to give an organization competitive advantage it must present characteristics of value, rarity, imitability and organization (VRIO). The RBV approach of competitive advantage first became known in the 1980s and 1990s (Johnson, Whittington, & Scholes, 2011). Proponents of this model and view argued that the sources of competitive advantage originate from within an organization as opposed to competition from the external environment. Based on this viewit is probable that transformation, does not come simply from scanning the external environment for market opportunities, but from looking inside and building on the resources and key competencies of the organization (Kostopoulos, Spanos, & Prastacos).

The enthusiasts of this view maintain that an organization should examine itself to discover its inherent competitive advantage instead of scrutinising the competitive environment for the same. Through current research, it has become apparent that a firm's resource should not remain static. Resources that provided competitive advantage are likely to become business practice over time necessitating the firm to have dynamic capabilities to survive in the long term (Johnson, Whittington, & Scholes, 2011). Recent investigations on the growth of organizational capabilities suggest a dynamic resource based theory. The dynamic capabilities view began as an 'approach' to understanding strategic change rather than as a 'theory' (Helfat & Peteraf, 2003).

In the context of change (Kostopoulos, Spanos, & Prastacos)concluded that RBV and innovation enjoy a mutual relationship. Even though, RBV provides the tools for defining the firm's capacity to innovate, a firm can regularly renew the value of its assets through innovation. This interdependent relationship between RBV and innovation supports the creation and sustainment of competitive advantage because the organization can continuously create value and through implementing continuous innovations create a stock of specific assets that competitors will find difficult to replicate swiftly. The success of any change process lies with the resources and capabilities of the organisation and how they are employed to manage the change process.

2.3 Change Management Theories

The concept of change management is grounded on theories of change. Some of the key theories include the Lewin's 3 step model of change theory, McKinsey's 7S model and the Kotter's 8 –Step model. These models are deliberated in the subsequent segments and provide a foundation on which change management is regarded.

2.3.1. Lewin's 3 step model of Change theory

One of the most popular change management theories is Lewin's Change management theory developed in 1950. Though, it needs to be acknowledged when developing the 3-Step model, Lewin was not limited to organizational problems neither was it anticipate it to be assumed separately from the other three elements, that is Field Theory, Group Dynamics and Action Research. However, Lewin viewed all four concepts as a cohesive methodology for understanding, evaluating and producing change in general. (Burnes B. , 2004).

The model consists of three stages which are unfreeze, change and re-freeze. Unfreezing is crucial to triumph over the pressures of individual or group resistance and compliance. Unfreezing can be accomplished by either increase the driving forces moving away from the status quo or decreasing the resisting forces that impede the movement from the status quo or a combination of both. To ease the unfreezing process organizations can employ some basic methods such as preparing personnel for change through effective communication, building trust, getting them to recognize the need for change all the while creating an environment for motivating staffs' active participation in diagnosing problems and devising for solutions within groups (Kritsonis, 2004-2005).

The second phase is movement, which is crucial in moving the target system to a new equilibrium. During the movement phase, some of the strategies an organization can adopt to be successful include, encouraging staffs to see the benefit of the new equilibrium, collaborate on the new initiative, share relevant communication and relate the perspective of the group to leaders who also support the change (Kritsonis, 2004-2005).

The third phase is refreezing and this occurs after the change has materialised to sustain the new status quo to be for a while. If refreezing does not occur there is high probability that system will relapse to the old status quo. Therefore, refreezing is aimed at stabilizing the new equilibrium which resulted from the change through the act of balancing the driving and restraining forces of change. The third phase means reinforcing new plans and introducing the same through formal and informal tools such as procedures and policies (Kritsonis, 2004-2005).

When merged with the force field analysis this theory exhibits change management in a precise and clear process. In summary, the unfreeze-change-refreeze concept presents driving forces as supporting change whereas restraining forces as inhibiting change. Consequently, change takes place when one force is greater than the opposing group of forces (Robbins, 2003).

2.4.2 McKinsey 7s model

Developed in 1980s by a team of the McKinsey 7s model is a used to analyse a firm's organizational design by focusing on some key internal components. These include, structure, systems, strategy, style, staff, shared values and skills. If these components are aligned effectively, the organization is better placed to achieve its objectives. The model has become a popular strategic planning tool used by academics and practitioners (McKinsey's 7S Model adapted from (Mullins, 2010).

Instead of focusing on the usual tangibles of capital, infrastructure and equipment, as a crucial to superior organizational performance the model also centres on importance of the Soft S (human resources). The model was geared to demonstrate how these key elements of the company: structure, systems, strategy, style, staff, shared values and skills, can be

united together to achieve effectiveness in an organization (Mullins, 2010). All the seven components are interrelated and a change in one section requires change in the rest of the organization to maintain effectiveness. This concept can be useful in numerous settings and is a priceless instrument when dealing with the challenge of designing organizations. It has also proved to be quite useful in identifying extent of change considered vital in different business areas in the future, facilitating organizational change, implementing new strategy and to facilitate the merger of organizations.

The model offers an effective method for understanding organizational problems, provides guidance to organizations during the change process and all parts of the organization are dealt with through a unified approach. That said the model does have some shortcomings such as all components being interrelated a change in one results in a change in all. It ignores differences and organizations that have implemented change process using this model have experienced higher probability of failure (Normandin, 2012)

2.4.3 Kotter's 8 step Change Model

John P. Kotter is a leading authority in the field of Change and Leadership (Faculty & Research , 2017). The eight steps to transforming organisations was a result of analysing several different organisations experiencing change. These results stressed eight crucial messages which were then translated in to a realistic eight step model. These steps are; create an urgency, form a powerful partnership, create a vision for the change, communicate the vision, inspire action, create quick wins, build on the change and secure the changes into the corporate culture. These steps offer a direction to management in finding answers on how to go beyond communicating the change message and alter people's behaviour and that when utilised effectively the core of change can correct the

technique in which organisations and leaders approach change management (Mourfield, 2014).

Organizations can greatly increase their chances of success, both today and in the future by simply improving their ability to change, an ability without which organizations are unable to thrive continuously. Although represented in a linear fashion, experience has taught that it's best to view the eight steps as a continuous cycle for the change momentum to be maintained. The benefits of this model are anchored in its success on the buy in by employees which works well for hierarchical organisations. Unfortunately, the model is more of top-down geared and offers little space for collaboration. It can lead to frustration amongst staffs if the employee requests are not taken into deliberation (Nauheimer, 2009).

2.5 Strategic Change Management Practices

The prevailing external and internal environmental forces compel both private and public entities to adjust existing structures, strategy, practices, policies and technology to remain relevant (Pearce & Robinson, 1997). Change management calls for environment assessment, effective leadership, coherence and managing resistance.

2.5.1. Leadership

Leadership plays a vital role in any change management initiative. This function is repeatedly mentioned as the main contributor to successful to change initiatives. The earlier the participation of the leadership of an organization in the change process, the more effective they become when working on the buy in and building acceptance of the change amongst groups and individuals. Change is not a process that can simply be managed but rather a process that needs to be led and how the leading is accomplished determines the success of realising the change goals (Aitken & Higgs, 2010).

For change to be successful those at the top (organization's leaders) must be the initiators of the ideas, have the long-term view in mind with clear conviction and can demonstrate that the change is in the best interest of the organisations long-term sustainability. Burns found that leadership had more than two hundred definitions and Ket de Vries found that the more leaders he met the harder it became to identify a common pattern of effective leadership behaviour, which led him to comment on a Canadian educationalist view that "leadership like love lies in the eye of the beholder" (Aitken & Higgs, 2010). That said leadership effectiveness is dependency on the specific leadership behaviour in question (House, Dorfman, Javida, Hangues, & Sully de Luque, 2014).

Effective leaders should be able to formulate strategies, develop a vision of the future, communicate the vision effectively and get staffs to buy into the vision, motivate and inspire staffs to convert the vision into a reality. Consequently, an effective leader should have the ability utilise the organizational culture to inspire staffs and develop leaders at all levels of the organization. Strategic leadership should be made up of visionary and charismatic transformational leaders devoted to creating an organizational culture that sees continual change as a competitive strategy and an essential business function (Carmazzi, 2007). The ultimate test of a leader is guiding the change process. For a firm to survive in the long run it needs the ability to continuously reinvent itself. Nevertheless, because of human nature, necessary change is often resisted strongly by the people it affects most because change is a process not an automatic undertaking. Accordingly, leading change is both essential and exceptionally demanding (Kotter, 2006).

2.5.2. Stakeholder Involvement

The term stakeholder developed in the 1960s from ground-breaking work at Stanford Research Institute, which argued that managers "needed to understand the concerns of

shareholders, employees, lenders and suppliers, to develop objectives that stakeholders could support" (Sinclair, 2011). Stakeholder is an individual or a group of people who are affected by the objectives and goals of an organization. The significance of stakeholder involvement for any given course of action in the change management process cannot be overemphasized. Their contribution is a valued introduction in any change management attempt to increase the likelihood of success (Ng'ong'a & Alan, 2015).Usually the biggest challenge to change in organizations are the stakeholders in the organization. As such stakeholder involvement is a key element of successful change. Top down directives alone will not yield the expected results. Change agents focus on obtaining support for the new objectives of the organization by involving key stakeholders and thereby achieving successful transition.

There are seven steps of managing stakeholders; identification, categorization based on influences and interests, deliberating if the stakeholder is positive or negative, define engagement level or communication scope, develop plan for managing each stakeholder including measures of success, deliver plan, review success and refine plan (Ng'ong'a & Alan, 2015, p. 6).

The influence of stakeholders can be viewed as a set of concentric circles; with the most inner circle including the stakeholders with the most significant influence while the external circle is the stakeholders with the least significant influence. The power of a stakeholder is dependent on their ability to persuade, induce, or coerce others into sticking to definite courses of actions.

To implement change initiatives an organization needs to engage its stakeholders effectively. Stakeholders should be able to comprehend why the change is happening and why its beneficial for them. They should be provided an opportunity to share views and contribute to

the change agenda. Cooperation and collaboration to achieve the change is more prospective if stakeholders are involved and kept informed even in circumstances where the change is non-negotiable initiative. Based on experience change initiatives ought to be approached in an open and consultative fashion to benefit from effective implementation (Koitie, 2015). Both external and internal stakeholders should be well informed and kept abreast of ongoing change initiatives to enable them to feel engaged and enhancing opportunity for greater involvement and effective adoption of the change.

2.5.3. Communication

Communication is the cornerstone of change management. Without proper communication, the planned change may be misrepresented or misunderstood, leading to wrong expectations or increased resistance from stakeholders. For an effective change process communication is key. Consistent with (Seng, 2015), to facilitate readiness amongst staffs for the planned change initiatives the communication for change ought to be timely, useful, and directly address employee's concerns. Effective communication dispels staffs' fears regarding the uncertainty surrounding change initiatives, delivers a message that promotes staffs' self-value for being able to perform after the change is implemented and informs staffs about the change.

Individuals are more interested on the reasons why they need to change before engaging themselves in any change (Seng, 2015). Once this is understood; the reason why they need to change, they will start looking for information and acquire the knowledge on how to make change happen. Clear and concise communication is important during the change process. This gives all stakeholders the details of the change process, its effects, how it will progress and gives them an opportunity to provide feedback. Communication provides room for a consultative change process with key stakeholders. Proper communications and

consultations results in increased success in the change implementation process as opposed to top-down directives.

Improper communication is one of the reasons why transformational change fails. In fact, Kotter believes that Communication on the new vision or the change should be regular and engaging and should come in both words and actions, and the actions are more significant. When leaders advocating for change behave in way that goes against the change message their plans are highly undermined (Kotter, 2006).

2.5.4. Employee Participation

Without staff, organizations are just systems and procedures. Staffs make organizations what they are. Employee participation enhances the change process. Early involvement of employees is important for the change process to succeed. People can make or break an organization. Employee participation also works with the organisational culture and a strategic approach with clear understanding of the organisational culture will yield a successful transition.

When employees formulate some of the solutions through active participation they gain ownership of the change process and this enhances readiness for change and limits instances of high resistance. Moreover, active participation can help facilitate change self-effectiveness. There seems to be some misconception about employee participation in the change process, which encourage change agents to hold on to a certain way of implementing change (Sim, 2002). It is often assumed that employees are the first resistors to change.

In order for an organization to achieve an increased approval for a change process and improved performance, employee participation is paramount and majority of change

management studies identify this practice as the linchpin for implementation of change management strategies (Dicke, 2017). Another concept that is closely linked to employee participation is organizational commitment. The findings of (Fedor, 2006) indicate that there may be implications for the relationship between employee engagement and change management. When an organization planning a change, it should take into consideration whether the change will be perceived negatively or positively by the employees, scope of the change as well as the effect of the change on the employees work all affect the level of employee participation in the change process.

2.6 Strategic Change Management Challenges

The biggest headache to change is the people. Human beings by nature resist change. Change is a difficult process. Change requires a deviation in already established habits and norms, hence the immense effort required for success. Change comes with fear of the unknown which makes people uncomfortable, insecure and wary of their future with an organisation. With already that as a challenge there also certain operational challenges that result in change failing. Lack of early stakeholder participation and ineffective communication are also some of the challenges facing change agents.

Although there is a wide array of literature on how to manage change effectively, the human factor, unique organisational cultures and contexts make change management a slippery slope with a high degree of failure than success. Another challenge facing change management is lack of proper monitoring and evaluation of the planned change. Sometimes while one change process in ongoing the external environment results in other organizational changes to be critical. In the case of UNDP Somalia, changing political objectives results in constant shifting of goal posts.

There is no universal understanding on what specific factors most induce transformational change. Different leaders view change initiatives from perspective, based on their personal experience and they all focus on a various success factors. On the other hand, specialists, offer diverse perspectives. When it comes to change management, there is no one-size fits all solution. This is evidenced by the vast amount of literature on the subject; a search on Amazon.com for books on "change and management" turned up 6,153 titles, each with a different take on the topic. Applying different ideas could result in organizations attacking several priorities simultaneously, which spreads resources and skills thin. Moreover, executives use different approaches in different parts of the organization, which compounds the mayhem that usually accompanies change (Sirkin, Keenan, & Jackson, 2005).

Lately, countless change management specialists have been persistent on soft issues such as leadership, motivation and culture. While these elements are central to success, merely managing the soft attributes is insufficient to execute transformational undertakings. Furthermore, soft issues do not influence directly the results of majority of change programs. Whilst changes in culture or motivation levels may be indirectly measured through interviews and surveys, obtaining authentic data on soft factors is very difficult (Sirkin, Keenan, & Jackson, 2005). Therefore, Sirkin *et.al.* advocates for a focus on the hard factors which are easily identifiable, quantifiable and their importance can be easy to communicate. Focusing on the soft factors in most cases results in failure to implement transformational initiatives prior to the soft issues effecting themselves (Sirkin, Keenan, & Jackson, 2005).

2.7 Empirical Studies and Knowledge Gap

Public sector organisations seem to resist change even though they strive for capacity as opposed (CDG, 2006). Most development experts view change and capacity as independent, however research has shown a strong link exists. Based on a report by (Management Concepts, Inc., 2016)successful change management was established in a

third of the public-sector respondents in their study and the strategies that provided the greatest success included focus on increasing efficiency, *training of the workforce* and changing the culture of the organisations.

Recognizing the risks and possible mitigations of any change management exercise is just as important as outlining the limitations of the change management plan keeping in mind to manage expectations accordingly (CDG, 2006). On the other hand, (Omitto, 2013) focused on the *perception of employees* on change management practices employed. It would be worthwhile to establish how some of the identified change management practices have contributed to the level of success of the strategic change process in UNDP Somalia. A strong guiding leadership and organizational commitment is necessary for success in the change initiative. Preserving that the organization of study is a donor funded programme the role donors play as drivers of change further validates the open systems theory and provides a strong example of how an organizations' external environment can necessitate change (CDG, 2006).

Although (Mulwa, 2015) sought to establish the strategic change management at the United Nations office in Nairobi the context of UNDP Somalia is quite unique with four area offices spread out in separate regions inside Somalia and a support office in Kenya. There exists a vast repository of information on change management nevertheless there is limited information on the specific practices and challenges experienced by UN agencies when implementing transformational change projects and particularly agencies operating in fragile states such as Somalia.

A few internal reports have highlighted the issue and importance of change management in the UN system. This include the "Change Management Plan" prepared the change management team which focused on what changes the secretariat had to incorporate over

the next coming years to be more effective (CMT, 2011). In the UNDP 2014-2017 Strategy there is a clear identification of the need for change by country offices to help beneficiaries' countries achieve stronger results (UNDP, 2017). It further acknowledges that all UN agencies in a country need to stay informed of the changes that are occurring in the beneficiary country "to position the United Nations Development System (UNDS) to support the country's priorities for transformational change" (UNDP, 2017). Although the importance of strategic change management is highlighted in these reports no case studies have been done for UN agencies in the Somalia context. In addition, there have been no studies done on UNDP Somalia's strategic change progress. The organization with its complex delivery structure: four offices spread across four different regimes faces enormous challenges in the face of change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology outlines the approach for data collection that was employed, the research plan that was effected and why it was relevant as well as the data collection methods and data analysis tools which were applied.

3.2 Research Design

The study adopted a case study format since the unit of analysis was UNDP Somalia. In the case study approach, an investigator can go past the quantitative output and comprehend the behavioural conditions through the player's perspective. This can be achieved by incorporating both quantitative and qualitative data. In addition, case study enables the investigator to expound on the process and outcome of an incident through observation, reconstruction and analysis (Tellis, 1997).

3.3 Data Collection

This study employed qualitative primary data. The researcher collected primary data from long and short serving managers and other staff members within the principal organization. Managers to be interviewed are the Country Director (CD); Deputy Country Director Operations (DCD Operations); Deputy Country Director Programmes (DCD Programme), Heads Units and staff. The managers where interviewed to conclude their role in the change management at UNDP Somalia as well as establish their view on the practices established and challenges faced.

UNDP Somalia staffs were also interviewed to determine their outlook concerning their engagement in the change management process. This was accomplished with the use of an interview model. To obtain the interviewees consent the data collection letter from the university and the interview guide was shared with each and every respondent. Once the respondent's consent was received, an interview was scheduled and questions will be administered. Once the interview schedule has been processed the researcher will inspect it further for gaps.

3.4 Data Analysis

As the responses obtained from the interviewees will be qualitative in nature it will be analysed using content analysis. Content analysis is defined as a procedure for collecting and organizing information in a uniform structure which enables analysts to make extrapolations regarding the characteristics and meanings of written and recorded data (Stemler, 2001). Content analysis can be either simple or complex depending on the format developed to calculate regularity of speeches. The complex formats can analyse large volumes of information for trends or even distinguish slight differences in statements. Since it enables the examination of trends and patterns this type of analysis is best matched for monitoring changes in staffs' opinions and providing empirical basis for the same.

CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the data collected and analysis of the results. The study had two main objectives which were to determine the strategic change management practices of UNDP Somalia and recognize the strategic change management challenges the organization faced during implementation of the various strategic change management processes.

Primary data was collected using an interview guide where senior managers and staff across the various offices. The data was collected from staff in different departments; operations and programmes who played different roles in the various strategic change management processes, be it supportive, planning and design or implementation. Secondary data was collected from the organisations draft strategic plan for 2017– 2019 which is in line with the Somalia National Development Plan 2017-2019.

4.1.1 Strategic Change Management at UNDP Somalia

The interviewer enquired on the strategic change management initiatives that each interviewee had experienced during their duration of employment with UNDP Somalia. The interviewees maintained that various strategic changes had occurred at both operational and programmatic levels over the past decade with the more rapid changes occurring within the last five years.

The interviewer further enquired on the specific strategic changes the organization had experienced and the interviewees identified various strategic changes which included; the relocation and alignment of operational and programmatic functions to the new country office in Mogadishu, programmatic realignment including change in programme structure,

gender streamlining of the organization, changes in programmatic procedure to enhance programme oversight, decentralization to area offices, changes in the senior management, and very recently a shift in the programmes with high priority being given to early recovery and resilience.

The interviewees were questioned to identify the causes of the changes they identified previously to which they provided various answers including; changes in the security environment inside Somalia, increased international recognition of the federal government after the 2012 electoral process, the alignment of the programme objectives with the peace building and state building goals so as to respond to new and different set of development expectation and priorities of the federal government of Somalia, the need for the organization to have stronger footprint inside Somalia and increase the support the legitimacy of the Somalia federal government, post 2013 audit recommendation for increased programmatic oversight, corporate strategy on the gender streamlining of the organization as well as the perennial drought problem in Somalia.

4.2 Strategic Change Management Practices

The researcher asked the interviewees various questions relating to strategic change management practices adopted by UNDP Somalia and different responses were obtained. This section of the interview guide sought to establish from the interviewees whether they understood the change management practices at UNDP Somalia and how the practises affected the outcome of the change process.

4.2.1 Leadership

The interviewer asked if leadership was a change management practise that the organization used to implement strategic change. The interviewees identified leadership as a vital issue that goes hand in hand with strategic change management. This is in

complete agreement with the preceding literature and appreciation by (Aitken & Higgs, 2010), who claimed that change is not a process to only be managed but rather led and how the leading is accomplished controls the success of the change objectives.

The interviewer queried on how leadership affected strategic change in the organization and one of the main factors identified by the long serving staff was that changes in the leadership team and how varied leadership's approach to change management, as well as varied management style and implementation of the change was a critical factor to the success or failure of the change initiative. Some interviewees further argued that the more open the leadership was, the easier it was to inspire teams to change and that instances where the leadership was not willing engage in dialogue and was more focused on making the change at the expense of obtaining a buy in into the change plan resulted in higher chances of the change initiative being less successful or unsustainable. Some interviewees associated a strong and focused leadership that exhibited consistency with success of the change initiative.

Many of the interviewees who were employed in the organization for a period of at least four to five years referred to the glaring difference between how two separate management teams handled one major change initiative and how both fared in the process. The interviewees were keen to point out that the failure of the previous management presented some strong lessons, as well as clear view of how change should not be managed within an organisation to the leadership that inherited the failed change initiative.

Change is occasionally required to correct past mistakes, but the process of adjusting and implementing change can be quite difficult for leaders (Lewis, 2011). Majority of the interviewees believed that a leader who could win the trust of his/her employees and

stakeholders and is able to communicate the new vision clearly and inspire action is the linchpin for the success of any change management initiatives within an organization.

The interviewees referred to the post 2013 UNDP Somalia senior management who in the case of the country office relocation to Mogadishu led by example and were the first to settle into Mogadishu as the new country office. Clearly, for change to be successful the top leaders must be the motivators of the ideas, have the long-term outlook in mind with vibrant confidence and endorse that the change is in the best interest of the organisations long-term sustainability (Kotter, 2006).

4.2.2 Planning

The interviewees were asked to confirm if the change was planned or haphazard. Some of the interviewees labelled the change well planned especially when it comes to the development of the Somalia compact and alignment of the organization's goals with the peace building and state building goals. The interviewees also identified the second phase of the country office relocation as a well-planned strategic change process.

The interviewer queried further on how well the change was planned. Majority of the interviewees responded that the initial relocation plan was not well thought out and major adjustments had to be made. The interviewees provided an example where some claimed that the possibility of operating from a different facility besides the UNCC in Mogadishu was not planned for and termed this as a major assumption in the initial plan and resulted in increased operational costs when the office was relocated inside MIA. The interviewees further reasoned that for the change to be sustainable it had to adapt to the existing realities on the ground. The country offices move from UNCC Mogadishu to the MIA was an adjustment to the initial plan of having a fully-fledged office in Mogadishu. Owing to the

volatile security environment the office had to adjust and function within limited office space and sparse accommodations.

When other interviewees were questioned on the extent of planning they highlighted that although comprehensive planning and involving objective third parties in the change management process; a case in point being the invitation of the change management team in assessing the office on how best to handle the shift of the country office to Mogadishu after 2013, adjustments and flexibility was still necessary owing to the rapid changes in the external environment.

On the other hand there were some critical views on this aspect by some interviewees were they identified a gap in the planning of some change management initiatives as result of the immense shift of focus to Mogadishu, other area offices were given less priority and in some instances situations that could have been better managed with adequate planning and proper identification of resultant risks ended up being quite costly and also affected not only the organization's relationship with the Somaliland government but also the entire UN in Somaliland at that time. A case in point would be the mechanism for handing over the airspace control to the federal government of Somalia without prior consultations with the Somaliland government which let to UN flights not being allowed to land or take-off Somaliland for a period of six weeks (Hasan, 2017).

4.2.3 Teamwork

The interviewer enquired if teams were formed to execute the change process. The interviewees confirmed that teams were indeed formed to implement the strategic change a case in point being the senior management members as well as the country office relocation advisory group. The interviewees went further to elucidate that the senior management members included senior management from the different offices as well as

head of programmes/units and they led the structure and approach of change process. The Senior Management Members conducted regular meetings to provide feedback and address issues.

The interviewees further explained that in a bid to involve the old country office staff who were to be majorly affected by the country office relocation the office in 2013 formed the country office relocation advisory group. This was later changed to the country office realignment advisory group in the second phase of the country office relocation and it was aimed at obtaining staff feedback on issues or concerns around the change process itself it also provided a mechanism through which staff could express any concerns about the process.

4.2.3 Stakeholder Involvement

The interviewees were informed that for purposes of this project stakeholders referred to the donors, Somalia government, Non-Governmental Organisations or Civil Society Organisation in Somalia. The interviewer sought to identify if stakeholder involvement was a managerial practise in change management. The interviewees confirmed that when it comes to majority of the change initiatives experienced by UNDP Somalia the stakeholders were quite supportive. A good example of positive and effective stakeholder engagement in the change process is the establishment of the Somalia compact. This the interviewees claimed was a highly successful process that resulted in peace building and state building goals owing to the wide stakeholder engagement and the lengthy discussions that took place. This wide engagement and lengthy discussions allowed for the understanding of the Somaliland's special political circumstance and adjustments were made to include the Somaliland government in a Somalia Country focused process to enable continued activities in Somaliland by the donors.

According to (Hearn & Zimmerman, 2014). The New Deal compact in Somalia may have produced a paradigm shift in international policy narrative around Somali ownership and leadership. They further claimed that the process that led to the development of the compact was based on challenging substitutions between political and technical imperatives for both Somali and external actors (Hearn & Zimmerman, 2014). One very clear interchange that links to the programmatic shift of UNDP Somalia to the new way of doing business is the implementation trade-off: where the need for realignment of aid to Somali objectives is against maintaining programs aligned to existing strategic objectives.

The interviewees were questioned on the reasoning behind the alignment of the organization's strategic goals to the Somalia compact. The interviewees identified an expansion in the development space in Somalia as well as the UN agency in Somalia to identifying the need for effective joint programmes and efficient use of resources. They further argued that this resulted in continued discussion on common interest areas as well as the alignment of the country offices strategic goals to the peace building and state building goals.

4.2.4 Communication

The interviewees were queried on their views regarding how well the strategic change they experienced was communicated. The interviewees identified communication as a critical change management practise especially in the case of the relocation of the country office from Nairobi to Mogadishu. They reasoned that it was the critical factor that inspired confidence in the new senior management after 2013 and the approach and method of communication shifted the attitude of the old country office team and resulted in a much favourable working environment.

The interviewees were further queried on how the communication was made effective and some reasoned that the communication of the strategic change was adapted to the specific audience. For Nairobi communicating the need for the change and the importance was necessary for understanding the new direction of the country office and the new role of the Nairobi office as a support office for the country office. In addition, communication of the gradual and incremental pace of change process provided the team with the confidence that the change process will not be abrupt or aggressive thereby giving the team an opportunity to adjust and make necessary plans.

Some interviewees identified a clear and relevant communication as a source of inspiration of the Mogadishu team to understand that they were now the future of the Somalia country office and they needed to own their country office. They pointed that the message for Mogadishu team was aimed at empowering the team to be more committed to the new direction the country office was taking. The interviewees further noted that as a consequence this boosted the morale of the team and a good example of the increased level of empowerment is the increase in number of national staff holding national officer positions.

Effective internal communication has an effect on change communication and ultimately the success of strategic change. (Welch & Jackson, 2007)suggest that the success of internal communication should be based on how employees understand the change situation and two-way information flow, employees understanding the need for change, employees level of engagement where they feel a sense of belonging and employees and internal communication is participatory and employee commitment apparent in strong internal relationships.

4.2.5 Employee Participation

The interviewer asked the interviewees to advise if employee participation was a practise used for strategic change management in UNDP Somalia. The interviewees confirmed that this practise was used but on the other hand argued that it was highly dependent on the level of communication. Many of the interviewees identified increased employee participation regarding the country office relocation when the communication from the leadership was more consistent and transparent. However, some interviewees identified varied level of participation depending on the office location.

The interviewees also noted that on the development of the new deal for Somalia there was wide participation at every level of the organisation within UNDP Somalia, with external stakeholders such as the other UN agencies operating inside Somalia through the UNCT, the Somalia government, donors, civil society and NGOs and the communications was participatory and provided a feedback mechanism were different views were taken into consideration.

The interviewees also noted that on the decentralization of UNDP Somalia where the areas offices were given increased delegation of authority and responsibility, the process was also participative. The interviewees termed the change as incremental but nevertheless they were given an opportunity to share their views. They further noted that decentralization set the stage for the foreseen relocation of the country office to Mogadishu and also empowered the sub offices into area offices by increasing their sense of ownership and oversight over projects within their region.

4.3 Strategic Change Management Challenges

There were a number of challenges identified by different interviewees. This portion of the interview sought to identify the challenges faced by UNDP Somalia throughout the various strategic change processes and the effect these challenges have had on the strategic change management process and possible solutions to the challenges. These challenges were resistance to change, funding, security environment, and limited human resource capacity.

4.3.1 Resistance to Change

The interviewees identified resistance to change as a strategic change management challenge. They further argued that failure of the initial relocation plan 2012-13 was a result of resistance to change. They argued that the initial communication was not well executed and this resulted in resistance especially from Nairobi based staff. When queried further on why they thought there was resistance they argued that the Nairobi staffs were not given adequate mechanism to share their views and what was provided was more cosmetic and staff felt that their input was not required. This they argued created a sense of apathy where the objective became a management led and management executed change process.

They further reasoned that resistance resulted in a gap in programmatic and operational capacity of UNDP Somalia and for some time the organization lacked heads of programmes as well as senior a management team. The interviewees further argued that many qualified staff left the organization due to the speed at which the relocation was materializing owing to various reasons from; not being able to work inside Somalia due to family obligations or high-risk security environment to not agreeing with the senior management's change implementation plan at the time.

The interviewees maintained that this presented a gap for some time and the new staff had to learn the new context and environment. Some of the interviewees argued that in a way, this may have been also the success behind the second phase of the relocation since the new team who were aware of the change and fully agree with it were able to accept and implement the change as opposed to trying to change a fixed mindset that is still adjusting to the shift in the organization.

Some interviewees identified the frequent change in leadership and resultant difference in management styles and changes in ways of doing things forced staff to continuously change process/procedures and many of the staff would find it difficult to immediately switch and this delayed adoption was as a result of resistance to change. Substantive change in nature of the work or requirement sin skills required to perform the work a is likely to cause distrust especially where the change is not communicated prior to implementation. Even when the threat to change is based on individual perception not the actual change resistance is still likely to occur (Dawson, 2003).

4.3.2 Financial Resources

Funding was identified as one of the challenges the organization faced during the strategic change management. Some interviewees argued that owing to the shift of focus to Mogadishu there was a shift in the priorities of the traditional donors and funding was reduced for other area offices a case in point being Hargeisa. The interviewees gave examples such as the Hargeisa's office loss qualified and strong project management staff owing to the shift of funding priorities and focus to the Mogadishu country office. Over the last three years there has been an increased level of programme activity in the south-central region of Somalia and reduced activities in Somaliland and Puntland regions owing to the same shift of country office relocation and increased commitment from the government to a more government led development in partnership with UNDP Somalia.

4.3.3 Security Environment

One of the biggest challenge to majority of the strategic change initiatives for UNDP Somalia was identified as the volatile security environment inside Somalia. The security situation in Somalia since the late 1990s has been highly volatile and this is the main reason for locating the country office for UNDP Somalia in Nairobi. This has been the case for the past two decades. Following the electoral process in 2012, there was increased international recognition of the federal government of Somalia and this combined with relative progress of the security environment encouraged UNDP shift management functions from Nairobi to Mogadishu.

Unfortunately, there were serious security threats that limited the speed at which the change was envisioned and this resulted in a scale back and going back to the drawing board. The fluid security environment has also made it difficult to predict with confidence the structure of the organisation at a given point in time. The security environment has also resulted in increased operating costs inside Somalia. After the June 2013 attack of the United Nations Common Compound in Mogadishu, the country office moved to the Mogadishu International Airport and this resulted in a very limited operating environment where accommodation and office space was scarce. Nevertheless, with unwavering support from government and donors UNDP Somalia was able to deliver on its programmatic objectives.

Some of the interviewees indicated that regrettably, the security situation also limited the organisation's ability to access and expand projects in various states in south central Somalia. Some of those in leadership identified the difficult task of the some of the decision-making processes that could have critical impact on the safety of staff. They

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further declared that a rigorous analysis of the external environment was paramount, keeping in mind all the potential risks and identifying mitigating measures.

4.3.4 Limited Human Resource Capacity

Many of the interviewees claimed that due to the country being without functioning institution for more than two decades the operational environment lacked adequate human resource capacity at national level and also at the government partnership level. The interviewees further reasoned and recognised that capacity building is a long-term initiative and were supportive of UNDP leading by example and being the first UN agency in Somalia to relocate their head office to Mogadishu.

The interviewees argued that internal capacity was not built inside Somalia due to the country office location being outside Somalia and that training and empowerment was necessary to beef up capacity in Mogadishu. They also recognised the effort the management had put into building capacity at the country office level but retaliated that more had to be done in terms of training and knowledge transfer.

The interviewees also identified the lack of capacity at the government level to also hinder the implementation of project activities. To increase level of ownership at government level the programmes increased engagement with relevant government ministries to initiate discussions and ensure the activities are in line with the partners requirements and needs. This involved training on all the project requirements in terms of reporting on activities and management of funds.

4.3.5 Changes in Partner Focal Representative

Some of the interviewees identified high turnover and changes at the ministry level of the partner government as challenge to the implementation of some projects; this they argued was especially common in Somaliland.

They argued that this delayed the implementation or speed of activities because the new focal person had to familiarise himself/herself with the entire project and sometimes did not agree with certain aspects of the project.

4.4 Discussion

A coherent and extensive strategy is important for real lasting change that has long-term value to occur (Baker, 2007). In addition, a well-ordered, systematic and constructed change management project will provide a route-map for the change with a clear identification of the changes to be made, how to best arrange activities for implementation, opportunities for success and likely risk areas, which if not managed will result in failure of the change.

Organizations are influenced by their external environment and they in turn could influence the environment they operate in (Nyamu, 2014). From the study, the findings indicate that the major change initiatives embarked on by UNDP Somalia were influenced by changes in the external environment. The relocation was as result of increased international recognition of the federal government of Somalia after the 2012 electoral process. There was also an increased commitment by the political elite in Somalia to achieve peace and stability inside Somalia. This is clearly evidenced by the development of the new deal compact between 2013-14, which offered a more Somalia led partnership with the UN and other international donors.

The ensued internal realignment which further resulted in structural changes within the organization was necessary to enable the organization to increase its impact and presence inside Somalia and also respond to and meet new priorities of the federal government of Somalia. The decentralization of the sub-offices was also in preparation of the eventual shift of decision making office to Mogadishu. It was geared towards increasing the ownership and oversight of the area offices for projects being implemented in their regions. It also set the tone for the envisioned interactions between the area offices and the new country office.

The external environment also presents a volatile security environment which resulted in challenges for the organization that not only limits the ability of UNDP Somalia to expand and access more areas within Somalia but also impacted the scope of programmatic work UNDP can realistically implement on the ground and thereby the impact of the organization visibility from the beneficiaries' perspective. Furthermore, the high-risk environment has also resulted in high operational costs and this has greatly affected the cost of operations inside Somalia.

The resource-based view (RBV) sees resources as a central factor to gain superior firm performance. If a resource exhibits VRIO attributes, the resource enables the firm to achieve and sustain competitive advantage (Wernerfelt, 1984). UNDP Somalia is faced with the challenge of limited human resource capacity both internally as well as at partner level owing to the lack of proper institutions in the Somalia for more than two decades. This was identified a clear challenge by majority of the interviewees.

In a bid to address this challenge the organization has found impactful ways of increasing capacity within and outside the organization. From hiring and empowering national staff to engaging consultants through the government ministries and working directly with them to increase their capacity, to organizing leadership seminar for local government leaders. It clear that the organization is aware of the long-term objective of capacity building and has aligned

projects to ensure more discussions and engagements with the beneficiary country to build capacity at every level for the long term and benefit for both the organization and its partners.

Change implementation efforts need to be designed to fit the organizational context for successful change (Balogun, 2001). Sometimes organizations may use change plans that worked for a different context and often end up being inappropriate for them. This has been evident with UNDP Somalia regarding how the senior management handled the relocation of the country office before 2013.Some of the contextual factors that need to be considered in managing change are the time available for change, extent of diversity among the change implementers, internal opinions, experience and views of staff in the organization, capability to manage change in the organization which relates to three dimensions: individual, managerial and organization, capacity for change with reference to resources, enthusiasm for change and lastly the autonomy of change agents to implement change (Nyamu, 2014).

There are various motivations for people in an organization to resist change. Each and every organization has its own culture unique to itself and difficult to change since they are established over a substantial period time and grow to be the benchmark for how processes are handled and subsequently, belief systems expectations and are formed which identify with the social and economic aspects within an organization's operational space.

It's clear that the time available for change, extent of diversity among the change teams, opinions, experience and views internal stakeholders, capability to manage change at an individual, managerial and organization level, resources available for change, passion for change and lastly the independence of change agents to implement change are some contextual factors that need to be considered in managing change (Nyamu, 2014).

From the findings, its evidenced that there was gap between the change agents and the views, opinions and experience of the staff implementing the change at UNDP Somalia between 2012-2013. Although the need for change was largely understood the lack of senior management's engagement in open and transparent communication created a lot of anxiety, mistrust and apathy within the organization especially for the Nairobi based staff. In Hargeisa and Garowe area office there was the shift of focus but the reaction was more stable in comparison to the Nairobi office.

The findings indicate that in 2014 though the strategic change management practice of transparent and participatory communication with senior management, the leadership achieved a more conducive working environment and enabled the change to take place in a more grounded and enduring way. Leadership and open communication went hand in hand as the new leadership used open communication coupled with a feedback mechanism through the Country Office Realignment Advisory Group as a strategic tool to understand the context well and were able to implement a change plan that was well understood and will ingly supported.

It is clear from the findings that the new leadership to use effective communication as a tool to inspire and get teams to act and implement the change had a ripple effect on employee participation. Once there was clear understanding of the change and the views and concerns of all parties concerned were addressed it was easy to get all staff to act and enhance the team spirit.

It was also interesting to identify that depending on the tenure of the interviewee, the changes experience was varied. The longer the tenure the more the changes experienced and vice versa. The importance of planning cannot be over empathized. For change to be successful adequate time and resources should be invested in the planning phase so as

address all risks and have in place mitigation plans.

Implementation through the use of teams was also a practice that helped the organization implement change initiatives. When the country office leadership formed teams, provided a clear plan on how the change was to be achieved, went out of their way to involve different parts of the organisation in discussions and provided a platform for sharing views and exchanging ideas, the teams were found to be more engaged and the vision to be achieved was more clear resulting in sustainable change.

4.5 Summary

This chapter presents analysis of data and discussions. The objective of the study was to establish strategic change management practices adopted by UNDP Somalia and challenges UNDP Somalia faced in managing strategic change. From the findings UNDP Somalia did use leadership, planning, team work, stakeholder involvement and employee participation as a practice to create a vision for the change and guide and inspire all to support and implement the change. Communication was the main strategic practice which clearly showed the capacity of the leadership and proved that they were up to the task. This further inspired confidence and also increased support for the change initiative.

The study found out that employees need to be given an opportunity to air their views as well as time to adjust. It also found that showing genuine concern and support for their wellbeing and wining their trust through open communication, consistently seeking their feedback was necessary as a support mechanism for the employees during the change process and it also increased chances of buy in to the change idea.

SUMMARY, CONCUSIONS AND RECCOMMENDATIONS

5.2 Summary of Findings

5.2.1 Strategic Change Management Practices

The study found that various change management practices were used to implement different strategic change initiatives. A combination of different practices was used for the various change initiatives. The study also found that the major change initiative was the successful relocation of the country office from Nairobi to Mogadishu. The study also found that the relocation was because of increased recognition of the Somalia federal government by the international community and increased interest from the donor community after the 2012 electoral process with the aim of supporting the legitimate government with a much-needed development framework for establishing peace and stability in Somalia.

The study found that communication when consistent, open, clear and participative became a powerful tool for increasing understanding of the need for change and obtaining a buy in and enthusiastic support from internal stakeholders. The study found that the main difference between the implementation of the first phase of the country office relocation which took place between the end of 2012 to mid-2013 and the second phase of relocation which is the implementation process after 2014 was how the change initiative was communicated. This meant that the communication was not viewed as only the message but it included the instruments used for communication, clarity of the message, frequency, attitude of the communicators and approach used.

Another finding was the effective approach of using teams to plan and execute the change initiative. The use of teams was a successful change management practise and the senior

management tapped into this practice so as to have a greater understanding of the impact of the change, what structural changes would be needed to effectively implement the change, what capacity needed to be increased, what business processed needed to re-examine, what risks and what opportunities would be identified from the envisioned change.

The study also found that with change management not every outcome can be envisaged and that was the case for the office moving inside Mogadishu International Airport after the June 2013 attack. Likewise, the study also established that when conducting major change initiatives, the leadership could focus more on the change and neglect other aspects and this could have major implications as is with the case of handing over the air space management mechanism to the federal government of Somalia without considering the implications of Somaliland's reaction.

The study found that there was a clear agreement across the board that change does not occur in seclusion and that as one change initiative is being implemented the external and internal environment of the organization are experiencing different changes at the same time and react differently and this results in adjustments to the change plan. Additionally, since not all external effects of the environment can be clearly predicted, the study found that the change plans were constantly adjusted to reflect the best possible trajectory that would still achieve the overall change initiative.

The study established that although the cost of operating inside Somalia was considerably high owing to the volatile security environment the donor community was aware of this fact and has remained supportive of UNDP Somalia's goal of increasing its footprint inside Somalia and engaging more effectively with government partners by increasing local presence and response within Somalia. Additionally, the shifts in priorities of donors and

partner government also demanded that UNDP Somalia review its strategic plans and align it with the new requirements of the donors and partner government. It also meant that the funding will be reduced for the other area offices which organization still supports owing to the new direction the donors and government partners were focused on. Although, this was not ideal for the organization there was an understanding that the shift in focus also meant shift in the availability of financial resources for the other regions.

On employee participation, the study found an increased appreciation for the senior management that executed the second phase of the country office relocation and commended their cautious and engaging approach to the change plan. These coupled with clear and open communication as well as the provision of a mechanism for feedback increased employee participation and interest in the change initiative.

5.2.2 Strategic Change Management Challenges

The study found that the organization experienced a number of strategic change management challenges for the various strategic changes embarked on. The study identified strategic change management challenges with the highest impact, which was the lack of human resource capacity in Somalia. Nevertheless, this was a challenge that everyone concerned was aware of and the organization is keen on developing both internal and external capacity within its reach. The organization is also determined to build capacity through knowledge sharing as well as direct support of new staff by older experienced staff that have been with the organization longer to transfer skills and knowledge and build a country office with adequate operational and programmatic capacity.

At internal level staff have been provided with resources for learning for example the learning management systems (LMS) through a corporate platform which is system which

offers courses through which staff can enrol and complete mostly free of charge. Some of the courses are available at subsidised costs. Continuous learning is highly encouraged throughout the organisation as well as acquisition of leadership skills through corporate based trainings managed by the talent development unit.

The study also identified security as an enormous challenge that was beyond the organization's control. The high level of insecurity has impacted the extent to which the organization could expand its offices inside Somalia and also access to certain regions in south central Somalia. The level of insecurity has also increased the cost of doing business in Somalia. The organization has lost a number of staff and stakeholders over the recent years to the volatile security environment in Somalia. From the study, it was believed that the unstable security could hinder the organization's ability to attract and retain talented international staff.

Another challenge that is beyond the organization's control was identified as funding. The organization has from time to time had to align its strategies with the donor's interest. When the country office was relocating to Mogadishu a shift in donor priorities resulted in a reduction in funding for the Hargeisa and Garowe area offices which support the Somaliland and Puntland regions respectively. These area offices had to scale down their operations due to the reduced funding. In short, the organization had to adapt to the unforeseen outcome of the change initiative. In short, the organization had to adapt to the unforeseen outcome of the change initiative and focus on the larger vision.

The study also found employee resistance to be a major challenge to strategic change management. This resistance resulted in a slowing of the initial country office relocation activities which commenced in late 2012. Many staff left the organization and this resulted in gaps in the programme team. The resistance was as result of the staff not agreeing with

the management decision or not in agreement with the execution plan. The 2013 June bombing further aggravated the situation and resulted in a gap in the senior management team. The new senior management after 2013 improved on their change management practise by engaging in open and transparent communication and this reduced the resistance as well as inspiring the employees to support the change.

5.3 Conclusions

The study concluded that UNDP Somalia certainly used strategic change management practices such as leadership, planning, communication teamwork, stakeholder involvement and employee participation to implement various strategic change initiatives over the last five years. The findings concluded that a simple majority of the interviewees cited communications as the most effective management practice especially where the leadership was experienced on the issue of change management. The consistent, clear and open communication was important for the vision to be understood as well as reduce resistance to change. Communication of the strategic change was mostly top down.

The study concluded that most of the change was led by senior management and where supportive of the change ideas. Nevertheless, the leadership engaged in discussions with the internal and external stakeholders to obtain support. Teams were formed to plan and implement the change. The study concluded that strategic change management is recognized and appreciated at UNDP Somalia and majority of staff understand the reason for the changes as well as the benefits for the long-term sustainability of the organization.

The study also concluded that majority of the strategies were not effected as planned and many required adjustments as the change progressed. The study concluded that planning and involvement of stakeholders was a vital practice for success of the change initiatives. The area offices directly involved in the decentralization process, the donor community, United Nations

agencies in Somalia as well as the Somalia political elite were all involved in the development of the new deal for Somalia which resulted in the peace building and state building goals.

The study concluded that depending on the type of change every employee/manager was involved in change, with clearly defined role. The study also concluded that across the organization change is generally accepted, although some resistance is normally noted depending on either the nature or outcome of the proposed change. Much of the resistance was concluded to be during actual implementation of change for example high turnover, abandonment of post or failing to provide feedback.

Largely, most change efforts were concluded to meet targeted various objectives from relocation of the country office to realignment of the programme structure to decentralization. Mostly changes that were established were found to be based on the organizations strategy and, which when not communicated well may end up becoming a major challenge. Others were the volatile security environment which posed major limitation on future expansions as well as reach. In some cases, there was a degree of fear and anxiety during change due to mistrust and this delayed buy in of the proposed change.

Change was concluded to be mostly influenced by the external environment and top leadership, Global interests in Somalia by donor countries also influenced change in UNDP Somalia. This study found out the best practices and also the challenges encountered by UNDP Somalia during its continuous innovation. The findings help the organization's future change managers and also benefit international NGO's in Somalia and the region. New players in the market will adopt effective strategic change management practices which will enhance their survival and competitiveness in a global environment.

5.4.1 Recommendations for Managerial Policy and Practice

The study recommends that changes based on organization strategy be communicated accurately. Furthermore, changes that require transformation of the entire organization be handled in a gradual and effective manner. The study also recommends that instead of a top down approach practice on change communication, that a down-up approach be used after the change goal has been identified and shared with all internal and external stakeholder. This will allow the top leaders to understand what it will be like for those at the lower levels when implementing the change, how the change vision will look like to them, what opportunities they envision for the particular change process and what risks are present.

The study recommends that a qualified objective view of the change envisioned and how best it should be approached be solicited from change management experts who will gather information and provide adequate decision-making data for management. Other challenges such as lack of adequate support to internal stakeholders to prepare and accept the change desired should be counteracted in order to ensure a smooth adoption process of strategic

The study recommends that a consultative planning stage be achieved to ensure all the risk implications are identified and appropriate mitigation plans are put in place. The study recommends that the change plan be as exhaustive as possible and should include all foreseen risks and opportunities. The study recommends that a series of alternative plans be in place in the event that the first option or the best option is not successful or does not result in the desired change outcome.

The progress of strategic change should be effectively monitored for successful implementation of strategies. One way to achieve this would be to set up a monitoring and evaluation team that will provide progressive report of the change. This team will be assigned to continuously monitor and evaluate the change progress and where necessary recommend

changes in the implementation plan to ensure that successful strategic change be achieved.

The study recommends that different offices of the organization be given equal senior management attention or be treated equally even when major change is envisaged. This will counteract the possibility of defragmenting the organization. On the same note the study recommends that team efforts across projects, programmes or departments be encouraged and recognized to enhance innovation and also achieve synergy and increased team spirit.

5.4.2 Implication for Theory

The study found that majority of UNDP Somalia change initiatives were catalyzed by changes in the external environment. This supports the open systems theory which is one on the theories the research was anchored on. The study recommends frequent scanning of the external environment to identify and plan the need for change well in advance in order to improve the planning and strategic change implementation process.

5.5 Limitations of the Study

This research was a case study and consequently the research was limited to UNDP Somalia hereafter the findings on strategic change management practices and challenges are limited only to UNDP Somalia and as such they cannot be simplified as solutions to other organizations.

The study focused on interviewing senior management members and scheduling appropriate interview timings was a challenge due to their demanding scheduling as well as offices inside Somalia operating on a different weekday schedule where the weekend starts on Friday and ends Saturday. Secondly the rest and recuperations cycle of 28 days for international staff or annual leave made it difficult to access some of the managers. Owing to the country office being in a hardship duty station, international staff are entitled to one week out of duty station for rest and recuperation.

This study had time and resource limitations. The time available for the study was short hence the researcher could not involve many interviewees in the study. Only a few interviewees were interviewed for this study. The researcher had financial limitations hence could only be able to work with a limited budget that directed the scope of the study.

5.6 Suggestions for Further Research

Owing to the view that time produces change and the organizations external environment being in a highly volatile security environment this could result in new strategic change management practices. This study can accordingly be duplicated after five years to confirm if there are any changes on the strategic change management practices at UNDP Somalia.

Not all strategic change management practices are equal when it comes to impact of the practice on the change initiative may be successful in implementing strategic change. Secondly the best combination of strategic change management practice used for one change initiative may differ from the next, therefore it will be best to identify what the best mix is for different organizational change strategies be it incremental or transformative.

Lastly, since organizations are made up of people and people are most likely to resist change efforts. It would be interesting to establish how organizational culture influences strategic change management and if organizational culture can be used as a precursor for identifying the more effective change management practice for an organization.

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APPENDIX: INTERVIEW GUIDE

PART A: GENERAL DEMOGRAPHIC INFORMATION

Sex: Male ☐   Female ☐

Function:

Assistant/Associate ☐   Analyst ☐   Specialist ☐   Manager ☐

Management level:

Senior management ☐   Junior management ☐   Support staff ☐

Years worked in the organization:

Less than 3 ☐   3 – 5 ☐   4 – 6 ☐   6 -8 ☐   8 – 10 ☐   Above 10 ☐

Office:

Mogadishu ☐   Garowe ☐   Hargeisa ☐   Nairobi ☐

PART B: INTERVIEW QUESTIONS

1. What necessitated strategic change at the United Nations Development Programme Somalia?

2. Did the management form teams to execute the change process?

3. Were there plans in place for strategic change in the United Nations Development Programme Somalia?

4. How well was the strategic change communicated?

5. In your view, do you perceive support of the change strategies among the management level?

6. How did you prepare for the change strategies?

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7. In your view, what difficulties did you did experience in the strategic change process?

8. What role did you play in the process?

9. In your view explain how the following factors affected the outcome of the process

   ☐ Leadership

   ☐ Stakeholders Involvement

   ☐ Communication

   ☐ Employee participation.

   ☐ Others (please specify)

10. Looking at the capabilities and skills of most employees at United Nations Development Programme Somalia, what are some of the challenges that come along with strategic change adoption?

11. Elaborate the challenges of the design processes for the adoption of strategic change at United Nations Development Programme Somalia

12. List some of the external factors that affect the strategic change management process?

13. How do these external factors affect adoption of the strategic change?

14. The adoption process of a new strategic change is many at times faced with resistance by external actors and stakeholders. In the case of United Nations Development Programme Somalia, what are some of the factors that may cause such resistance from the external actors?