EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON PERFORMANCE OF HELPAGE INTERNATIONAL STAFF IN AFRICA

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DECLARATION

I declare that this project is my original work and has not been presented for an award of a degree in any other university.

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D61/71315/2014

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

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DEDICATION

I dedicate this research project to my husband Hannington, and sons; Emory and Alva who supported, encouraged and motivated me to work hard during the entire period that my degree lasted. Lastly, I dedicate this to my parents Andrew and Hellen, who instilled a spirit of diligence, hard work and patience in me.

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ACRONYMS & ABBREVIATIONS

EWCARDC	East West and Central Africa Regional Development Centre
INGO	International Non-Governmental organization
NGO	Non-Governmental Organization
SAFRO	South African Regional Office
USAID	United States Agency for International Development
SIDA	Swedish International Development Agency
DFID	United Kingdom Department for International Development
BMZ	Germany Federal Ministry for Economic Cooperation and Development
EU	European Union
HAI	HelpAge international
JD	Job Description
PAC	Policy, Advocacy and communications
SPSS	Statistical Packages for Social sciences

ABSTRACT

Strategic change management has turned out to be a crucial aspect of organization management universally. In the ever changing environment, it is now considered among the best practices in managing dynamism. Effective use of strategic change management practices has proved to improve employee performance during change processes. This study sought to assess the effect of strategic change management practices on performance of Help Age International employees in Africa. The study applied the descriptive research design through cross-sectional surveys. Structured questionnaires were used to collect primary data while publications and other relevant reports on strategic change management proved to be of importance in the collection of secondary data. Data analysis was carried out using Microsoft excel and SPSS. The study determined that reduced donor funding was the major cause of the strategic realignment of HAI's vision. The study also found out that strategic change management practices positively correlates to employee performance. Effective application of strategic Change management practices resulted to improved employee performance while ineffective application of the same led to deterioration of employee performance. The study determined that Employees were not directly involved in the initiation of the strategic change process hence a decline in performance at the onset of the change process. Effective communication though countered this and the study determined that employee performance improved. Job evaluation and redesign followed by effective training and capacity building programs also led to an improvement in employee performance. The study recommends direct involvement of employees in initiating any change process in an organization. This allows them to own the process hence a more positive response. HelpAge International together with other Non-Governmental Organizations should also develop alternative sources of funding to reduce overreliance on donor funds. Further research on effects of strategic change management practices on performance of employees from a number of other Non-Governmental Organizations and corporates is recommended to enable generalization of the findings.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Change is a human phenomenon that is perpetual and inexorable. It happens in all aspects of life and initiates different kinds of response and reactions. It can either be planned for or random, and, positive or negative. Strategic change in organizations usually involves a shift from the present situation to a preferred imminent situation. It ranges from restructuring, adoption of new technology, downsizing, relocation, to policy amendments.

According to Tidd, Bessant & Pavitt (2005), change in organizations comes about as a result of various innovation processes responding to changes in both external and internal environments. Because of uncertainties associated with organizational change, employees tend to resist even those changes that have clear benefits to themselves. Kotter and Schlesinger (2008) asserted that change in organizations will always cause stress, nervousness, and low self-esteem within the employees especially if it involves restructuring, merging or downsizing. Organizational change therefore is a complex process that includes the various strategies introduced in the organization, the effects of those strategies on the organization and the relationship between the introduced strategies and the resultant effects on the organization (Marangu, 2012).

Performance can be defined as the achievement of a given assignment measured against predetermined standards of cost, speed, accuracy and completeness. Employee performance therefore is the level of excellence or mediocrity at which a person fulfills his/her responsibilities and job duties and it determines the overall organizational performance.

1.1.1 Concept of Strategy

A strategy can be defined as a plan or a method that has been carefully selected to bring about the desired change in the organization. According to Chandler (1962) as cited by Odhiambo (2014), strategy is the willpower of organizational goals and objectives, implementation of activities and allocation of necessary resources to achieve the long

term goals. These sentiments were later echoed by Quin (1980) who viewed strategy as a plan or a pattern that assimilates major long term goals, actions and policies of the organization into a single cohesive unit.

Strategy has also been widely defined as the long term opportunity and direction which gives an organization advantage within a dynamic environment through alignment of resources used to satisfy market needs and stakeholder anticipations (Johnson & Scholes, 1999). Many other definitions of strategy with great similarities have been put forward by various scholars and they all emphasize that strategies provide long term direction to the organization and gives it an advantage in the changing environment (Johnson et al., 2011).

It is almost impossible to talk about strategy without mentioning management because it involves critical management tasks such as planning, organizing, staffing, directing and controlling. Mital (2007) defines strategic management as a collection of decisions and activities that enable creation and execution of plans intended to accomplish the objectives of the organization. Strategic management is distinct from other forms of management within the organization because it deals with top issues of the organization and is carried out by the top management of the organization such as the chief executive officer and the directors (Marangu, 2012). Riungu (2008) goes on to state that organizational performance is greatly determined by the strategic management processes carried out by the directors and chief executive officer.

Whereas operational and functional management is specific and tailored towards achieving particular objectives, strategic management is very broad. It entails making organizational visions, objectives, strategies and mission which provide direction of formulating functional strategies that can be utilized to operationalize the general goal of the organization (Marangu, 2012).

1.1.2 Strategic Change management

Muchuiri (2010) defines strategic change as a major transformation of organization's business and future course. It is also viewed as an intense calculated effort to enhance the health and effectiveness of the organization by transforming the dynamics of the

organization (Symphony Orchestra Institute, 2001). Cummings and Worley (2005) associate strategic change to the uncertainty of the social, political, and technological environment of the organizations.

Muchuiri (2010) further highlights that; strategic change can only be successful if it is built on a well-designed strategy management system. A well calculated and executed strategic change management system that has taken care of planning, implementation and leadership championing the change, can greatly help the organization to positively respond to the change.

1.1.2 Staff Performance

Performance can simply be put as the level of achieving a task in relation to predefined objectives and expected results. It can also be defined as the level at which an individual accomplishes his/her responsibilities (Hellriegel, Jackson & Slocum, 1999). Employee performance is a critical factor because it determines the overall organization performance and thus requires good management. Performance management is a process that combines goal setting, development and performance appraisal into one collective system that ensures performance of employees' supports the strategic goal of the organization (Dessler 2008).

Organizations can only succeed if the human resources are well utilized and managed to produce high performance (Kolay & Sahu, 2005). Since employee performance determines the success of the organizations, employees should be considered as the assets of the organization and treated with care so that they can produce the result and guarantee high performance.

1.1.3. HelpAge International

HelpAge International is a global Not-for-profit organization that assists older people to live a secure, healthy, active and dignified life by overcoming poverty, challenging discrimination, and helping them to claim their rights. It came into existence when five organizations from United Kingdom, India, Kenya, Colombia and Canada linked in 1983 to form a network that can support older people from all parts of the world.

HelpAge International has now grown into a huge organization with over 200 partners in more than 70 countries and over 100 affiliates spread all over the world. It has its headquarters in London and six regional offices that coordinate their work all over the world.

HelpAge International has been in operation for more than 33 years with minimal turbulences both in its internal and external environment. Currently, this global organization is going through a major strategic change that will ensure that it remains relevant and competitive in the highly dynamic and ever changing NGO realm. The world is advancing rapidly and most of the third world countries that were in dire need of NGO services have become medium economies that can address most of the needs of their citizens. Donors are therefore gradually pulling out funds from the NGOs and making the NGO sector very unpredictable and unstable. NGOs all over the world are also developing strategies that will help them to continue achieving their objectives and goals even with declined funding and the turbulent environment.

It is for this reason that HelpAge International is changing from a not for profit organization to a global network. This is a major change since the 1983 merging and the effects have started to be felt. This strategic change process has affected all levels of the organization, starting with the Head quarter in London, Regional offices and running down to the country offices. The organization has opted to take a much more network driven approach to achieve its 2020 strategy. This means making an organizational shift from working 'with' the network to working 'for' the network. HelpAge International will assume the secretariat role of supporting the network member's ability to have greater impact on the lives of older women and men in the four priority areas of the strategy; income, health and care, violence and abuse, and voice.

1.2 Research Problem

Organizations can only remain relevant and competitive if they respond to the changes in the external and internal environment strategically. However, they can only respond by implementing change within the organization's systems, structures, policies or even culture. Such changes will always affect the employees and the reception may vary

depending on the magnitude of the change, perceived threat to job security, perceived loss of privileges, and many other factors.

Regardless of the kind of reception that the change will get, employee performance will be affected. In some cases, the change may be viewed as an opportunity and the employee performance may improve in that regard, but in most cases, the change is viewed as a threat and thus deteriorates the employee performance (Vithessonthi, 2005). Because of the effects that change has had on organizations, various researches have been conducted to provide explanation for the same. The findings from these researches have linked the effects to the readiness of the employees to receive or resist the change (Muchuiri, 2010). Vithessonthi (2005) highlights that proper strategies for managing change can only be developed after understanding the factors that influence employee reactions. It is therefore essential that intensive research on strategic change management practices and how it affects employee performance is done. This can help to increase employee reception and enthusiasm to support change in the organization and prevent undesirable effects such as poor customer service and resignation (Muchuiri, 2010).

Strategic change management plan is therefore essential in providing the appropriate leadership that can bring employee desires into line with the change, inspire and encourage people and establish direction that will ensure that the change is successful. Ochieng (2013) emphasizes that strategic management is very important in ensuring that change is successful in organization, especially the current Non-Governmental Organizations in Kenya which are experiencing a decline in donor funding due to increased competition.

This study seeks to investigate the effects of strategic change management practices on performance of HelpAge International employees in Africa. This organization is not similar to other NGOs in Kenya in so many ways; one of it being implementation of most projects through partners and affiliates. It also has its operations in six continents referred to as regions and several countries. In Africa, there are two regional offices; one in Kenya and the other in South Africa.

Several researchers have tried to explain the link between strategic change management and performance in Kenya and many other countries but the effects of strategic change are still being felt in most organizations. Similarly, most research work have focused on organization that operate in one or two countries and therefore lacked the global view of the issue. Organizations also vary from each other and therefore the internal environment such as organization culture of each specific organization may affect the way employ react to strategic change.

This research study seeks to investigate the effects of strategic change management practices on performance of HelpAge International employees. It incorporates a wider view of the issue by focusing on the entire African continent. The study focuses on HelpAge International because it is a unique organization with widely spread branches and roots and therefore the findings from previous research works on the same topic may not necessarily apply in its situation. HelpAge International also has unique culture, structures and systems that are different from other organization thus making it more unique.

This study will be steered by the following research question; what is the effect of strategic change management practices on performance of HelpAge International employees in Africa

1.3 Research Objectives

The objective of the study was to assess the effect of strategic change management practices on performance of HelpAge International staff in Africa.

1.4 Value of the Study

This study will be of importance to HelpAge International senior management team to be in the know of the major factors affecting staff performance hence employ better ways of introducing, implementing and managing strategic change. The findings will also help other Non-governmental organizations of similar scope to deal with the effects of strategic change on the performance of their employees by employing better management

practices. More importantly, the study will add on the existing information and therefore organizations will be able to deal with the effects of strategic change management practices on performance of employees in a more comprehensive manner.

Donor organizations will also benefit from this study as they will be able to understand HelpAge International more, in terms of their new strategy, how they are managing the change process and the overall organization performance hence determine whether they can form working partnerships. They will also use this information to know whether the organization is strategically fit to manage their funds in driving their agenda forward.

Academicians are another group of people that will benefit from this study. They will get more information and knowledge on the area of strategic change management practices and employee performance. Furthermore, this information will be used to build up their literature reviews in other studies of the same scope.

Government agencies are not left out. They will use this study to formulate policies and procedures to be used while undergoing the process of change. These guidelines will ensure that employees are not adversely affected because overall organization success is achieved through employees.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter scrutinizes the relevant concepts and literature on strategic change and employee performance. Specifically, theoretical reviews of strategic change, strategic change management approaches and employee performance are discussed.

2.2 Theoretical Review

According to Warwick et al., (1998), change theories emanate from flexible and diverse disciplines of social science. These theories provide possible explanations that aid comprehension of change process. Change theories are based on three distinct ideologies, namely; the open system perspectives, group dynamics and the individual perspective.

2.2.1 The Individual Perspective Theory

The individual perspective ideology is divided into two groups, namely; the gestalt field psychology and the behavior. Behaviorists consider that behavior is triggered when an individual interacts with the environment. This ideology is based on the principle which states that human behavior is determined by the anticipated consequences (Pavlov and Anrep, 1927). Proponents of this ideology therefore believe that humans embrace behaviors that are likely to be rewarded and suppress behaviors that are likely to be punished.

On the other hand, the gestalt field psychology ideology state that behavior emanates from the interpretation of external stimuli using reason. According to Burnes (2009) the behavior ideology contribute towards organization change by adjusting external factors that affect employees, while gestalt psychology ideology can be applied in organizational

change situation by changing individual's perception towards the change and thus increasing acceptance of the change.

These change theories that focus on individuals imply that organizational change can only succeed if each individual within the organization has accepted and embraced it. Focus should therefore be shifted to each individual's perception about change and how it is affecting him/her. According to Hallgrimsson (2008), organizational change needs individual's involvement and commitment to be successful.

2.2.2 The Group Dynamics Theory

The Group dynamics theory which was propagated by Kurt Lewin states that change can only be effectively implemented if the focuses is placed on the group of people and that focusing on an individual will render it ineffective. Proponents of this ideology believe that individual with contrary opinion will always be forced by the group to conform.

Burnes (2009) opines that employees of an organization should be viewed as a single whole with common norms and practices and therefore individual behavior should reflect the dominant culture and norms. Organizations should therefore strive to change the group's perceptions, culture, and norms to embrace and accept change rather than focusing on individuals.

2.2.3 The Open System School

The open systems ideology views organizations as entities that comprise of various inter – connected parts. Proponents of this ideology believe that change on one component of the organization will automatically initiate change in other components of the system and eventually affect the performance of the organization. Burnes (2009) suggest that the components should be scrutinized to determine how they can be modified to accommodate change in the organization. He further adds that lines of coordination and interdependence of system components can be achieved using open system approach which has the capability of structuring the functions of the organization. An organization that has a system that coordinates its activities effectively can easily deal with the effects of strategic change and thus ensure that it is successful.

Hallgrimsson (2008) identifies four major components of organization when viewed as a system. They include; Goals and values of the organization, technical component of the organization, culture and climate of the organization, and managerial component of the organization.

2.3 Strategic Change Management Approaches

Approaches to strategic change management can be classified in two major groups, namely: planned approach to change and emergent approach to change. Below is a review of the two approaches.

2.3.1 Planned Approach to Change

This approach emphasize that organizational change is a process of transitioning from a static state to another state through a sequence of predefined phases. One of the scholars who came up with planned change models is Kurt Lewin. He came up with action research model and the three step model after doing intensive research on change. Developed in 1946, action change model states that change needs actions which should be focused on making it successful. It also outlines that an action can only be successful after carefully assessing the existing situation and identifying all potential solutions.

The three step model on the other hand states that change must go through three steps for it to be successful. The first step is called the unfreezing phase which entails disassembling things that sustain the behavior that is being changed. This is a preparation phase that facilitates readiness of the people in relation to the desired situation. The second step is the refreshing phase which involves both formal and informal strengthening of the new behavior in the organization (Burnes, 2004). Step approach to change was further supported by Kotter (1996), who came up with eight steps of ensuring that change is successful. The steps include establishment of a sense of urgency, formation of a powerful coalition to provide guidance, creation of a vision, communication of the vision, fostering action by empowering others, creation of short term goals, fusing improvement together and production of more change and adopting new strategies in the organization.

Planned change can precisely be summarized into four main stages, namely: the stage of exploration which entail consolidating information about change and finding solutions for problems associated with the change; the planning stage which entail problem awareness, information gathering, goal setting for the change, and development of action plan; Action phase which entail change management arrangements and processes for feedback; and Integration stage which entail stabilizing, consolidating and fortifying the new behaviors.

2.3.2 Emergent Change

According to Burnes (2004), emergent change approach is a process that is brought about by the interaction of numerous factors in the organization. Proponents of this approach believe that change is a constant disputed process that usually transpires randomly and without a plan. This approach contradicts the planned approach to change which emphasizes that change is a process that results from a series of predefined and preplanned steps. Features that can emerge and facilitate success of the change include organizational culture, organizational structure, managerial behavior and power, organizational learning, and politics of the organization. This approach emphasize that arise from the bottom level of employees and proceed to the top level and not from the top to the bottom. According to Burnes (2009), change is a continuous and an open ended process of adapting to the changing circumstances and conditions. He views the process of change as a continuous situation modification process that provide learning opportunity to the employees of the organization.

2.4 Performance Management

In definition, performance management can be viewed as the process by which organizational systems, employees and resources are aligned to the strategic objectives and priorities. Looked at on the other hand, performance measures the level of achievement of business and social objectives and responsibilities from the prespective of judging party (Hersye & Blanchard, 1993). Performance management as defined through achievement of an organization's mission, vision and goals is a key factor in the success

and survival of an organization. It's vital in ensuring that the organization sticks within its key performance indices and as such keep within its goals, mission and visions (Ferreira & Otley, 2009; Chenhall, 2005). Erhard, Jensen, and Zaffron (2009) state that for substantial gain in performance to be achieved, management need to have an understanding of how employees perceive the work environment and then encouraging and implementing changes that make sense to employee's worldview.

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organization and its success. According to Christian et al., (2011), the presence of high level employee engagement enhances task and job performance, productivity, discretionary effort and organizational citizenship behavior in addition to continuance commitment, customer service and levels of psychological climate. Management of human resource is ever unique depending on person to person. Kovach, (2002) states that some employees have the highest capability levels incentives given notwithstanding whilst others may require occasional drive and motivation. A motivated employee adds value to the organization and tends to form the mission critical group of employees that delivers immense value in maintaining and strengthening its business and value addition to organizational processes (Amabile, 2009). Whereas reward is not the only way to enhance employee performance, it forms the main tenet if handled effectively. Business practices have been put forth to suggest that management practices can affect performance in positive ways. These include reward strategies, job design, performance appraisals and training and development (Deng, Menguc & Benson, 2003).

2.4.1 Performance Appraisal

Jackson and Schuler, (1995) states that performance appraisal usually involves evaluating performance based on judgements and opinions of subordinates, peers, supervisors, other managers and even workers themselves. Performance appraisal has been widely adopted in organizations to measure and evaluate performance of employees across all levels. Both public and private sector have been known to employ formal employee appraisal systems increasingly. Performance Appraisal according to Fletcher, (2001) must be viewed as a mechanism for developing and motivating people. As a process, performance

appraisal is seen as a key contributor to successful human resource management, as it's strongly related to organizational performance (Erdogan, 2002).

Shore, Newton and Thorntorn., (1990) states that job satisfaction is directly related to employee turnover, retention rates, absenteeism and indirectly to job performance and productivity. Higher job satisfaction has been linked with employees who are able to exercise autonomy (Sekaran, 1989) and with those who have a higher level of job involvement. Job satisfaction refers to the employee's pleasurable or positive emotional state as a result of appraisal of one's job and job experience (Bartlett & Kang, 2004).

Performance Appraisal satisfaction deals with such issues as employees evaluating timeliness, accuracy, goal setting procedures and feedback mechanism (Dobbins, Cardy & Platz-Vieno, 1990). Wexley, Klimoxi, (1984) state that performance appraisal involves a series of behaviours during which the appraiser observes, stores and when necessary recalls and integrates appraise behavior.

2.4.2 Training and Development

Investment in human resource through training and higher qualifications is considered as a key step towards achieving sustained long-term productivity. Through training, employees are able to widen their knowledge and abilities for more efficient teamwork and achievement of individual development (Jun et al., 2006). Kerka, (1998) states that career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives.

2.5 Strategic change Management Practices

Chan (2002) states that new competitive advantage and the new barrier for organizations of 21st century is the knowledge of human resources. Human capital being the only source that has the ability to think and implement new ideas, occupies the central position in the formulation of relevant productivity strategies.

Employee ability to accept and adopt the outcome of strategic change is crucial. Decisions on rejection or adoption of change occurs as a process, the innovation-decision process. The process begins when individuals first learns about the existence of the need

for change, forming an attitude towards it, deciding to adopt or reject, to implement or use it and finally to confirm their decision. The lack of adequately trained manpower for operation and maintenance of change process is a serious problem in several organizations. Inadequate training of employee on the aspects of change is one of the causes of inability to handle change and impact on the ability of the employees to accept and utilize the aspects of change that immediately affect employees' performance.

2.5.1 Communication Process

Communication flow should be both from top to bottom and from bottom to top and ensuring that the right information is received by the employees at the right time. Feedback should be sought from the said employees. This continuous flow of information and feedback according to Temtime and Pansiri, (2005), helps in change implementation and management. Regular reinforcement of change program core messages by giving inspirational, practicable and regular messages on a timely basis (Schundehutte & Morris, 2001). At the very core centre of a program is timely, practical and constant communication as it ensures a calm group of employees free of fears and anxieties.

For change to be effective, it has to be both institutionalized and customized to a personal level so that each employee feels part of it as they are central in change implementation and continuous process improvements that affect performance. The staff who readily embrace change and are willing to work with it should then be rewarded. This comes in form of positive reinforcements to encourage the same reaction within the staff base. The reinforcements should be visible and can come in the form of promotions and bonuses not forgetting recognition (Molla & Licker, 2005). Negative reinforcements should also help in behavioural change amongst the staff group that is resistant of the change process. These could come in form of sanctions and removal. Managing the human resource is of importance in the change process. Machines and equipment can be tweaked to meet the required change specifications. However, the human resource comes with varying personality types and responses to the organization's direction. Mastering how to control this soft side of the change process can thus be a mystery (Beaver, 2003). Consistent communication thus increases the level of awareness within the organization.

2.5.2 Employee anxiety management

Early definitions of stress have defined it in terms of stimulus, response or the interaction between the two. (Dewe, O'Driscoll & Cooper, 2010). Stress should be considered in terms of discrete emotions experienced at work when attempting to understand the dynamics of a stressful encounter (Lazarus & Cohen-Charash, 2001). Parker et al., (1983) goes on to define Job stress as feelings of discomfort arising out of determinants like work deadlines and anxiety that could degrade employee performance, cause dissatisfaction and low commitment and eventually reduce employee motivation. Change produces stress or tension in the work environment and on the employees that have to deal with the emerging process. Spector, (2002) states that the best way of reducing stress brought by change is to make sure all communication occurs. Without communications the stress will build dangerous levels. Giving employees the opportunity to vent their feelings will go a long way towards stress reduction. Failure to take this step will result in the employees internalizing their stress and cause more resistance. Just listening to employees most affected by the changes will reduce their stress (Brockner et al., 1993).

2.5.3 Job Evaluation and Redesign

Job design refers to the content of work that an individual does including the tasks, roles and the procedures or methods used to accomplish a task (Holman, Clegg, & Waterson, 2002). Strategic change process usually brings about a shift in roles leading to specialization, job enlargement, division of duties, job rotation and a change in reporting lines.

Job redesign is deemed necessary during a change process to help in matching the right skills to the right jobs for better achievement of the set goals. Before this, a job evaluation should be done to assist in benchmarking positions necessary in achieving the revised goal and retaining or recruiting the required talent pool. After job evaluation, job redesign follows suit. This is a calculated effort to review job tasks and responsibilities and reallocate them among staff with the aim of increasing output. Job satisfaction and improvement of employee performance has been noted with job redesigning.

Redesigning of jobs undergoes a number of processes. First being clarification of what is currently being done against the job descriptions and identification of any challenges in completing assigned work. Secondly, assessment of employee skills and how well they fit in their current positions. Thirdly, there is re-allocation of tasks to match employee skills and interest. This is climaxed with training to equip employees with the necessary skills needed for the new role. New job descriptions are drawn for the revised positions and consistent revisiting is then necessary to for confirmation of a good fit between skills and jobs (Guest, 1992).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the sources of data, methods used to collect, present and analyze the collected data. It gives a detailed description of the research design, target population, sampling design and sample size, and data analysis techniques.

3.2 Research Design

This study employed a descriptive research design through cross sectional surveys. The research design was chosen because of its ability to allow the researchers to define the phenomena according to values, attitude and characteristics (Mugenda & Mugenda, 2003). It forms a class of research that involves observation of a population, or a representative subset at one specific point. Better clarification of gathered and interpreted information can only be achieved by descriptive research design. Despite the adoption of a descriptive design, the study incorporated both qualitative and quantitative research approaches in analyzing and presenting the results. Qualitative approach was used to describe the employee perceptions of strategic change and their influence on the course of action, and the methods used to introduce and implement the changes in the organization. While quantitative approach was used to determine the effectiveness of the methods used and their effectiveness in ensuring that the change is successful.

3.3 Population

The study targeted respondents from three HelpAge International country offices and the EWCARDC regional office in Kenya. These countries included Uganda, Tanzania and Mozambique. The target population comprised of eight employees from each of the country office listed above bringing the total targeted respondents to 32. From each of the listed office, two members were selected from the senior management team, two from program, two from PAC and finally two from finance and administration.

3.4 Sample Design

Stratified sampling technique was used to categorize the respondents according to the type of information needed. The respondents were categorized into two major groups according to information needed i.e. country of service and department.

Purposive sampling technique were then used to select respondents from each category. This technique was particularly chosen because it allows the researcher to select respondents that have the necessary information and ignore those that do not have. This idea is supported by Dolores (2007) who defines purposive sampling as the careful selection of an informant according to the qualities he/she possess. Previous researches have shown that this technique is efficient at acquiring enormous amount of information over a short period of time thus saving on funds and time as well.

3.5 Data Collection

Well-designed questionnaires prepared and formulated according to the objectives of the study were widely used to capture information from the mentioned target population. These questionnaires were shared with the respondents physically and through email. The questionnaires were important in the collection of required information about the perceptions of the employees on performance towards the strategic change management practices.

3.6 Data Analysis

Both qualitative and quantitative information that were captured by the questionnaires were validated, edited and coded electronically using the computer. Microsoft excel was widely used to analyze the quantitative data. Descriptive statistical methods of data analysis such as percentages and mean scores was used to analyze the coded data.

The analyzed quantitative data enabled the researcher to acquire in depth information that facilitated the drawing of valuable conclusions and recommendations about the effects of strategic change management on the performance of HelpAge International employees.

All the texts and descriptive information was coded in Microsoft word, and then be formatted to enhance the visual impression of the research document. The research study then presented its findings inform of texts, graphs, charts, and tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The objective of this study was to assess the effects of strategic change management practices on performance of HelpAge international staff in Africa. This chapter presents the analysis and findings of the objective and further discussion on the same. The findings were obtained from questionnaires distributed to HelpAge international staff in Africa. It targeted respondents from four different HelpAge international offices including EWCARDC regional office in Kenya, Uganda country office, Tanzania country office and Mozambique country office.

4.2 Response Rate

The focus of the study was on 32 respondents, eight from each country office mentioned above. The eight constituted of two members of the senior management team, two finance, administration and operations members, two programs people and two policy, Advocacy and communication representatives. The response rate was good as 26 out of the 32 contacted persons duly filled the questionnaires and returned them. This brings the response rate to about 81.25%. All the eight respondents from the EWCARDC regional office in Kenya and Tanzania country office responded while Mozambique had the least response with only 4 out of the 8 responding. Uganda had 6 questionnaires filled and returned.

Figure 4. 1: Respondents country of service and department
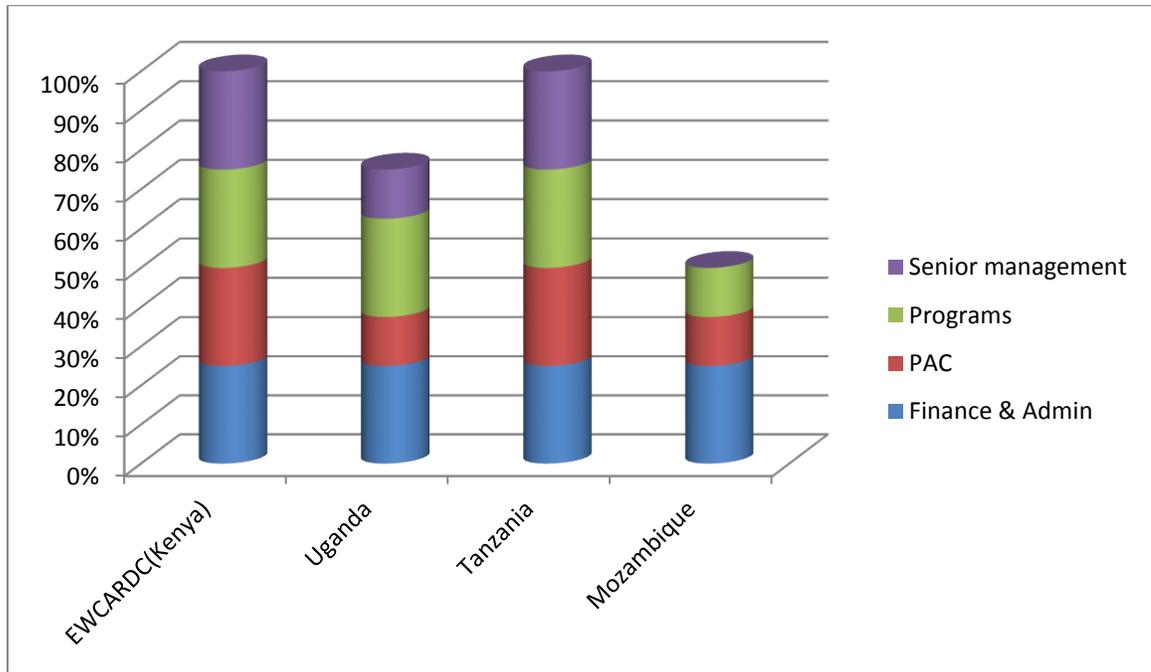
Source: Primary data

4.3 Respondents Profiles

Five of the respondents were senior managers; 8 from finance and administration department while the remaining 6 and 7 were from the PAC and Programs departments respectively. One respondent from senior management had a doctorate level in Education, 10 Master's university education degrees, 11 bachelor's degrees and 3 had diploma level qualifications. More than half of the respondents had served less than three years implying that there was a very high turnover rate. Some respondents however added that they had initially exited the organization but came back after a period of time for different roles.

Figure 4. 2: Respondents Highest level of Education
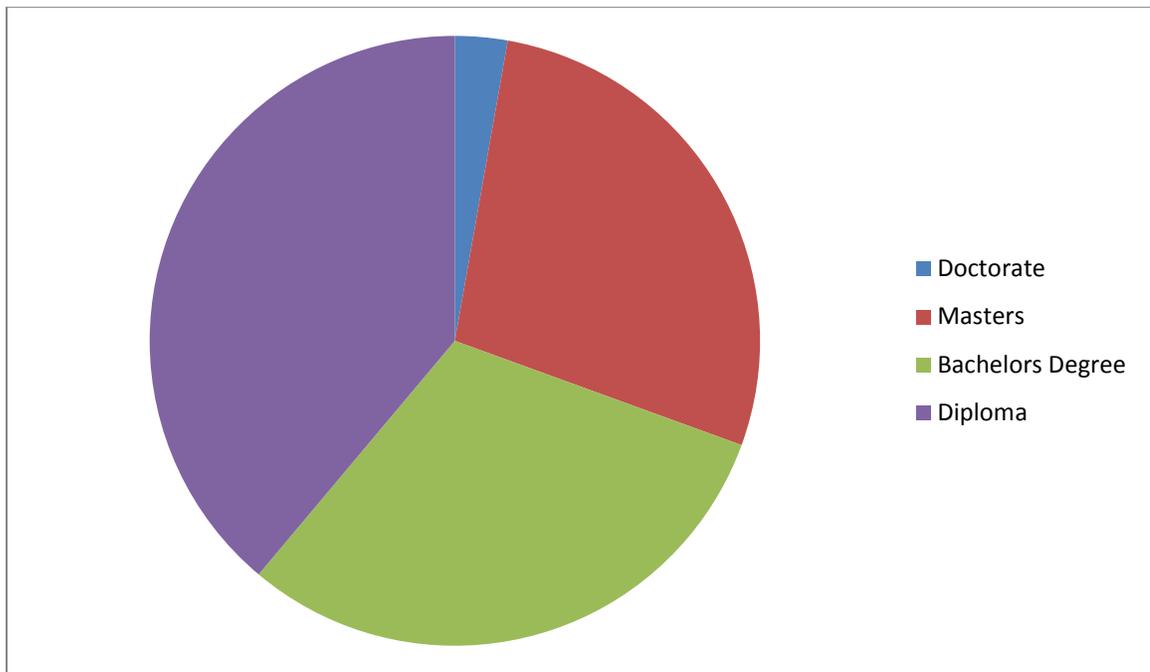
Source: primary data

4.4 Organization Profile

All respondents were in agreement that the organization had undergone change in the past 10 years. Some were actually quick to highlight that the global organization is currently going through some change process which has impacted on operations of all regional and country offices. They pointed out the key changes as shown in Table 4.1

Table 4. 1: Key organizational changes in the past 10 years

Strategic change	Frequency (n)	Percentage (%)

Change in governance/ Board	0	0
Strategic realignment	20	38.5
Downsizing/Retrenchment	14	26.9
Change in Leadership	8	15.4
Shift in Organizational culture	10	19.2
Total	**52**	**100**

Source: primary data

Strategic realignment ranked first at 38.5% with 20 of the respondents highlighting it as the key strategic change aspect with the highest extent in the last 10 years. 14 respondents highlighted retrenchment, 10 shift in organizational culture and 8 changes in organizational leadership. Change in governance had a zero frequency hence was ranked last.

4.5 Triggers of the change process

All the 26 respondents were in agreement that the strategic change process was highly triggered by reduced donor funding making it rank number one. This was followed by need for program effectiveness as highlighted by 18 respondents, then need for operational efficiency by 16 respondents, change in stakeholders needs and preference 14 and lastly Better budget management was ranked fifth with only 8 of the respondents highlighting it.

Table 4. 2: Triggers of strategic change process

Triggers of strategic change process	Frequency (n)	Percentage (%)
Reduced Donor funding	26	31.7
Competing agenda's to the aging agenda	16	19.5
Change in stakeholders requirements and preference	14	17.1
Better budget management	8	9.8
Program & operational effectiveness	18	22.0

Total	**82**	**100**

Source: primary data

4.6 Employee performance review

All the twenty-six respondents highlighted the 360-degree feedback and staff appraisal as the main performance management tool used by HelpAge international to gauge employee's performance. Three respondents also highlighted the Key performance indicators.

Table 4. 3: Performance management tool used by HAI

Performance management tool	Frequency (n)	Percentage (%)
Key performance indicators	3	**5.5**
Staff appraisals	26	**47.3**
360 Degree feedback	26	**47.3**
Mission and vision statement	0	**0**
Total	**55**	**100**

Source: primary data

9 respondents indicated that the performance management tool they selected was very important to the change management process, 11 said it's moderately important, 3 were neutral while, 1 slightly important and 2 said it was not important at all.

Figure 4. 3: Importance of performance management tool
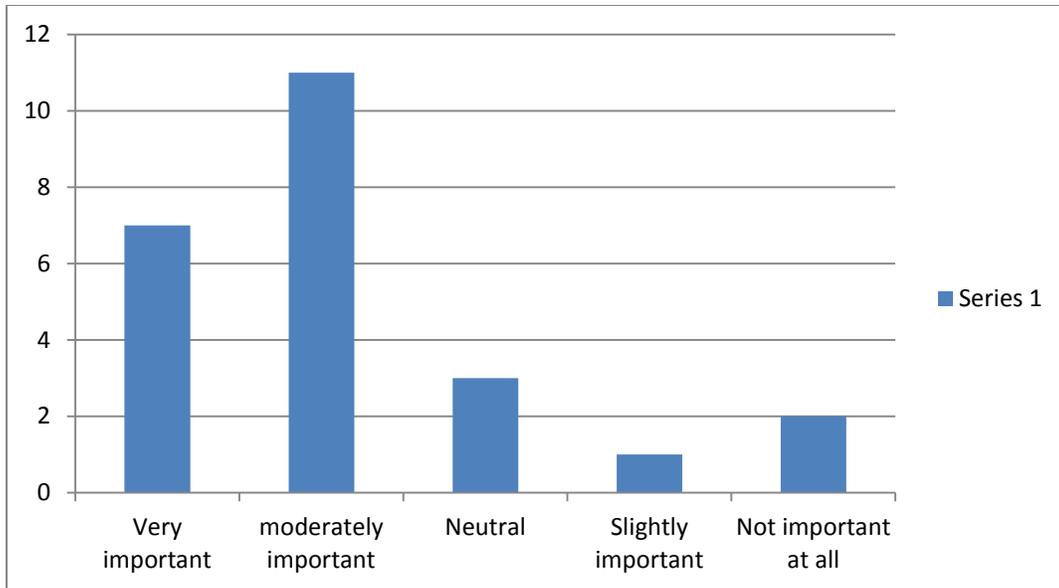
Source: primary data

4.7 Strategic Change Management Practices

Figure 4. 4: Change process initiator
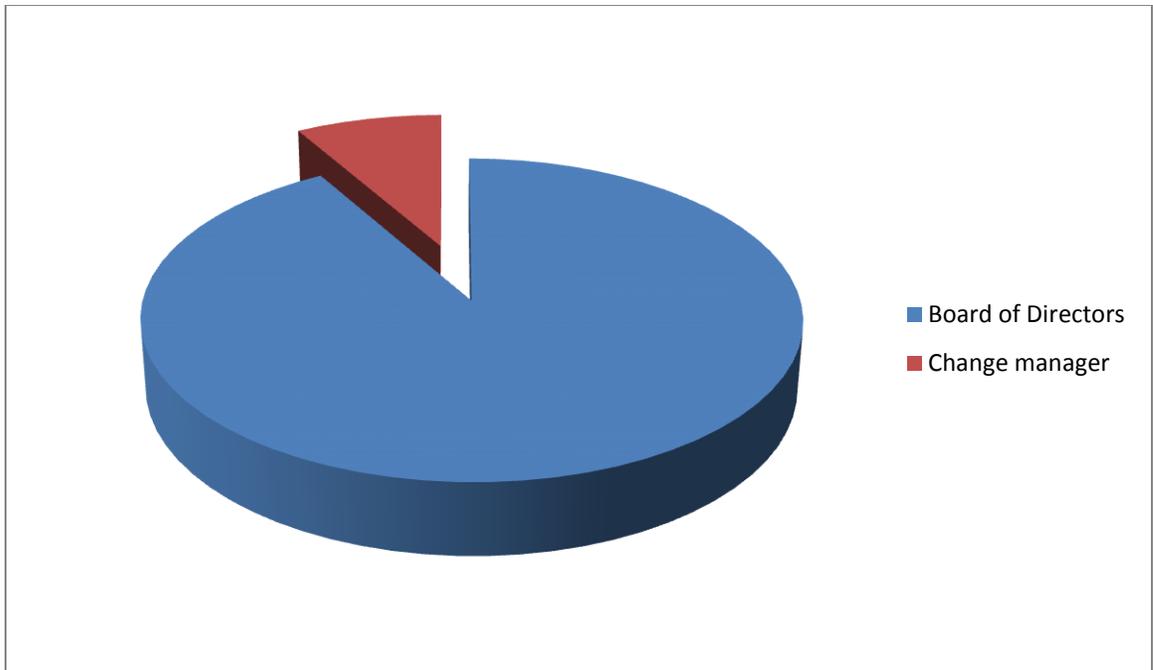
Source: primary data

From above, twenty-four respondents felt that the change process was initiated by the Board of directors while two respondents picked the change manager as the change process initiator. The Board of directors appeared to be the sole initiators of the change process with minimal involvement of employees. They are there to decide which direction the organization should go. Most employees were neither directly involved nor consulted at the onset of the initiation process as indicated in the table below. For those 12 respondents who were in agreement of being involved, only two indicated extensive involvement while the remaining 10 were minimally involved. All they received was communication of the change process and the revised strategic orientation of the organization.

The minimal involvement of employees is clearly indicated by their lack of proper understanding of the organization's new strategic orientation of being a global network rather than an INGO. Only one respondent seemed to fully understand the global network strategic orientation. Three respondents moderately understand the revised strategic orientation of the organization, 16 respondents have a slight idea and 6 respondents had no idea at all of what the change process was all about as shown below

26

Figure 4. 5: Employee understanding of revised strategic orientation
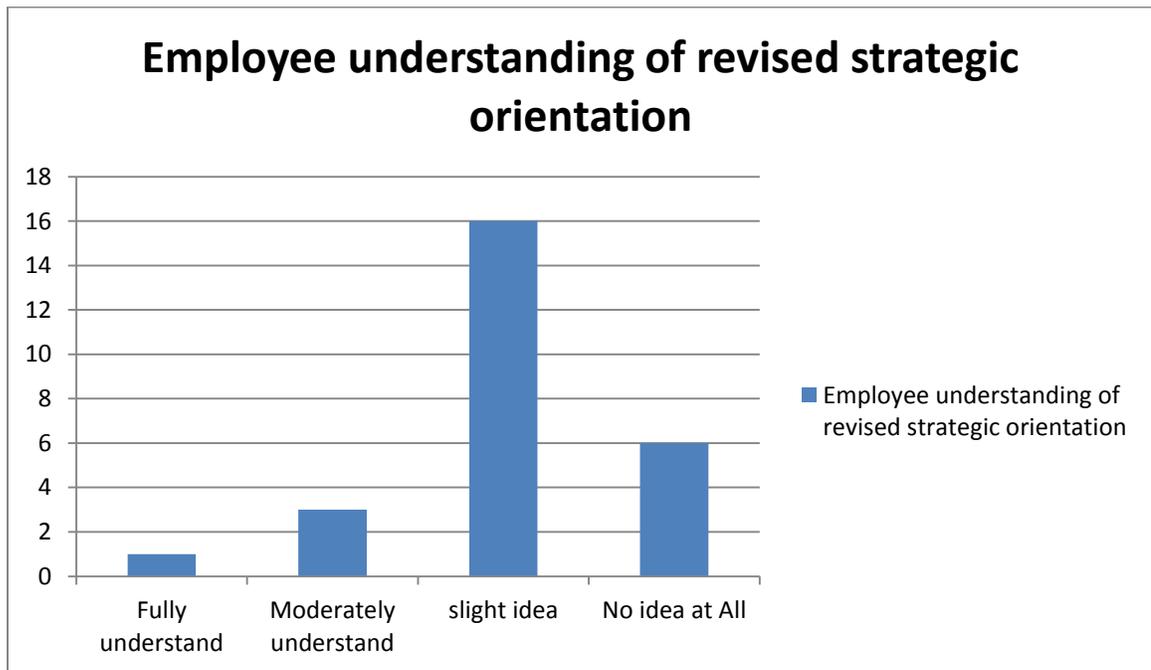
Source: primary data

Respondents indicated that lack of direct involvement led to deterioration of employee performance. 23 respondents said performance declined while three said they were not affected. When employees have the ability to participate in decision making and believe that their input can be counted on; then it is said to have a positive impact on their performance.

4.7.1 Effective Communication

All the twenty-six respondents strongly agreed that they had received change communication from their senior managers. Email system was the widely used mode of communication with 26 respondents agreeing to this, followed by employee meeting with 19 moderately agreeing, then peer discussions followed closely with 17 respondents and lastly 3 agreed to tele conferencing.

Table 4. 4: Mode of communication used during the change process

Mode of communication	Frequency	Percentage

	(n)	(%)
Emails	26	40.0
Employee meetings	19	29.2
Peer discussions	17	26.2
Tele conferencing	3	4.6
Total	**65**	**100**

Source: primary data

Four respondents were indifferent about the communication of change, four were positive while 18 were abit resistant at the onset. This is common and understandable because change process brings about a lot of uncertainty especially on the job security and existence of the organization. Continuous communication saw this perception change to a more positive look as shown in Table 4.5

Table 4. 5: Impact of continuous communication on the existing employee perception

Current/revised state	Positive	Resistant	Indifferent
Positive	3		1
Resistant	14	2	2
Indifferent	2		2

Source: primary data

From the total 4 that were initially positive, 3 remained positive while one became indifferent. 14 of the 18 that were initially resistant became positive about the change while 4 maintained their status quo. 2 of the ones that were indifferent remained indifferent while the remaining 2 became positive about the change with continuous communication. Most of the respondents attained a ore clearer picture of the change process as time passed by as opposed to the vivid one at the onset. This cuts on the uncertainty and reduces anxiety among employees.

4.7.2 Job Evaluation and Redesign

Respondents felt that 76.92% of their work designs were affected while 23.08% remained unchanged. The most affected aspects of their work were job enrichment, followed by Change of reporting lines and lastly Job enlargement as highlighted by 16, 10 and 5 respondents respectively. Job rotation was not highlighted by any of the respondents.

Table 4. 6: The extent of jobs affected by job evaluation and redesign

Work Redesign	Frequency	Percentage
YES	20	76.9
NO	6	23.1
Total	**26**	**100**

Source: primary data

Fifteen respondents reacted positively to the job evaluation and redesign. Four were negative about it while the remaining seven were neutral as shown in the table below;

Table 4. 7: Reaction of employees towards job evaluation and redesign

Employee reaction	Frequency (n)	Percentage (%)
Positive	15	57.7
Neutral	7	26.9
Negative	4	15.4
Total	**26**	**100**

Source: primary data

It was noted that the responses to employee reaction to job redesign were replicated in the question that followed hereafter where they were to indicate whether employee performance was affected by the process of job evaluation and redesign. Fifteen respondents indicated that employee performance improved, seven said it remained the same or unaffected while four were of the opinion that it deteriorated.

Figure 4. 6: Effect of job redesign on employee performance
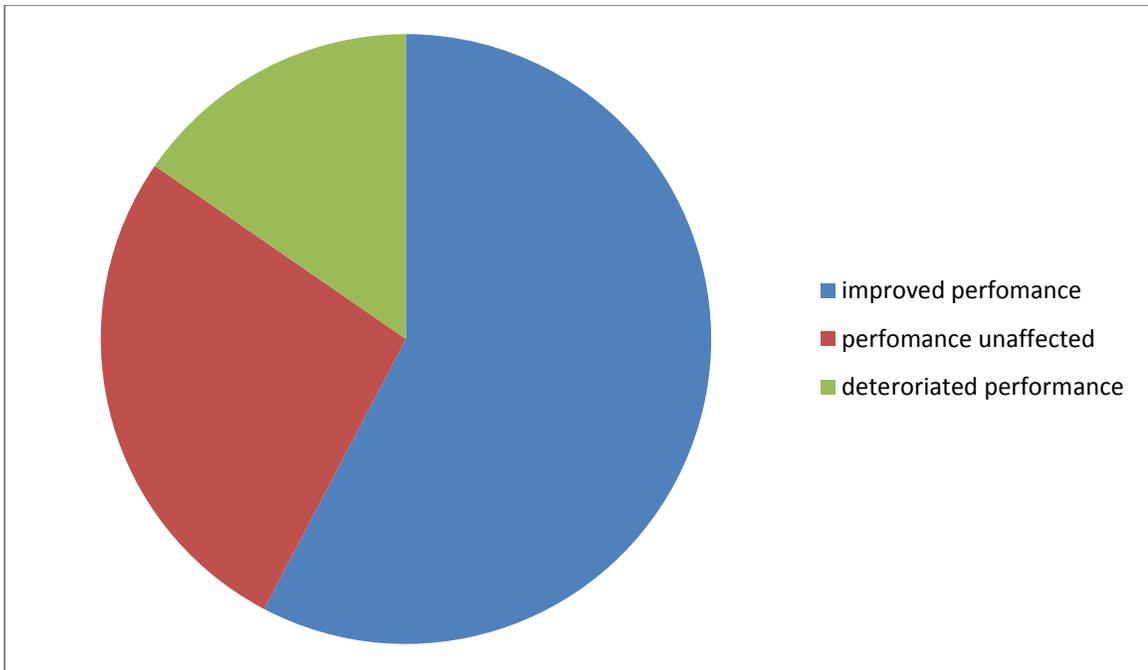
Source: primary data

4.7.3 Training and Capacity Building

All respondents were in agreement that employees underwent training to handle the strategic change process and new job requirements. Internal Workshop trainings was the widely used mode as it was highlighted by all respondents, followed by on job training with 14 respondents, peer consultations 8, External training by agencies 6 and school based program had none.

Figure 4. 7: Training and capacity building modules used in change management
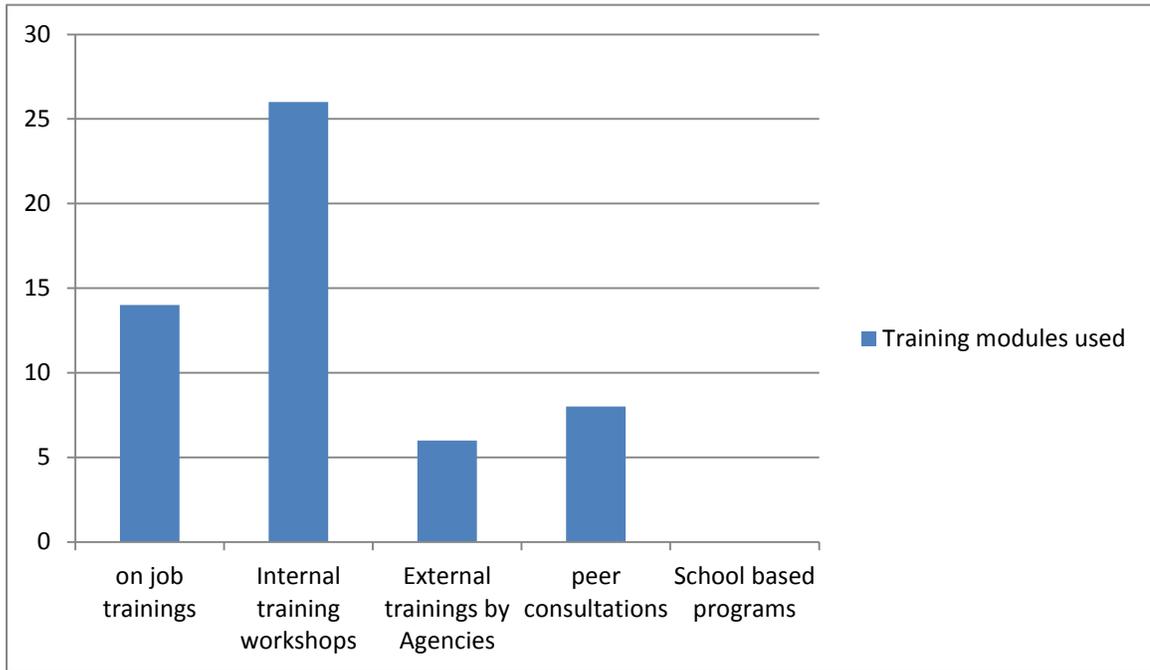
Source: primary data

Twenty-four respondents were in agreement that the training programs were effective in changing employee's perception towards the change process and imparting new skills while the remaining disagreed with this ideology. Sixteen respondents went further to highlight that this improved employee performance and ten thought the performance remained unaffected.

Figure 4. 8: Impact of training on employee performance
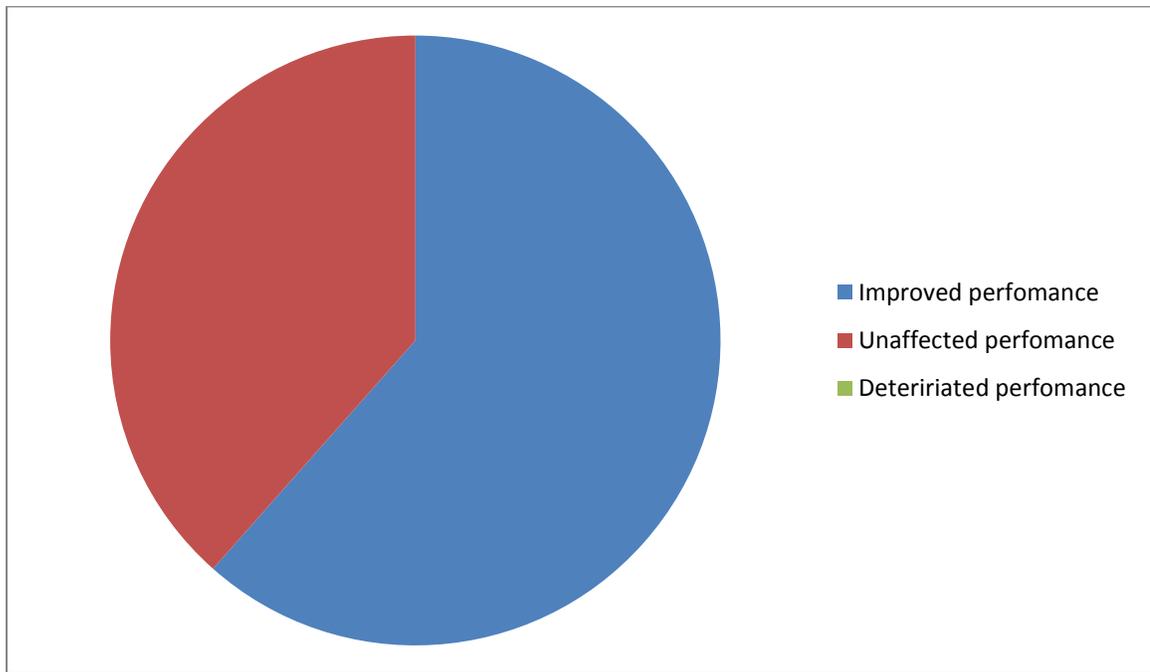
Source: primary data

4.8 Discussion

The study found that most of the respondents had worked for HelpAge international for less than three and a majority had at least a bachelor's degree above. Being an international not for profit organization, feedback was received from four different countries in Africa. The organization happens to be well endowed with highly educated and skilled staff though the turnover rate seems to be high basing on the length of period that most respondents had worked. The change process that has been going on for the past two year could be a major contributor of this.

It was noted that HelpAge international is currently going through a number of change processes including strategic realignment of their overall vision and downsizing. A bit of change in leadership and organization culture was also highlighted. These are changes going on globally and they were majorly triggered by reduced donor funding due to more competing criteria to the aging agenda hence need for operational efficiency.

HelpAge international's major donors comprise of Swedish International development Agency (SIDA), United Kingdom Department for International Development (DFID), Federal Ministry for Economic cooperation and Development (Germany BMZ), United States Agency for International Development (USAID) and the European Union (EU). This implies that ninety percent of the organization's funding comes from foreign government institutions. With the current state, foreign donors have not only reduced their levels of not for profit organizations' funding but also altered the nature of funds they advance. They have moved from the initial advancing of non-restrictive donations to contract funding.

Program and operational efficiency was ranked second because 'contract funding is specific and it involves the obtaining of well-defined services and specific outputs and is monitored closely. It is usually complemented with increased accountability requirements that have minimal or no flexibility at all in program implementation' (Eakin, 2001). Furthermore, there is always a requirement for the funded organizations to raise matching contribution (Eakin, 2001). HelpAge is yet to figure out an alternative source of income.

With the guiding ideology that underfunding allows such foreign governments to choose the kind of the agenda to support with their donations, there has been a gradual increase in underfunding of not for profit organizations. Currently, HAI's ageing agenda is not very popular with most donors who are now focused on social protection and health matters especially amongst the youth, women and children. This explains why other competing criterion to the ageing agenda was ranked third by respondents.

It was noted that performance management is crucial during a change process and the tools widely used to gauge employee performance were the 360-degree feedback and staff appraisals. With these, employees are able to evaluate themselves and also receive peer reviews on their performance in different areas, determine aspects of improvement and work towards achieving the overall goal. This is not any different during a change process

The study found out that the Board of directors appeared to be the sole initiators of the change process with minimal involvement of employees. They are there to decide which

direction the organization should go. Most employees were neither directly involved nor consulted at the onset of the initiation process. A few respondents were involved but to a minimal extent. The minimal involvement of employees is clearly indicated by their lack of proper understanding of the organization's new strategic orientation of being a global network rather than an INGO. Only one respondent seemed to fully understand the global network strategic orientation. Most respondents had a slight idea or no idea at all of what the change process was all about

The study found out that despite all respondents receiving communication of the change process, more than half were a bit resistant towards the proposed change. This perception though changed over time with continuous timely communication. Change usually brings about anxiety and uncertainty of the future hence continuous provision of feedback and timely communication of the progress tends to alleviate employee stress. It was noted that the organization mostly communicates to its employees through emails and internal meetings. Respondents were of the opinion that effective and timely communication positively affects employee performance.

The findings from the study were that a majority of the respondents' jobs were evaluated and redesigned and this received a positive reception from a majority of employees hence improved employee performance. Job evaluation and redesign helps in benchmarking positions necessary in achieving the revised goal and retaining or recruiting the required talent pool. Most employees were happy with this because it leads to specialization, promotions and clearer reporting lines.

It was also noted that HelpAge international trained all its employees majorly through internal training workshops and on job capacity building sessions. A majority agreed that these training programs were effective in changing employee's perception towards the change process and imparting new skills. During a change process, training is deemed necessary upgrade employees' skills towards what the organization wants to achieve.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings based on the research objective of this study, which is, assessing the effects of strategic change management practices on performance of HelpAge international staff. It draws conclusions derived from the findings and offers recommendation to HelpAge international management team and other interested stake holders

5.2 Summary

The study determined that reduced donor funding was the main contributor to the change process by HelpAge international. The ageing agenda propagated by HelpAge faced stiff competition from other upcoming criteria focusing especially on youth, children and women. Donors are currently cutting down on their contribution towards not for profit organizations and then dictating the specific conditions and requirements for implementation.

The study also identified that staff performance is important such that it contributes to the organizational overall performance. When staff is positive and motivated, they endeavor to put extra efforts in their work which results to better employee performance hence overall organizational performance. Maintaining an always rejuvenated workforce requires special management skills especially during a change process. The study sought to assess how different change management practices used by HelpAge International affected the performance of its employees. This was achieved through a close evaluation of effective communication, employee participation in the change process, job evaluation and redesign and training and capacity building.

With regard to performance management, the study determined that Staff appraisals and 360-degree feedback were the main mechanisms employed to gauge staff performance. This is where the staff provides self-evaluation basing on the set targets and level of achievement towards those targets. Other stakeholders and peers also provide feedback on the different areas of performance index. This is especially important during a change process to determine whether the right change management practices are being employed and the areas for improvement.

It was noted that the Board of directors were the main initiators of change. Respondents actually felt they were minimally involved in deciding what strategic direction the organization should take. The views of a majority were not sought and for those who were lucky to participate, their contributions were not incorporated or incorporated to a very small extent. When employees identify themselves with a given change process, response is usually positive. This is usually achieved through allowing them to participate through feedback mechanisms. And in turn leads to owning the process, thus the need to perform well which eventually culminates to smooth planning and implementation. A majority of the respondents had a slight idea of what the new strategic orientation of shifting from an INGO to a global network was all about. If they had participated in coming up with that idea, then the probability of them fully understanding it would be more.

The study determined that all staff received communication of the change process. Though they were slightly resistant to the suggested change process at the onset as indicated by majority respondents, this perception changed over time of continuous communication. When issues are clarified, feedback readily given, and staff kept in the know of the progress, then anxiety and uncertainty reduces. As determined, the organization majorly uses email communication and staff meetings to communicate updates of the change process to employees.

The study also found out that a majority of the jobs were evaluated and redesigned and employees responded positively towards this. This was necessary because during a change process, some jobs are declared redundant, workloads increase or decrease, specialization at times is needed and new skills required. Reporting lines at times also

change due to this. A majority of the respondents indicated that their jobs majorly went through job enrichment, specialization and promotion as deemed necessary. Change in reporting lines came in second. With a major change in strategic orientation, comes different systems, structures and leadership. A change I the organogram clearly led to a shift in reporting lines. Job evaluation and redesign ensures that an organization has the required skills for a successful change process. It matches the right skills to the right jobs and ensures that the work load is manageable. It was also noted that a majority of the employees' performance drastically improved.

Training and capacity building was another change management strategy that the study sought to assess. It was determined that all respondents were in agreement that employees underwent training to handle the strategic change process and new job requirements. Internal Workshop trainings and on job trainings were the modes that were widely by the organization. A majority of the respondents were in agreement that the training programs were effective in imparting the required skills for employees to better handle the change process. More than half of the respondents also agreed that there was an improvement in employee performance.

5.3 Conclusion

The findings determined that there is overreliance on foreign government funding since its reduction triggered the change process. The ageing agenda was determined to be facing stiff competition from other upcoming criteria with the main focus being on the youth, women and children. This clearly implies that its popularity among donor organizations is decreasing.

With regard to the change management practices and employee performance; the study found out that there is a positive correlation between the two. Using effective change management practice leads to improved performance while the opposite is also true, that is, use of ineffective change management practices leads to deterioration of performance.

From the findings, the Board of Directors seems to have sidelined the involvement of a majority of employees. They were the sole initiators of the change process which then

caused some resistance from employees at the onset. Most of them do not understand the new strategic orientation of the organization. This clearly leads to a decline in employee performance due to the uncertainty of their future prospects.

Effective communication was determined to have caused an improvement in performance. Use of emails and constant meetings in providing feedback was positively embraced by staff. Timely information on the progress of the change process, the question and answer sessions during meeting and peer updates worked to alleviate employee stress and keep them at par with the happenings. More efforts were directed to achievement of the main goal rather than worrying.

Job evaluation and redesign followed by training and capacity building is critical in managing employee performance. The study found out that employees were happy and positive about this approach that was used to ensure right skills are found for each job category. More so, the heavy workload that usually arises from a change process was kept at a manageable level. This led to an improvement in the overall employee performance

5.4 Recommendation

The organization needs to assess and come up with other alternative sources of income to complement donor funds. From the findings, there is overreliance on foreign government funding since its reduction triggered the change process. Foreign government funds have become volatile in the current NGO setting and fully pegging operations on it may endanger the survival of the organization. The management may seek to partner with local governments to secure some funds for the organization's operations. They may also look at other income generating activities where they can get returns such as subscription of certain services and charging fees, partnering with corporates or even seeking more volunteer services from the communities they serve. The organization may also adopt an inter-generational approach in sourcing for donor funds. If the ageing agenda has lost popularity, why not take into consideration a household perspective which has the old, youth and children? This is a more holistic view of whichever criteria the donors want to look at.

For a change process to be successful, more emphasis should be put on ensuring that employees own the process. This can be achieved through direct involvement and constant communication at the onset of the process where views of all staff are solicited and incorporated in the process. The implementation phase is easier and smooth when one can identify himself with the process. Employees also recommended that a one on one approach with a senior manager in dealing with staff queries would help manage employee anxiety. Thorough work on job evaluation and redesign should be done in a change process and linkage to the reward system determined. A few employees felt that the reward system did not commensurate the roles assigned to them.

This study majorly focused on the effect of strategic change management practices on performance of HelpAge international staff. It found out that effective application of these strategic change management practices had a positive influence on HelpAge international staff performance and vice versa. More studies need to be done on effects of strategic change management practices on performance of staff from a number of other NGOs. This should also be extended to the corporate sector to enable generalization of the findings

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APPENDICES

Appendix 1: Questionnaire

A. Respondent Profile

I. Where are you based? Mozambique office [ ]   EWCARDC Reg office [ ]

        Uganda country office [ ]   Tanzania country office [ ]

II. How long have you worked for Help Age international?

Less than 1 year [ ]   1 to 3 years [ ]   3 to 6 years [ ]   6 to 10 years[]

Over 10 years [ ]

III. Highest level of Education (Tick where appropriate)

Secondary [ ]   Diploma [ ]   Bachelor's Degree [ ]

Masters Degree [ ]   Doctorate [ ]

Others (Specify)……………………………………………………………

IV. Which department are you in?

Finance & Operations [ ]   Policy Advocacy & communications [ ]

Programs [ ]   Senior Management [ ]

B. Organization information

I. Has the organization implemented any strategic change in the past 10 years?

Yes [ ]   No [ ]

II. If yes, what were the key changes and to what extent

	1	2	3	4	5
Change in governance/ Board					
Strategic realignment					
Retrenchment/Downsizing					
Change in Leadership					
Shift in Organizational culture					
Other (specify)					

III. What triggered change in HelpAge International

Reduced donor funding [ ]

Need to achieve operational effectiveness and efficiency [ ]

Change in Stakeholder needs and preference [ ]

To better manage costs and budgets for financial stability [ ]

Achieve program effectiveness [ ]

Other (specify)……………………………………………………………………

IV. What performance management tool is used by HelpAge international to gauge employee perfomance

Key performance Indicators [ ]   Staff appraisals [ ]

360 degree feedback [ ]   Mission and vision statements [ ]

Other (specify)…………………………………………………………………

V.   How important is the performance management tool selected above to the change process management?

Very important [ ]   Moderately important [ ]   Neutral [ ]

Slightly important [ ]   Not important at all [ ]

C. STRATEGIC CHANGE MANAGEMENT

Employee involvement and participation

I.   Who was in charge of initiating the change process in your office

Regional/Country Director [ ]   Board of Directors [ ]

Senior management Team [ ]   Change manager [ ]

Other (specify)………………………………………………………………...

II.   Were employees directly involved in the change process?

Yes   [ ]   No [ ]

III.   If yes, to what extent were their incorporated in the change process?

Extensively incorporated [ ]   Moderately incorporated [ ]

Minimally incorporated [ ]   Not incorporated at all [ ]

IV.   How well do you understand the revised strategic concept of HelpAge International being a Global Network as opposed to an INGO

Fully understand [ ]   moderately understand [ ]

 Slight idea [ ]   No idea at all [ ]

V.   In your opinion, how has employee performance been affected by this?

       Improved [ ]   Declined [ ]   Not affected [ ]

VI.   Share your recommendations on employee involvement and performance
       management

  Effective Communication

 I.   Did the management communicate the kind of change taking place and it's
       implication to staff

       Yes [ ]   No [ ]

II.   Which communication mode was used and to what extent? (*1-limitedly used 5-
       widely used)*

	1	2	4	5
Emails				
Employee meetings				
Peer discussions				
Tele conferencing				
Other (specify)				

III.   In your View, how would you rate staff reception to the change communication

       Positive about the change [ ]   Resistant [ ]   Undecided [ ]

IV. Did this change over time of continuous communication? What was the transition?

	Positive	Negative	Indifferent
Positive			
Negative			
Indifferent			

V. How did the change communication impact on employee performance?

Improved [ ]   Declined [ ]   Not affected [ ]

VI. Share your recommendation on effects of employee communication on employee perfomance

Job Analysis and Redesign

I. Were job designs affected by the change process

Yes [ ]   No [ ]

II. What aspects of Job descriptions were affected? And to what extend

	1	2	3	4	5
Job enrichment					
Job enlargement					
Job Rotation					
Reporting lines					
Other (Specify)					

III. What was the reaction of employees to the job redesigning?

Positive about the Redesign [ ]   Negative [ ]   Neutral [ ]

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IV. Did the job redesign affect employee performance? How?

Improved [ ]   Declined [ ]   Not affected [ ]

V. Share your recommendations on effects of job redesigning on employee performance

Training & capacity building

I. Were employees equipped with the necessary skills to handle the strategic change process and new job requirements?

Yes [ ]   No [ ]

II. Which mode did the organization employ to train and capacity build employees?

On job training [ ]   Internal training workshops [ ]

External trainings by Agencies [ ]   peer consultations [ ]

School based programs [ ]

III. Were the training programs effective in changing employee's perception towards the change process and imparting new skills?

Yes [ ]   No [ ]

IV. How was employee performance affected?

Improved [ ]   Declined [ ]   Not affected [ ]

V. Share your recommendations on impact of training and capacity building in change management

THANK YOU FOR YOUR TIME AND COOPERATION

Appendix II: List of Country Offices in Africa

HelpAge International –Kenya

HelpAge International – South Sudan

HelpAge International –Sudan

HelpAge International –Tanzania

HelpAge International –Uganda

HelpAge International –Mozambique

HelpAge International –South Africa

HelpAge International –EWCARDC