

**MANAGEMENT OF STRATEGIC CHANGE AT THE
FOOD AGRICULTURAL ORGANISATION OF THE
UNITED NATIONS SOMALIA OFFICE**

BY:

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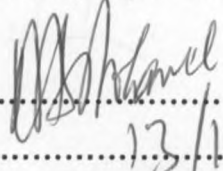
DECLARATION

This management research project is my original work and has never been presented for a degree in any other institution of higher learning.

Signature  Date 13/11/2010

SHEILA KOSKEI

This management research project has been submitted for examination with my approval as the University supervisor

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DEDICATION

To the Almighty who enabled me undertake this course to completion.

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LIST OF ACRONYMS

FAO – Food Agricultural Organization

NGOs- Non-Governmental Organizations

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The Modern business environment is continuously changing. In this changing environment, organizations have had to constantly adopt their activities and internal configurations to reflect the new external realities; failure to do so may put the future success of the organizations in jeopardy Aosa (1994).

The more effectively they deal with change, the more likely they are to thrive. Adaptation might involve establishing a structured methodology for responding to changes in the business environment or establishing coping mechanisms for responding to changes in the workplace such as new policies, or technologies BNET (2009).

Hofer and Schendel (1978) defined strategic change as changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy. It means changing the organizational vision, mission, objectives and the adopted strategy to achieve desired objectives. It has also been defined as a difference in the form, quality, or state over time in organization's alignment with its external environment by Rajagopalan and Spreitzer (1997).

1.1.1 Managing Change

The performance of firms are often dependent on the fit between firms and their external environments, the appearances of novel opportunities and threats in the external environments require firms to adapt to the external environments as a result, firms would change their strategy in response to the environmental changes. The states of firms will also affect the occurrence of strategic change. For example, firms tend to adopt new strategies in the face of financial distress for the purpose of breaking the critical situations. Additionally, organizations would possess structural inertia that they tend to keep their previous structure and strategy Hannan and Freeman (1984).

The underlying logic of purposeful action as the primary source of change appears in various approaches to planned change, including organizational development, strategic management, and planning; it is also present in much of the work on innovation, particularly that which focuses on how managers generate or encourage innovation Borins (1998) and how they cull successful micro-level variations emanating from the bottom of the organization (Kanter, 1983).

Successful adaptation to change is as crucial within an organization as it is in the natural world. Effective change management framework should therefore be evolved in organizations to successfully manage change and gain sustainable competitive advantage. Organizations, regularly, need to alter their existing systems and processes. They need to redefine and define their strategies and business practices (BNET, 2009)

1.1.2 The Food Agricultural Organization of the United Nations Somalia Office

The Food and Agriculture Organization of the United Nations (FAO) is a specialized agency of the United Nations that leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy. FAO is also a source of knowledge and information, and helps developing countries and countries in transition modernize and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all (FAO, 2009).

FAO was founded in 1945 with a mandate to raise levels of nutrition and standards of living, to improve agricultural productivity, and to better the condition of rural populations. Today, FAO is one of the largest specialized agencies in the United Nations system and the lead agency for agriculture, forestry, fisheries and rural development. An intergovernmental organization, FAO has 187 member countries plus one member organization, the European Community. In crisis situations, FAO works in conjunction with the World Food Programme and other humanitarian agencies to help people rebuild their lives.

FAO Somalia office is located in Nairobi, Kenya, as a result of security restrictions in Somalia. Actions are implemented in partnership with national and international NGOs. FAO Somalia has a lead role in the coordination and monitoring of humanitarian interventions in Somalia's agriculture sector, in addition to providing stakeholders with high quality up-to-date information on food security, nutrition and natural resources (FAO Somalia, 2009).

The key objectives of FAO's emergency programme in Somalia are to strengthen and diversify sustainable livelihoods to prevent households from sliding into humanitarian emergency, provide and protect assets at household and community levels to improve livestock and crop production and strengthen community capacity to mitigate the impact of soaring food and basic commodity prices and to cope with current and future shocks.

1.2 Statement of the Problem

The need for change management arises out of the need for organizations to adapt to shifting conditions Khamis (2008). It is therefore important for managers to appreciate where the greatest opportunities and threats lie at any time and to focus attention on those areas. Every successful business seems to have this clarity of vision, even though it does not arise from a formal planning process. Rajagopalan and Spreitzer (1997) suggest that the external environment could not be constantly decided; it would be decided depending on the decision maker's cognition of external environment. Therefore, the occurrence of strategic change would be related to their cognition of external environment. Based on this argument, the factors which affect decision maker's cognition of external environment would affect strategic change. Change can therefore be said to have become both pervasive and persistent otherwise change is normality (Burnes, 2004).

A number of studies on change management in Kenya have been done. Bett (1995) found that due to economic reforms in the country, firms in the dairy industry made substantial changes in their change management in order to survive the turbulent environment. This finding is supported by Njau (2000) who notes that there is need to change when

environmental conditions change. Although further studies by Ogwora (2003) and Kathuku (2004) noted how organizations have responded to the changing environments they have not shown expected empirical results on non-governmental organizations operating in volatile political environments. It has also not indicated if indeed they do have an approach to change or a change management strategy to fit this environment.

In light of this it would be important to find out what are the approaches to managing change at Food Agricultural Organization – Somalia Office? And what are the challenges of managing change given the fluid political environment it operates in.

1.3 Research objectives

To establish the approaches to managing change and the challenges of managing change at FAO Somali Office.

1.4 Scope of study

This study will establish the approaches to managing change and the challenges encountered at FAO Somalia Office. It will involve an estimated three levels of staff from the top management, middle level management and lower level staff. It will be carried out in a period of four weeks and will consider information based on the past two years.

It will also seek to determine the forces of change and factors that influence the change outcome at FAO. The approaches the organization undertakes in change management will be considered and if it compares to already documented approaches. It will also take a close look at the models of change applied and individual and organization responses to the change. It will look at the change implementation process the challenges they experiences and how they have dealt with them.

1.5 Significance of the study

This study will be useful to the management of FAO in establishing whether the approaches to managing change they are currently using are optimal or should they adapt in order to achieve better results. It will also be useful to other UN agencies operating in volatile environments.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Organizational change is a form of social change that can affect practically all aspects of organizational functioning, including organizational structure, culture, strategies, control systems, groups and teams, human resource management system, as well as critical organizational processes such as communication, motivation and leadership. Organizational change can bring alterations in the ways managers carry out critical tasks of planning, organizing, leading, and controlling and the ways they perform their managerial roles (Mohammed, 2009).

According to Burnes (2004) there are three schools of thought that form the central planks which change theory stands; these include the open system whose focus is on the entire organization, groups dynamics which argues that individual behavior is a function of group environment and the individual perspective that assumes that individual behavior results from interaction with the environment.

Change occurs mainly because organizations are open systems, must frequently cope with shifts in key environmental domains. Thus organizations must change to cope with changes generated in their internal and external environments (Kagwe, 2008).

2.2 Change Management

Organizations face a dilemma with respect to change. On one hand, organizations desire change to remain competitive, adopt more effective and efficient technology and methods; on the other hand, organizations resist change because they desire predictability and financial stability. Organizational change management also includes processes and tools for managing the people side of the change at an organizational level. These tools

include structured and emergent approaches that determine how to effectively transition groups or organizations through change (Kagwe, 2008).

Change in organizations can be in two forms strategic and operational. Strategic change management processes include techniques for creating a change management strategy, engaging senior managers as change leaders building awareness of the need for change developing skills and knowledge to support the change helping employees move through the transition and methods to sustain the change. Operational change management the type of change aimed at ensuring that the organizational activities are being performed in the best way possible focuses on excellence in whatever the organization does and ensures efficiency (Mohammed, 2009).

2.3 The Concept of Strategic Change

Organizations function in an institutional environment populated by public and private stakeholders and authorities, and the norms, values, rules, and cognitive systems they uphold. According to institutional theorists, conformity to these norms, values, rules, and cognitive systems drives organizations to change in order to increase legitimacy and improve chances for survival DiMaggio and Powell (1983). These theorists see change as primarily external in origin, generated as organizations are forced to respond to, adapt to, or imitate the ebb and flow of normative and regulatory currents in their environments (Aldrich, 1999).

Institutional theorists tend to regard the institutional environment as a constraining influence that compels the organization to adopt or mimic archetypical practices that enhance legitimacy, even at the expense of technical efficiency. For example, organizations may adopt certain structures and processes, not because managers identify them as the most effective rational adaptation to the task environment, but because professional associations or governmental authorities prescribe them. In this view, the environment overpowers and dominates the organization (Aldrich 1999), severely limiting the discretion of managers to choose how to structure and manage it. In the

public sector, political authorities often mandate that agencies undergo various types of change; agencies also experience isomorphic pressures from higher levels of government.

According to Robin and Coulter (2002), if there was no change and the environment was relatively static, the process of strategic change management would appear to be fairly simple and manager's job relatively easy. Planning would be simplified because tomorrow's operations would be no different from today's. Nevertheless, change management is not merely a matter of defining steps, procedures or systems that will ensure its successful implementation process but embodies taking a firm grasp on seminal change ideas, purpose and intended output in the whole change program which must be thought and clarified before enactment (Robin and Coulter 2002).

2.4 Models of Strategic Change Management

Various models have been proposed to handling structured and emergent change by different scholars. An early model of change developed by Lewin (1951) described change as a three-stage process. The first stage he called "unfreezing". It involved overcoming inertia and dismantling the existing "mindset". Defense mechanisms have to be bypassed. In the second stage the change occurs. This is typically a period of confusion and transition. The third and final stage he called "freezing" (often called "refreezing" by others). The new mindset is crystallizing and one's comfort level is returning to previous levels. Light (1998) argues that this often quoted three-stage version of Lewis's approach is an oversimplification and that his theory was actually more complex and owed more to physics than behavioral science.

Later theorists have however remained resolute in their interpretation of the force field model. Tannenbaum and Hanna (1985) suggest a change process where movement is from "homeostasis and holding on", through "dying and letting go" to "rebirth and moving on". Although elaborating the process to five stages, Judson (1991) still proposes

a linear, staged model of implementing a change as analyzing and planning the change, communicating the change, gaining acceptance of new behaviors, changing from the status quo to a desired state, and consolidating and institutionalizing the new states.

Some change theories are based on derivatives of the Kübler-Ross model from Kubler-Ross (1970). The stages of Kubler-Ross's model describe the personal and emotional states that a person typically encounters when dealing with loss of a loved one. Derivatives of her model applied in other settings such as the workplace show that similar emotional states are encountered as individuals are confronted with change.

A Formula for Change was developed by Beckhard and Gleicher (1987) and is sometimes referred to as *Gleicher's Formula*. The Formula illustrates that the combination of organizational dissatisfaction, vision for the future and the possibility of immediate, tactical action must be stronger than the resistance within the organization in order for meaningful changes to occur.

PCI is a change management methodology developed by Change first, which has been continuously improved since the 1990s. It has been applied in the field of people change management by organizations and their change agents in over 35 countries around the world. PCI describes the six critical success factors that must be managed to build commitment to change initiatives and create behavior change shared change purpose, effective change leadership, powerful engagement processes, local, strong personal connection, and sustained personal performance.

The ADKAR model for individual and organizational change management was developed by Prosci with input from more than 1000 organizations from 59 countries. This model describes five required building blocks for change to be realized successfully on an individual level. The building blocks of the ADKAR Model include Awareness – of why the change is needed, Desire – to support and participate in the change, Knowledge – of how to change, Ability – to implement new skills and behaviors, Reinforcement – to sustain the change (Hiatt, 2006).

Toffler (1970) described a trend towards accelerating rates of change. He illustrated how social and technological norms had shorter lifespans with each generation, and he questioned society's ability to cope with the resulting turmoil and anxiety. In past generations periods of change were always punctuated with times of stability. This allowed society to assimilate the change and deal with it before the next change arrived. But these periods of stability are getting shorter and by the late 20th century had all but disappeared.

Toffler (1980) characterized this shift to relentless change as the defining feature of the third phase of civilization the first two phases being the agricultural and industrial waves. He claimed that the dawn of this new phase will cause great anxiety for those that grew up in the previous phases, and will cause much conflict and opportunity in the business world. Hundreds of authors, particularly since the early 1990s, have attempted to explain what this means for business strategy.

In an age of continuity attempts to predict the future by extrapolating from the past can be somewhat accurate. But according to Drucker (1969), we are now in an age of discontinuity and extrapolating from the past is hopelessly ineffective. We cannot assume that trends that exist today will continue into the future. He coined the phrase age of discontinuity to describe the way change forces disruptions into the continuity of our lives and identifies four sources of discontinuity: new technologies, globalization, cultural pluralism, and knowledge capital.

Handy (1989) identified two types of change. Strategic drift is a gradual change that occurs so subtly that it is not noticed until it is too late. By contrast, transformational change is sudden and radical. It is typically caused by discontinuities or exogenous shocks in the business environment.

Tichy (1983) recognized that because we are all beings of habit we tend to repeat what we are comfortable with. He wrote that this is a trap that constrains our creativity, prevents us from exploring new ideas, and hampers our dealing with the full complexity

of new issues. He developed a systematic method of dealing with change that involved looking at any new issue from three angles: technical and production, political and resource allocation, and corporate culture.

Pascale (1990) wrote that relentless change requires that businesses continuously reinvent themselves. His famous maxim is "Nothing fails like success" by which he means that what was a strength yesterday becomes the root of weakness today, We tend to depend on what worked yesterday and refuse to let go of what worked so well for us in the past. Prevailing strategies become self-confirming. In order to avoid this trap, businesses must stimulate a spirit of inquiry and healthy debate. They must encourage a creative process of self renewal based on constructive conflict.

Slywotzky (1996) showed how changes in the business environment are reflected in value migrations between industries, between companies, and within companies. He claimed that recognizing the patterns behind these value migrations is necessary if we wish to understand the world of chaotic change. Slywotzky (1999) described businesses as being in a state of strategic anticipation as they try to spot emerging patterns.

Kotter (1996) highlights that significant change has grown tremendously in organizations during the past two decades due to powerful macroeconomic forces. Whenever human communities are forced to adjust to shifting conditions, pain is ever present. Some of the most common errors when transforming an organization are: allowing too much complacency, failing to create a sufficiently powerful guiding coalition, underestimating the power of vision, under communicating the vision by a factor of 10x-100x, permitting obstacles to block the new vision, failing to create short-term wins, declaring victory too soon and neglecting to anchor changes firmly in the corporate culture.

These errors amplify in a rapid moving competitive world. These errors can be mitigated and possibly avoided. The key lies in understanding why organizations resist needed change and the multi-step process to achieve it, and how leadership is critical to drive the process in a socially healthy way.

He breaks down the process of creating and leading change within an organization into an Eight-Stage process of leading change. He explicates on establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy, communicating the changed vision, empowering broad-base action, generating short-term wins, consolidating gains and producing more change, anchoring new approaches in culture.

It is important to go through all eight stages in sequence; however, normally one operates in multiple phases at once. A purely linear, analytical plan is likely to fail. There are many forces at work creating a dynamic, complex and messy environment. This is why leadership is so critical, not just management. Management is a set of processes that can keep a complicated system of people and technology running smoothly. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

2.5 Challenges of Change Management

Deciding how to change an organization is a complex matter, not least since it disrupts the status quo and poses a threat, prompting employees to resist attempts to alter work relationships and procedures.

There are many managerial challenges in change management which require very specific and talented type of individual to successfully cope with them. It will require an individual who can motivate and even cajole different types of people and characters in a way that ensures the change management process proceeds as smoothly as possible (Gilbert, 2006).

The first managerial challenge likely to be faced in change management is in getting the staff or employees of the company or business to buy in to the entire programme. It is vital that those who will be most affected by the change are made to see what benefits the

changes will bring to the business and to their daily working lives in the long term. If this initial managerial challenge can be successfully overcome, all future challenges are likely to be considerably more manageable.

A similar cognitive approach was described by Nelson and Winter (1982), who used organization economics to explain resistance to change in terms of the evolution of organizational routines. They suggested that organizations adopt operational, generic, and search routines as a way to be more efficient and predictable. Firms use search routines to identify new ideas to try as the organization evolves, and the organization retains successful routines as a way to evolve.

Organizations resist changes to operational and generic routines because these routines were initially accepted and implemented as the most efficient ways to achieve organizational goals. Changing routines normally results in a temporary decrease in production as the organization learns and adopts the new routines. The resulting effect is that organizations resist changing routines unless the superior benefits of new ones are evident to a broad spectrum of organizational stakeholders.

Senge (1990) also used a cognitive approach to resistance to change when he suggested that resistance to change is not capricious or mysterious. Organizations' feedback systems resist change because they are attempting to meet objectives of old routines that are not relevant to the post-change process. Change will be resisted until new objectives are set that require new routines. Kotter (1996) also advocated viewing resistance to change from a systems approach.

The second managerial challenge faced by those dealing with change management will be in identifying and implementing any training needs which will be appropriate to employees. This could be as a result simply of new administration procedures which have to be effectively communicated or it could be more technical in that training is required in new technologies or software systems which are to be implemented in to the business. A training needs analysis will have to be conducted for every role which is performed

within the business and the appropriate practical activities scheduled and arranged. This could be a time when hands on management is particularly important to encourage individuals perhaps having difficulty with grasping the intricacies of technical systems.

Change efforts may also fail if the pressure to overwhelm the opposing forces does not persist until the change effort is completed and all the necessary elements of refreezing Lewin (1947) have been accomplished. Lewin (1947) suggested that the change process requires unfreezing existing processes and procedures, making the change, and then refreezing the organization with new processes and procedures that support the change to prevent the organization from returning to the pre-change state.

Efforts to overwhelm resistance to change may pressure a system to operate at disequilibrium if the necessary processes and procedures are not in place. Operating at a point of disequilibrium requires greater resources than operating at equilibrium Senge (1990). The organization's ability to operate at disequilibrium over time depends on leaders' attention and willingness to allocate the necessary resources consistently and continuously Lewin (1951).

A change in the leader's agenda or a change in leadership can permit forces promoting change to return to prior levels or lower, allowing the resisting forces to have the upper hand. This loss of political pressure can occur anywhere in the changes process because irrational and political resistance to change never dissipates (Kotter, 1996).

He also warns that the cardinal rule of the change agent should be "Whenever you [the change agent] let up before the job is done, critical momentum can be lost and regression may follow" Kotter (1996). Reducing the forces promoting change so that they no longer overwhelm the resisting forces means the change effort will not be successful.

When the training of the organization's personnel has been completed, the next managerial challenge will be to verify that the training received by each individual has been sufficient and successful. This is best approached not as setting any form of formal

examination which can prove daunting but simply by talking through the procedures and checking understanding in a conversational fashion.

It is a fact that changes bring hiccups and very often large scale and unanticipated problems. The principal managerial challenge in this aspect of change management will be to balance reassuring the staff with ensuring that the cause of the problem is identified and eliminated in as timely a fashion as possible.

It may therefore be concluded that change management is a job for something of a diplomat, with a great deal of patience and a great deal of knowledge of human nature. These skills will be required in abundance if the manager is to successfully navigate the potential minefield that is change management (Gordon, 2009).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the various steps that were taken in executing the study in order to satisfy the study objectives. The chapter consisted of an outlay of research design, data collection and data analysis.

3.2 Research design

The case study method was adopted with the intent of creating a deep understanding of change management at FAO. Case studies according to Merriam (1988) are used to study a phenomenon and investigate processes or courses of events in present time, without manipulating the relevant variables.

The research was carried out at the FAO office in Nairobi where the Somali operations are currently carried out owing to the volatile environment in the Somalia. Its aim was to get detailed information in order to find out how FAO Somalia Office is managing change and the challenges it's encountering.

3.3 Data collection

This case study focused on carrying out an intensified study on the approaches to change management and the challenges encountered. To achieve this discussions and interviews were conducted and an interview guide used (see appendix 1). The procedure involved personal interviews which helped determine the approaches to change and challenges.

The people who were interviewed included top level managers who were relatively small groups of executives who managed the overall organization. They established the overall goals, strategies and operating policies and represented the organization to other external environments such as donors, government and met other executives of organizations. The middle managers primarily responsible for implementing the policies and plans

developed by the top managers and supervising and coordinating the activities were also interviewed. Few employees were included in the study to aid in giving a holistic view.

The focus of my interviews were mainly to collect data on the approaches to change and challenges involved.

3.4 Data analysis

The nature of data collected was qualitative. It was therefore analyzed using the content analysis technique. Content analysis technique is used in making inferences by systematically and objectively identifying specified characteristics of information Nachmias and Nachmias (1996). It may be used to analyze written, audio or video data from experiments, observation, surveys and secondary data studies. This approach had been used previously in similar research papers like one by Koigi (2000). The qualitative methods can be used to uncover and understand what lies behind a phenomenon study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter discusses the finding of the study. It is structured in three major sections.

4.2 Respondents' Profile

The data collected was done using an interview guide. All the respondents were issued with the guide and appointments to discuss the issues scheduled separately. The interviews included two top level managers, two middle level managers and two project staff involved in the implementation of change in the organizations project portfolio.

4.3 Change Management Approaches at FAO

All respondents sighted being aware of the changes that had taken place to cope with the changing political environment in Somalia. From the responses it was observed that the humanitarian crisis in Somalia had escalated at an alarming rate. Malnutrition in most of southern and central Somalia had surpassed emergency thresholds of 15 percent, exceeding 20 percent in some areas. More than 3.2 million Somalis were in need of humanitarian assistance. This then triggered multiple changes including the reformation of the organization structure, to cope and the increase in emergency based project portfolios as opposed to development oriented portfolios.

Civil insecurity also intensified in terms of killings, violence, human rights abuses and population displacement. Humanitarian workers had also been targeted more frequently. Between January and September 2008, 129 security incidents were reported involving humanitarian workers and assets. Piracy also affected critical supply routes to central and southern Somalia. This led to the limited access of staff to the project areas hence the

closure of a larger component of the office and the establishment of the country office in Kenya.

The country's increased dependence on imported commodities, combined with the high devaluation of the Somali Shilling and soaring prices, created an economic crisis. Furthermore, the country suffered from recurrent drought and floods. Production shortfalls affected other regions which normally depended on the central production area's cereal surplus.

In the areas, where malnutrition rates were generally low, there was an emerging crisis as pastoralists struggled to cope with decreased rainfall, deteriorated water and pasture conditions and higher commodity prices. With approximately 80 percent of the Somali population dependent on agricultural or pastoral livelihoods, there was need to shift focus to the rehabilitation of the agriculture sector in order to facilitate the overall recovery process.

The respondents were asked who their stakeholders were and they indicated that it was mostly direct beneficiaries of their program such as farmers, pastoralist, local authorities, suppliers, UN agencies, Partner NGOs/Government Ministries. They also mostly agreed that the organization had adapted a mixed structure of both projects and line management.

The interviewees were also asked what the objective of change in organization structure was and they indicated that there was need to reduce lag time in implementation, cope with the increased responsibilities on the ground, eliminate duplication and improve the response time. They also felt that it was important to enhance better cooperation between different units, ensure clear role definition of each department.

They were also asked what the impact of the change was to the organization structure. It was also established that there was more involvement of local non-governmental organizations in the implementation of projects. The modes of fund transfer were also modified to suit the current situation with more cash for work programmes and food for work projects initiated.

It was found that FAO had considered adjusting the organization culture like shifting from fixed working hours to flexi hours, its vision from being program oriented to emergency oriented and goals from long-term to a three tiered structure sighting long-term, middle and immediate.

The organization also considered how it started out its operations and where it is at the given time. Most departments adopted new structures and new responsibilities for the staff. The changes didn't lead to any loss of jobs instead more staff were hired to fill the vacant positions created to support the adopted structure.

The interviewees were asked about their views on the change management practices. They felt that the changes had enabled them continue operations on the ground with lesser risks and greater impact. They also felt that it had improved the image of the organization and its ability to operate efficiently in harsh environments. In responding to whether the change was positive or not the interviewees were unanimous and they felt the changes have contributed to many positive achievements.

The interview guide sought answers from the respondents as to whether they were part of the change management implementation at FAO. All the respondents agreed that they had been involved at their respective departmental roles. From the responses it was found that the major factor that necessitated the change management was the unstable political environment they were operating in and the need to continue life saving operations.

The respondents were asked if FAO engaged the services of a change agent. The respondents answered that a change agent had been involved and they had held meeting

to help the change agent understand the operations of the organization. The change agent identified was hired externally. This assisted in overcoming the expected resistance from the staff. Also, various departments had been mobilized to spearhead the various reform programmes. They also indicated that the project managers spearheaded the changes within the various units.

It was also established that the stakeholders were not affected despite the changes that were undertaken. Asked about their view on the performance of the organization given the change management the interviewees reiterated that the practices undertaken by the organization were clear and necessary given the situation on the ground. They indicated that the changes were timely and appropriate. In fact they alluded the changes were long over due. Other positive contributions included increased accountability, safer and better working conditions.

The researcher also wanted to find out if there was resistance to change. It was found that initially they were fears that the changes might result in losses of jobs and complete change in job descriptions. However after clear explanations to the staff by the management on the need and reason for change, majority of the staff were ready for the re-organization of the departments, functions and programmes that took place. A change agent was also identified to give advice on the best way to carry out the changes.

The respondents were asked if the organization anticipated the change it was to undergo. Most agreed that it was impossible to have known exactly what was going to happen given the rapid changes in the political environment in Somalia. However the organization had always adapted a structure that enabled it to respond quickly to any changes that might come about in its original model.

FAO considered the acceptability and possible resistance to change. Meetings were held with staff to clarify and explain the need for the changes and how the work environment would improve. Momentum was ensured by involving the change agent and department heads.

The interviewees were asked if they were prepared for the changes and they all agreed that they had been prepared. Stakeholder involvement was also considered and the necessary resources needed to support the change process. They further indicated that they were involved in collaboration, participation and mobilization of the reforms of the change programme.

Respondents were also, asked whether change was communicated to the staff at the lower positions in the organization. The study revealed that this was done through meetings with them. It further revealed that the changes were communicated from the beginning.

They were asked if the change was systematic. The respondents agreed that they were indeed systematic. An implementation plan had been drawn for each and every department and project complete with tasks to be implemented, dates, a budget, potential risks and remedies. There was also an elaborate project implementation and monitoring system put in place.

It was found that where the staff embraced the changes there was no need for coercion. However in some cases coercion was necessary. Some forms of resistance included informal discussions in groups, change in attitudes expressing doubt towards reforms.

4.4 Impact of Changes at FAO

The respondents were asked what the impact of the changes was to the organization. They indicated that the changes had a huge impact on the operation of the organization. The analyses showed that all the questions were answered indicating they were all significant for the purposes of generalization.

On the overall the changes were accepted and embraced. This lead to a much smother transition and increased speed in delivery of services on the ground. It also made it possible for services to continue without interruption.

The results indicated that suspicion and doubt were realized to a greater extent on the other hand resistance from staff was realized to a very little extent.

4.5 Implementation of Change

Managing change was a difficult task with great implications for FAO especially resource wise in terms of employee time and money however the results were fruitful. During the transitional period the employees realized that the service had to continue smoothly and stakeholder needs fulfilled.

CHAPTER FIVE: SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 Summary, Discussions and Conclusions

The study had two objectives, to determine the approaches to change at FAO and the challenges they faced.

The findings indicate that the approaches for change adopted by FAO given its volatile operating environment don't differ that much with the documented approaches. It indicates that the changes were mostly emergent and in other occasions planned. In order to adapt to the volatile environment it was necessary to change its structure while ensuring that the stakeholders were not affected. The emergency operations seemed to need more radical adjustments as compared to development oriented operations. For the development-oriented operations, a planned approach was mostly followed.

The findings conclude that in order to ensure the operations continue smoothly it is essential that change is anticipated and implemented in the smoothest and fastest way possible. It indicates that FAO seems to be aware of the existing principles of change management and the need to anticipate change. This is in line with the established model of change management model by Kotter (1996), which observes that change management entails thoughtful planning, and sensitive implementation, consultation with and involvement of the people affected by the changes.

It's clear that FAO realized the importance of trust in the ensuring the changes were carried out. It thus took out resources to include a change agent to assist with the expertise of managing change and to bring about neutrality. It also sought time to explain to the staff the need for the change and the impact.

On the aspect of coercion however, the respondents remained divided where some said coercion was inevitable for staff to adapt to change while few felt that there was no need

to coerce the staff. This is contrary to Kotter (1996) principle, which requires that change should not be forced on people, be realistic, achievable and measurable.

Kotter (1996) describes a model for understanding change. To determine the approaches to change adopted by FAO and if they are in line with existing models, it is important to look at the approaches they adopted. First they realized they needed to change to adapt to the existing environment and identified the driving factor being the political environment with which they operate.

Proposals were received from the various departments indicating how they felt the change should be carried out. This aimed at involving the staff in order to guard against resistance to ensure the best changes were carried out.

In response to whether FAO used change agents the respondents answers were affirmative. They said beneficiaries such as donor agencies and partner NGOs worked closely with FAO in developing the structure of operation and log frames in which the projects were drawn. Involving them made it possible to draft goals, purposes and outputs that were more realistic.

Internally line heads were appointed to spearhead the reforms/changes. They prepared the terms of reference in consultation with the donors. This is in line with Kotters second principle of building a guiding team, getting the right people in place with the right emotional commitment and mix of skills level.

To determine whether the fourth principle concerned with communication was adhered to, the study found that the reform minded staff were identified to spear head the reforms. It was however clearly noted that in cases where the operating environment are volatile employees were more willing to adapt to change.

They solicited the services of a change manager and ensured everyone in the organization understood why it was important to undertake the changes through strategic meeting by the top-level management.

5.2 Limitations

The limitations of the study included difficulty in accessing the respondents due to their busy schedules and getting information, which they felt, was confidential. The responses were based on the judgments of the interviewees and this could be subjective. In addition to this, change management is a large area thus not all aspects could be considered.

5.3 Recommendation for Further Research

The study recommends that further research could be done on the approaches to change management in other organizations operating in volatile environments. This will contribute to a better understanding of the challenges faced and the approaches used and if they differ from other organizations operating in much more stable environments.

5.4 Implications of the Study for Policy and Practice

The approach followed by FAO given its volatile political environment presents a lot of similarity to already identified approaches though it brings about its dissimilarities.

From the data collected the level of resistance is very low and the willingness to adapt to the changes is quite high given the fact that most staff can see the need to change from their daily operations and the happenings on the ground in Somalia. It is also easier given the fact that the staff is interested in their security as much as they are interested in fulfilling the operations of the organizations.

It was further noted that the relevant FAO departments should be involved to facilitate sustainability and adapt improvements of the process. It was also noted that lessons learned during the process should be documented. Project reviews should be coordinated by programme coordination team in collaboration with the respective consultants and other stakeholders to ensure everyone was in the loop.

The study also identified that for any change to be achieved its intended goals, managers should have the following: Identify the change required, determine the major issues, identify and assess the acceptability by key stakeholders, win the support of the key individuals which was an area of strength for FAO.

It is also important to ensure the possible obstacles are identified in advance. This proved to be the area of weakness given the nature of environment the organization operates in. It is important that a buffer of resources is maintained to cater for sudden needs and changes in the operating environment.

Managers should also be able to act as change agents, identify the need for change, open to good ideas for change and be able to successfully implement change. This study has also identified major strides for achieving desired results in change management as having to consider each party involved will be affected, involve all the change programmes, consult and inform frequently, be firm but flexible, make controversial change as gradual as possible, monitor the change and develop a change philosophy.

With use of appropriate change strategies, an organization can achieve the desired results effectively and with minimal resistance. FAO has on the whole adopted change management approaches. There is still need to improve involvement of staff and relevant stakeholders from the initiation of reforms to the implementation in order to foster acceptance, commitment and full realization of the FAO vision and goals.

This study can be used by academicians to conduct further research on approaches to change management in volatile environments, FAO can use the study to improve change

management approaches in future programs and to minimize challenges encountered in order to ensure smooth implementation of change.

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APPENDICES

Appendix 1- Interview Guide

1. What is your name:
2. What is your position/role:
3. How many staff members are there in your organization?
4. Have there been any changes that have affected your operations in the past? Please indicate the causes of the change?
5. Have there been any changes in the political environment that have affected your operations?
6. Who are your stakeholders?
7. How is your organization structured?
8. Were the changes anticipated?
9. How did you handle the changes?
10. What was the objective of the change?
11. How did the change impact on the organization structure?
12. What are your views on the change management practices that were undertaken?
13. Were you part of the change management implementation?

14. Who was the change leader? Did you seek help from change agents?
15. The change affected stakeholders?
16. Has there been improvement in performance owing to the changes?
17. Was their resistance in the process of implementing the change? How did you handle them?
18. Were the changes anticipated and were you prepared and informed about the changes?
19. The changes have affected your organization? How did you handle the changes?

Appendix 2 - Letter of Introduction

Sheila Koskei
PO Box 1388
Kitale
Kenya

Dear Respondent,

MBA RESEARCH ON CHANGE MANAGEMENT AT FAO SOMALIA OFFICE

I am a postgraduate student in the faculty of Business, University of Nairobi. I am conducting management research on the implementation of change at the Food Agriculture Organization of the United Nations – Somalia Office.

To undertake this study your feedback is highly recommended. I therefore, kindly request that you assist in filling the attached questionnaire. The information you give will be treated with strict confidence and is needed purely for academic purposes.

A final copy of the report will be avails to you at your request. Your assistance is highly appreciated.

Yours faithfully,

Sheila Koskei