



EPN Conference, in association with the IAWG

**“Successful Change Facilitation:  
Strategies and Tools for the Humanitarian Sector”**

March 25<sup>th</sup> – 27<sup>th</sup> 2009  
Jacaranda Hotel, Nairobi

**FINAL REPORT**

**Conference Aim:**

To enable participants to become better change agents, so as to successfully facilitate change, and to facilitate the growth of the Emergency Personnel Network (EPN)

*“My understanding has really changed- this event has given me the knowledge and skills on how to handle change and what to expect once change is made”  
comment by a conference participant*

Report prepared by Delvine Raini and Polly Bodgener

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## Executive Summary

There are few organisations in the humanitarian and development sectors that have not or are not experiencing significant amounts of change. Sometimes that change has been driven by massive unanticipated external events or sometimes, change is driven by internal events. HR professionals and departments may or may not feel included in shaping and driving change initiatives. They may need to respond to change or implement plans. Organisational change will always have implications for HR departments and personnel. As one participant said, though, *'Change has most effect on the people, not on the organisation'*.

Facilitating change is one of the difficult challenges that humanitarian agencies face. It is inevitable, and dealing successfully with it is critical to an organisation's success. The purpose of the conference was to help the participants become better change agents, so as to successfully facilitate change and be able to come up with a strategy for the same.

In this highly participative conference, participants learned from the experience of their peers, heard two case studies from INGOs in the region and learned of practical strategies and tools to help them personally to facilitate change. A distinctive feature of the conference were the innovative approaches to organisational change in the African context that were put forward. Ways of developing competencies for change agents were identified, and practical methods were suggested for this. The conference concluded with a list of achievable suggestions for action by participants, IAWG and EPN, and with the sense that the group had become a creative change community.

In the evaluations a majority of the participants felt that the conference had met their personal expectations and had been very useful for them. Many participants stated that their ideas about change had been challenged and transformed.

### *Summary of Key Learning Points:*

Humanitarian organisations must be effective at *"good change"* given that their Ultimate mandate is protecting and saving lives and livelihoods.

Attitudes to change were important; they determined the response to change

HR has a key role and often takes the pressure from change processes; therefore HR practitioners need preparation and support.

Participation is the key to successful change; if individuals don't embrace change it will not happen.

There needs to be a collective responsibility for change.

The first stage of a change process should be creating a culture of change preparedness: *“Disaster preparedness is something we’re all involved in and change preparedness is something we should be working towards much more.”* Change should be embedded in an organisation as a cross-cutting theme, like diversity.

There needs to be an emphasis on communication for understanding the change – *“Communication, Communication, communication!”*

Change is a learning process. Use guidelines rather than a fixed step approach – remain flexible throughout the change process

Evaluation, and confirmation that the objectives have been achieved, is an essential part of the change process.

Small changes can facilitate bigger changes. We can all facilitate change if we have a ‘yes, we can’ attitude and are persistent.

Some comments from participants at the conference:

*“It has widened my horizons, expanding my scope of thinking”*

*“Change needs some time – if you force it, it will break”*

*“I am more equipped with skills; I am going to make a change in people’s lives”*

*“I now understand why things work the way they do”*

*“My organisation has recently instituted a big change – I now realize that I need to be persistent in order to make it stick”*

*“Reawakened my creativity and innovativeness”*

*“Practical case studies: real experience with good lessons”*

*“Being involved in change means I can enjoy investing energy in it. All changes are on top of the day to day work”*

*“I learned that positions of power can shift when least expected, especially when working in humanitarian organisations, and emotional scars are more difficult to heal when changes have occurred in an organisation”.*

## **Session Reports**

### **Session 1: Introduction to EPN and IAWG**

Florencio Marerua – WVI; Chair, Training and Capacity Building Sub-group, IAWG

Jonathan Potter, Executive Director, People in Aid, and Chair of EPN

*Session objective: To Introduce IAWG and EPN and get an update on recent change events and trends*

Florencio Marerua welcomed participants to the conference and explained that the conference is a joint collaboration between the Emergency Personnel Network (EPN) and the Interagency Working Group on Disaster Preparedness (IAWG). Two previous conferences, in 2007 and 2008, have been of great benefit to a wide diversity of participating individuals and organisations. One of the recommendations from the 2008 Nairobi EPN Conference was to examine the challenges and the strategies faced by humanitarian HR practitioners when facilitating change in their organisations. A steering committee was formed to plan this year's conference on the theme of "Successful Change Facilitation".

The IAWG provides a forum for regional organisations - international NGOs, the Red Cross and UN Agencies - to enhance information exchange and regional coordination in order to respond to emergencies in a timely and cost efficient manner. The Training and Capacity Building Sub-group (TCBG) of the IAWG supports humanitarian organisations in the region through developing a coordinated approach to training and capacity building.

Jonathan Potter explained that EPN is an initiative run by People in Aid, which brings together HR practitioners and line managers to network and discuss issues related to the recruitment, retention and development of staff involved in emergency situations. EPN conferences, which have taken place in 4 continents, provide a unique opportunity for HR professionals to spend time with their peers, to share discussions on issues they face in daily practice alongside issues from the broader humanitarian sector that impact on the HR function. One of the aims of this conference was to facilitate the growth of EPN in the region. EPN Online had proved very successful in the last year in bringing people together virtually to discuss and share.

### **Session 2: Introductions and Expectations**

Polly Bodgener, Conference Facilitator

*Session objective: To enable participants to get to know one another and reflect on what change means to them*

Participants were asked to do paired introductions, giving their names, their organisations and their (one word) reactions to the word “CHANGE”.<sup>1</sup>

Participants had a wide range of reactions to the word “*change*”, reflecting the expectations that many people have when encountering change in their lives. Change can mean “pleasure”, “*fun*”, “*growth*”, “*excitement*”, “*creativity*”, a positive experience when one is able to be involved and to see the benefits. Change can also mean “*tension*”, “*fear*”, being viewed with mistrust and as a threat. Change is often about uncertainty – “*unusual*”, “*a new thing*”, “*transition*”, “*difference*” and “*haziness*”, the outcome is not known and there is always the possibility of confusion about the change, “*of what?*” It was clear that attitudes had an influence on the process and on the outcomes of change.

In response to this straw poll of reactions to change, participants discussed in triads some of their personal stories of change – What was the change? What happened? How did they feel about the change? In the following open group discussion, some of the personal learning points people had from their experiences were:

- Responded negatively at first
- Found it challenging
- Felt judgmental at the start
- Became more open
- Learned to accept
- Enlightened by the process of change
- Learned to be patient
- Became more tolerant
- Attitudes to change were important, they determined the response to change
- Needed to look at the positive side

The Kübler Ross model<sup>2</sup> of the five stages of grief was introduced as one perspective for understanding our own and other people's emotional reaction to personal change, irrespective of cause.

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

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<sup>1</sup> *Difference; Alternative; Attitude; Tension; Fun; Learning ; Newness ; Exciting; Transition; Pleasure; Fear; Abrupt; Innovation; Unusual; Transform; Open minded; Focus forward; Growth; New thing; Of what?; A step ; Haziness; Opportunity; Creativity*

<sup>2</sup> [www.elisabethkublerross.com](http://www.elisabethkublerross.com); [www.davidkessler.org](http://www.davidkessler.org); [www.businessballs.com](http://www.businessballs.com)

This was related to a model on the Phases of Change<sup>3</sup>, which outlined some stages experienced when undergoing change, and linked these stages to a time continuum:

- Immobilization
- Denial
- Frustration
- Acceptance
- Practice
- Realization
- Integration

*Summary of Key Learning Points:*

Change produces a wide range of emotional responses in people, including feeling a victim of change rather than a part of it.

Attitudes to change can determine the response to the change. Responses will differ according to whether change is seen as a loss or as a gain.

Change is about uncertainty and can be confusing; clear information and communication is needed to help understand the change process

Change takes time and there are defined stages in the process of responding to change

### Session 3: Organisational Change in the Humanitarian Sector

Polly Bodgener, Conference Facilitator

*Session objective: To outline some key concepts related to organisational change in the humanitarian sector*

When considering change in the humanitarian sector, and in the participants' organisations, it is necessary first to examine the context of humanitarian work and the changes in this context over time. Participants were asked to identify significant external changes which impacted on the humanitarian sector and caused internal changes in their organisations.

#### **Participants' Identified External Changes**

Increase in number, scale and types of disasters (and in number linked to climate change)

Increase in number of NGOs

Perceptions and approaches (what is being done)

Donors and compliance

Insecurity and instability

Ethics and principles

<sup>3</sup> "Success with Change" [www.trainerbubble.com](http://www.trainerbubble.com)

Politicization and the role of the state  
Reactive responses  
Funding  
Skills base – personnel changes; focus on national staff  
Accountability – beneficiaries and donors

From this exercise, it was clear that the humanitarian sector is linked to a wide variety of external change factors. In a recent review of organisational change in the humanitarian sector<sup>4</sup>, the following external changes were identified as having significant internal change implications for humanitarian organisations:

- increase in the number and scale of emergencies
- changes in funding for humanitarian action
- the scope of assistance has expanded since end of the Cold War
- the type of assistance has expanded and changed (complex emergencies; military involvement; advocacy and rights-based approaches)
- the humanitarian sector has grown tremendously, as traditional humanitarian agencies have expanded and been joined by new actors (INGOs, NGOs and CBOs)
- humanitarian agencies have changed in nature - influence of donors and changes in organisational culture in the global North; quality-improvement programmes; inter-agency coordination mechanisms; technological changes in communication
- increased interest of public and media, more internal analysis and sectoral accountability mechanisms
- donors have become significantly more involved in humanitarian issues, and there is increased politicization of humanitarianism
- changes to traditional principles of neutrality and proportionality – introduction of the Humanitarian Charter
- Increased security risks - humanitarian workers targeted by armed groups, changing practice to enhance the security of staff and beneficiaries

The review linked changes in the wider context to internal changes in skill base, strategic orientation, structures, operating procedures and management systems of many humanitarian organisations, and cited some recent examples of these types of organisational changes (see table below).

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<sup>4</sup> “Organisational Change In The Humanitarian Sector”, in the Review of Humanitarian Action (7), Ch 2 Paul Clarke and Ben Ramalingam [www.alnap.org/publications/7RHA/ch2.pdf](http://www.alnap.org/publications/7RHA/ch2.pdf)

### Some recent examples of these types of organisational changes<sup>5</sup>

**Emergency Capacity Building project** – inter-agency cooperation  
**IFRC** – consolidation project to create regionally based ‘zonal offices’  
**Oxfam International** – implementing a single, common Emergency strategy within the Oxfam International family  
**DFID** – strengthening humanitarian donorship  
**Action Aid** – rights-based approaches in emergency work  
**UN WFP** – introduction of results-based management  
**Valid International** – introduction of community-based therapeutic feeding  
**World Vision International** – building the capacity to learn through the H Learn Project  
**Islamic Relief** – planning and implementing a humanitarian strategy  
**ICRC** – strategic and structural changes in the last decade

#### *Summary of Key Learning Points:*

“Only change is constant” - humanitarian organisations are continually adapting, finding a balance between global trends and local pressures.

Change in humanitarian agencies has been profound and wide-reaching. There have been large-scale changes to what humanitarian organisations are, and in how they work.

Humanitarian organisations have the potential to do more than react to changes in the external context. There are many examples of organisations making conscious choices about *how* they want to change.

Changes create change - changes that humanitarian organisations make to themselves also affect and alter the humanitarian context.

Humanitarian organisations must work to ensure that they have adequate capacities for successful change... they need to be “good at good change”, given that their ultimate mandate is protecting and saving lives and livelihoods.

### Session 4: Current Organisational Changes

Polly Bodgener, Conference Facilitator  
Working Groups

*Session objective: To identify some of the organisational changes that participants are currently engaged in*

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<sup>5</sup> Page 28, “Organisational Change In The Humanitarian Sector”, in the Review of Humanitarian Action (7), Ch 2 Paul Clarke and Ben Ramalingam

*“What current changes are you engaged in/having to address in your organisation?”*

Participants were asked to individually note answers to the above question to post up on a wall, and to then sort these answers into clusters around organisational change themes. Participants then self-selected a theme they wanted to discuss in a group, to identify some common trends surrounding the current organisational change processes they were engaged in (see Annex C). The common trends highlighted in this session were then discussed in Session 11, when strategies and tools to apply to these changes were examined.

*Summary of Key Learning Points:*

Participants were involved in a wide range of organisational changes; levels of engagement in the changes varied from direct responsibility for the process to concern about the impact of wider changes on their work.

HR practitioners at the conference were currently engaged in organisational change at strategic, structural, funding, procedural, staffing and culture levels.

Change interventions varied from detailed work on operational and staff expenses to organisation-wide initiatives on ways of working and resource development.

**Session 5: Structural & Strategic Change: Rationale & The Process**  
**WWF Case Study Presentation**

Pamela Mokaya, Director, HR & Administration, WWF-EARPO

*Session objective: To review a recent approach to organisational change in an INGO in the region*

Pamela outlined a recent organisation-wide process in WWF which entailed major strategic and structural changes. Following an organisational review, it was recognised that the organisation’s strategy and the way the business worked were not in harmony. HR, finance and administration support were not keeping pace with the growth of programmes.

The change process was clear, the objectives set out and communications were planned carefully. The key lessons learnt were to have realistic timeframes and to expect to have to adapt the process as it developed. A full record of the case study presentation is in Annex D.

**THE CHANGE PROCESS**

- Identification of change champions
- Composition of the change team
- Clarifying change objectives
- TORs

- Gaining their support and training them for the job
- Agreeing on a united front
- Communication strategy
- Tasks for each individual team members
- Action plan/ time table for the change

#### **OPPORTUNITIES GIVEN BY CHANGE**

- Efficiency gains i.e. being able to move the staff to the project sites
- Project rationalization
- “Opportunity to clean house and get rid of excess flap”
- Attitude/culture change
- Global standardisation of working practices

#### **CHALLENGES FACED BY WWF**

- Lack of buy-in from change agents or staff members
- Anxiety and low staff morale which affected performance
- Financial constraints
- Legal challenges - Contracts with communities which were not complete
- Challenge of physical separation
- Redundancies/possible litigations

#### **RECOMMENDATIONS**

- Important to have a compelling change story
- Develop objective criteria for selection of change team members i.e. pick people of integrity
- Clear terms of reference for the change team
- Develop a communication strategy and identify the lead communicator
- Understand the issues at play i.e. transparency
- Be open and transparent to avoid unnecessary gossip
- Inform partners of the intended change in good time
- Change has taken place because the mandate has changed.

#### *Summary of Key Learning Points:*

It takes a long time for people to accept change.

Change has to start from within. If individuals don't embrace change it will not happen.

Change is brought about by creativity and innovation.

Part of the change process is that it keeps changing. Flexibility needs to be built into the change process – there needs to be ways of identifying if it is not working, or if the approach is wrong.

Clear communication and transparency are important at all stages of the process

## Session 6: Forms of Organisation

Polly Bodgener, Conference Facilitator

*Session objective: To reflect on different forms of organisations and how change affects them*

The purpose of this exercise was to highlight the need to explore what 'organisations' actually are in order to challenge assumptions about how organisations change, and to choose strategies and tools to facilitate organisational change successfully.

Participants were asked to first visualise their organisations and to describe the image to the group. Some of the images are given below, nearly all being life forms. It was suggested that the strategy needed to make changes to a lion may be very different to that needed to bring about change in a ship.

*A tree:* the roots of the tree (senior management) must be strong so that the rest will grow strong and the branches are supported well.

*An eagle:* able to fly high to have vision and focus.

*A chameleon:* able to change its colors gradually so as to fit in any environment.

*A lion:* where the staff are afraid of the CEO, they are also alert to his leadership style.

*A circle:* where many are enclosed by holding hands as they work.

*A ship:* large, heavy and set in its course, it takes a long time to change direction.

*A bear:* taking different positions as it changes (sitting, crouching, standing...).

*A tortoise:* steady and focused on where it is going

*A child:* still learning to walk

Four types of organisational form were presented for participants to consider in relation to the type of change strategies and tools to adopt for organisational change. These types summarize current and evolving theories about what organisations are and how they respond to change.<sup>6</sup>

### **Organisation as a Machine**

- inputs and outputs
- organisational charts
- language of 'technical' recommendations, 'levers' for change, 'restructuring' 're-engineering'
- emphasis on maximum efficiency
- the sum of their parts – production valued
- can be acted upon by the provision of tools, techniques and codes

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<sup>6</sup> Summarized from pages 35 - 36 , "Organisational Change In The Humanitarian Sector", in the Review of Humanitarian Action (7),Ch 2 Paul Clarke and Ben Ramalingam

### **Organisation as a Community**

- a distinct social structure and a culture
- own values and beliefs
- variety of elements: a legal personality; an organisational design; written rules; identified members and premises
- communal view of how the world is and of how the organisation should be in the world
- the informal is important as the formal when implementing change

### **Organisation as a Mind**

- an intelligent, reflective entity
- understands, responds and learns
- emotional decisions and responses
- individual needs: control, inclusion, emotional closeness
- organisational needs: belonging/bonding
- protection and defense of the organisation's being
- change can be implemented from testing, evaluation and learning processes

### **Organisation as a Complex Adaptive System**

- Behavior principles like natural complex systems (the weather, the human body...)
- dynamic, unpredictable
- elements in constant interaction
- intricate web of relationships
- organic and self-regulating
- different directions at different speeds
- one part affects all the others
- change implementation can be unpredictable, all the elements need to be considered

#### *Summary of Key Learning Points:*

No one organisational form is the 'right' one - organisations are complex systems composed of people.

Using metaphors or analogies can highlight the organisation's culture and suggest how the organisation might respond to change.

Organisational development theory can be used to reflect on what humanitarian organisations are and how they work, and what strategies and tools would be appropriate to successfully facilitate change

## Session 7: Recap and Reflections

*Session objective: To review the learning so far.*

Participants were asked to share the key change points that they had reflected on from the first day of the conference.

- Change is painful, but inevitable.
- The challenges presented from the WWF case study.
- The leader of the change has to think in terms of 'We' not 'Me'.
- What motivates change is important.
- Change is not simple; it needs to be prioritized and planned.
- Change needs time.
- Participation is the key to successful change.
- Communication is vital; you can't do it alone.
- Change is a full circle – one area impacts on another – need to look at the overall 'fit' of the change.
- The changes need to be matched to personalities and attitudes.
- Change means different things to different people – you need to be clear which side of the fence you are on.

## Session 8: Change At GOAL Kenya: Case Study Presentation

Irene Adhiambo, HR Manager, GOAL Kenya

*Session objective: To review a recent approach to organisational change in an INGO in the region*

Irene outlined a recent organisational change process that was forced by an economic crisis. This meant that there would need to be staff reductions and relocations, organisational restructuring and some fundamental changes in organisational approaches. The change was abrupt and had to be implemented rapidly.

The result has been new staff and a new shared understanding of sustainability and accountabilities. HR's role was critical: *'everybody's looking up to you'; 'you have to tell us something good at the end of the day'*. A full record of the case study presentation is in Annex E.

### **THE PROCESS OF THE CHANGE**

1. Had meetings with staff to involve them in the amalgamation process and also get their views.
2. Budget was reviewed so as to cut costs.
3. Communication was done through emails and meetings at project levels.
4. Some staff were terminated and the new positions advertised. An opportunity was given to the existing staff to also apply for these positions.

## **THE OUTCOME OF THE PROCESS**

- Initial lack of trust and confidence to the change encountered after reducing the staff
- Different ways of doing things both at the projects and support levels.
- Budget cuts
- Anxiety - people are now alert to know what is happening
- Change of policies and procedures
- More focus on sustainability
- There is a better accountability process

## **BENEFITS OF THE CHANGE**

- There is improved communication
- Attitudes have changed
- Better focus on sustainability and accountability
- Able to work as a team
- Staffs are now more positive and confident.

### *Summary of Key Learning Points:*

In this example, HR had a key role and took the pressure from the change process; there needs to be preparation and support to HR practitioners when implementing organisational change.

Change can be abrupt when responding to a crisis – the reason for change needs to be clearly communicated and there needs to be preparation for maintaining staff morale.

## **Session 9: Reflection on Strategies and Tools for Facilitating Change**

Irene Adhiambo and Pamela Mokaya

*Session objective: To review some strategies and tools for facilitating organisational change in the humanitarian sector.*

An open plenary reflection was held, drawing out some strategies and tools presented in the two case studies and taking experiences from the participants. The discussion centred on strategies and tools to engage and motivate staff involved in major organisational change.

- Try to look for external experts to assess staff capacities for change; for example, meet with the existing staff separately from newly appointed staff and get their views and suggestions on what they feel the new staff took away.
- Also, external experts can encourage staff to look at issues beyond money, such as trying to maintain or create a new image of the

organisation. This can also be done through staff associations, such as welfare department meetings.

- External experts can help staff to speak out; by creating a neutral rapport they can help staff to vocalize their problems.
- Help staff to understand what their role is and what is expected of them, thus help to reduce high demands on HR.
- Have a new planning tool, for example, each staff member indicating their time sessions.
- Justice reflection workshops: This can help staff to look at the world through a justice lens, reminding them of the organisation's mission and addressing poor inter-staff relationships.
- Use of team building workshops.
- Building trust is not easy and it is not easy for people to open up, therefore a blind feedback system can be useful. For example, asking people to give suggestions in anonymous written form, which can be sampled for analysis and discussion.
- HR staff needs to change their attitudes first, by appreciating staff, and then the whole staff can be able to work as a team.
- Creating awareness and educating staff will help them to cope with any kind of crisis.
- Use of meetings to consult and update staff regularly on changes, even if there has been no change.
- Important to have inductions and orientations for new staff to raise awareness of current changes and of the attitudes of existing staff.
- Change champions are important to influence attitudes and create commitment to the changes.
- A suggested model to use for a change process is: Inquire; inform; involve; Implement.
- Create Change Forums to exchange information, network and support each other.
- Find a Change Buddy, someone you trust to whom you can go and talk or just spend some quiet time with.

- If there is a culture of nepotism, there will always be suspicion as to how someone got their job. A proposed tool was to *“forget names and start afresh with what you see yourself, and others, as being”*.

Harvard Professor John Kotter’s 8 step process<sup>7</sup> for successful change was introduced as a model strategy. This change process takes time and goes through several different phases in a successful change effort. A mistake made during any phase of the change effort can have a negative impact on the organisation.

#### **KOTTER’S 8-STEP CHANGE FRAMEWORK**

##### **SET THE STAGE**

1. Create a Sense of Urgency.  
Help others see the need for change and the importance of acting immediately.
2. Pull Together the Guiding Team.  
Make sure there is a powerful group guiding the change—one with leadership skills, bias for Action, credibility, communications ability, authority, analytical skills.

##### **DECIDE WHAT TO DO**

3. Develop the Change Vision and Strategy.  
Clarify how the future will be different from the past, and how you can make that future a Reality.

##### **MAKE IT HAPPEN**

4. Communicate for Understanding and Buy-in.  
Make sure as many others as possible understand and accept the vision and the strategy.
5. Empower Others to Act.  
Remove as many barriers as possible so that those who want to make the vision a reality can Do so.
6. Produce Short-Term Wins.  
Create some visible, unambiguous successes as soon as possible.
7. Don’t Let Up.  
Press harder and faster after the first successes. Be relentless with instituting change after Change until the vision becomes a reality.

##### **MAKE IT STICK**

8. Create a New Culture.  
Hold on to the new ways of behaving, and make sure they succeed, until they become a part Of the very culture of the group.

#### “The Story of the Eagle”

Mohamed Ibrahim Nur, Human resources Manager, HijraSomalia

During the session, a participant volunteered to show a brief presentation of a change story, based on the life-cycle of an eagle<sup>8</sup>. This story outlined the

<sup>7</sup> “Our Iceberg is Melting: Changing and Succeeding Under Any Conditions” John Kotter & Holger Rathgeber; [www.johnkotter.com](http://www.johnkotter.com)

<sup>8</sup> “The story of the Eagle” PPT presentation available from [m.ibrahim@hijrasomalia](mailto:m.ibrahim@hijrasomalia)

change process which an eagle takes during its life, whereby it has to make a difficult choice at maturity to either undergo a painful self-renewal or to die.

*The key messages from this presentation were:*

- Many times, in order to survive, we have to start a change process.
  
- We sometimes need to get rid of old memories, habits and other past traditions.
  
- Only freed from past burdens, can we take advantage of the present.

### Session 10: Successful African Change Stories

Florencio Marerua

*Session objective: To practice developing a change strategy and identifying appropriate tools*

Participants divided into four groups and were asked to develop a change strategy with appropriate tools which would reflect an African perspective of successful change. It was noted that Africans lived in an unstable environment and that change was a part of our lives.

**Group name: “The Mirror”**

**Approach**

African experience of change has made us resilient and humble, open to change and flexible in our approach. We are capable of looking at ourselves and reflecting on what we see.

**Process**

1. Feasibility study
2. Communication
3. Change team (involvement)
4. Collective responsibility
5. Strong/decisive leadership
6. Redundancy package
7. Ring fencing jobs

**Strategy**

Identifying a Task Force  
Planning/Feasibility study  
Communication  
External opinion

**Tools**

Communication – participatory  
Training

Planning  
Change Agents

**Recommendations**

There must be:  
Genuine need for change  
Right attitude from the team  
Timelines  
Participatory approach  
Sharing experiences by organisations (avoid reinventing the wheel)

**Group name: “Butterfly”**

**Approach**

As humanitarian organisations, we need to adopt the lessons used for disaster preparedness and mainstream a change preparedness approach in our organisations. We need to be prepared for change and the transformations that result from it.

**Strategy**

Communicating need and urgency  
Creating Transformation Teams and methods  
Action plan

**Tools**

Empowering people  
Amalgamation of wins  
Realistic timeframe

**Recommendations**

There must be sensitization and awareness-raising at all stages, to instill an attitude of change preparedness and to inform and motivate the process.

**Group name: “The Transformers”**

**Approach**

The focus is on involving staff at different levels at different stages, developing a participatory approach throughout the process and emphasizing the importance of communication at all times.

**Strategy**

1. Identify the need for change, or acceptance of the change if not planned
2. Planning phase
  - Well-developed plan
  - Transparency/well-defined criteria

<ul style="list-style-type: none"> <li>- Staff participation (staff association member)</li> <li>- Cultural differences taken into account</li> <li>- Staff support</li> </ul> <p>3. Communication</p> <ul style="list-style-type: none"> <li>- information sharing/brainstorming/discussions</li> <li>- 2-way communication!</li> <li>- All staff participation</li> <li>- Creating 'safe environment'</li> </ul> <p>4. Implementation</p> <ul style="list-style-type: none"> <li>- on-going discussions</li> <li>- adjustments along the way</li> <li>- monitoring</li> </ul> <p>5. Evaluation and outcome sharing</p> <p><b>Tools</b>  Staff participation through all phases (1,2,3,4,5)  2-way communication  Survey – evaluation</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Communication</li> <li>3. Communication</li> </ol>
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<p><b>Group name: “Group 4”</b></p> <p><b>Approach</b>  The focus was on how to approach changes with staff employment and redundancies</p> <p><b>Strategy</b></p> <ol style="list-style-type: none"> <li>1. Percentage of salary paid to a provident fund</li> <li>2. Encourage continuous personal development</li> <li>3. Focus on understanding by each participant group (not on communication)</li> <li>4. Don't engage in excessive consultation (too many solutions and raised expectations/reduce level of democracy)</li> </ol> <p><b>Tools</b>  Baraza<sup>9</sup> or Kamakunji<sup>10</sup>  The right influential person to pass message on from staff to management (spokesperson)  Task force</p>
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<sup>9</sup> Baraza is a village meeting convened by the elders

<sup>10</sup> Kamakunji is an opportunity offered to the people to shout at their leaders

### **Recommendations**

Use a bottom-up approach to plan change  
Headquarters involved at start  
Plan well before the change process starts

### *Summary of Key Learning Points:*

Some innovative approaches emerged from the presentations. When combined, the unique perspective from the groups' African experience with successful change contained these elements:

- Collective responsibility for change
- The influential role of key spokespeople
- Creating a culture of change preparedness
- Transformative nature of change
- Development of a Change team or Task force
- Emphasis on communication for understanding
- Use of social perceptions to alter attitudes
- Building a bottom-up approach (participation at different levels at different Times)
- Using guidelines rather than a fixed step approach – remaining flexible

## Session 11: Applying Strategies and Tools to Common Change Trends

Jonathan Potter and Polly Bodgener

*Session objective: To explore methods to address common organisational change issues for HR change agents*

Participants reviewed the current organisational change issues they had identified in Session 3 and summarized these issues into four areas.

<b><u>Staff</u></b> Capacity building Skills Welfare Retention strategies Commitment and engagement Managing people	<b><u>Organisational Culture</u></b> Process, tools, techniques for managing people Attitudes and ways of thinking Creating buy-in for change Underlying, informal change Links to organisational strategy
<b><u>Procedures</u></b> Preparing for assessment and strategy Developing policies and procedures Communicating change and decision-making Cost-cutting office and operational costs Monitoring and evaluation	<b><u>Structure</u></b> Senior management changes Relocation of offices Departmental shifts – responding to different issues Overall restructuring- changing functions and reporting lines Ways of working – partnering; using national staff capacity; outsourcing

Participants used the 'World Café' method to examine these trends in detail and to discuss strategies and tools to facilitate the changes needed. One more area was identified for discussion – "No change" – for situations where change should be happening but was not. The 'World Café' method fostered a peer mentoring process ensuring individuals received insights into issues they were facing. The outputs from this session are practical guidance notes, from participants' experience, for facilitating change in a range of individual change scenarios.

## **STAFF**

### **1. Poor planning and coordination**

- Develop and implement clear staffing plans

### **2. Lack of proper communication channels and unclear information**

- Put procedures in place with close coordination to the relevant departmental heads

### **3. Lack of information for staff on policies and procedures**

- Staff inductions and reorientations for older staff
- Issue constant reminders and circulate clear staffing rules
- Send memos and note responses from staff

### **4. Acceptance of performance development and implementation**

- Use of performance contracts
- Implement staff development programmes and encourage personal development
- Use consultants/external advisors for reclassification
- Consider ways of ensuring confidence in job security
- Provide rationale for changes in job descriptions and grading

### **5. Managing people through change**

- Develop understanding of the people being managed – pull out of the comfort zone and understand the 'chemistry' of change
- Provide mentoring
- Continuous employee engagement through for example the People In Aid Code
- Develop acceptance that it takes time to see the results of change
- Ask for help, delegate and communicate

## **CULTURE**

### **1. Establishing a learning culture**

- 30 minute educational sessions
- Leadership that is open and shares knowledge
- Ensure staff have access to proposals

### **2. Understanding the culture of an organisation**

- Find out the unwritten rules and the politics
- Meetings to discuss goals and objectives
- Openness and transparency about the reality (managers/HR)

### **3. Challenges in changing an organisation's culture**

- Resistance to the change

- Changing the rules does not change the culture
  - Owning the change is more likely to change the culture
  - Communicating where the staff are in the change
  - Its not about 'me', its about the group
  - Getting people to be open, creating trust
  - Lack of effective change agents
  - Fear of change
- 4. Creating a more transparent culture**
- Avoid victimization
  - Open recruitment process
  - Performance agreements, not appraisals
  - Leadership is open
- 5. The rules don't match the culture**
- Guard against hoarding knowledge
  - Training sessions
  - Encouraging a team feeling
  - Importance of having an open culture
  - Creating efficient communications – everyone is on the same page
  - Institutionalize rather than personalize
- 6. Overcoming the challenges**
- Understanding the history – why it is the way it is
  - Communicating the benefits
  - Participatory/owning the change
  - Allow people to determine if they fit with the change

## **PROCEDURES**

### **1. Updating policies /procedures**

- Get approval to update manuals – Senior Management Team needs to sign off on changes
- Identify the 'Quick Wins', for example new Labour Laws
- Preparedness for change – carry out a staff survey to unearth the issues
- Recording and notification of what issues are arising e.g. security incidents

### **2. Coping with abrupt change**

- Have a strategy in place including staffing, finance, and materials. This should also be part of staff induction, and there should be annual reorientation for staff
- Abrupt change can be positive, for example, hiring new staff
- Everyone engaged in the scenarios relative to contingency planning (examples of abrupt change could be Darfur – government expulsion; Avian Flu; funding cuts)

### **3. Who makes the decisions that change is needed?**

(Internal drivers only)

- Staff meetings where staff should be allowed to air an issue and pass it up and SMT must then respond.

- Providing evidence that change is needed e.g. security incidents and reward benchmarking
- Ensure that policies have no loopholes and have proper accountability from staff.

#### **4. Reduce office expenditure**

- By comparing relative cost e.g. taxis vs. drivers
- Prepare for reactions e.g. what else will people say can be cut, which journeys will be seen as irrelevant
- Get support from the top

### **STRUCTURE**

#### **1. Change from project to program**

- Check that Project manager will have full powers to perform

#### **2. Changing organisational structure to suit the reporting lines**

- Changing job descriptions
- Important to clearly indicate the reporting lines
- Communicate structural changes
- Prepare staff for structural changes

#### **3. Change in location of head office**

- Communicate to staff the need/rationale for change of location

#### **4. Structure should be open and clear to all staff**

- Annually review the structure; this helps the organisation plan better
- Staff can check themselves and see if they suit the organisation or not
- Constant communication to clarify the structure to staff

### **NO CHANGE**

#### **1. Reasons for no change**

- Lack of genuine need to change
- Vested interest of power-holders
- Lack of proper communication channels
- Lack of action to bring change
- Lack of genuine support by management
- Rigid attitude
- No time
- Being biased/favoritism

#### **2. Strategies to deal with No Change**

- Revolutionize process from bottom-up
- Replace biased top management – use middle managers
- Create an organisational platform
- Build alliances and develop solidarity
- Provide training for critical individuals
- Exposure of inefficiency
- Informal influencing and lobbying
- Risk getting fired!

## Session 12: Being a Change Agent – Personal Strengths and Challenges

Polly Bodgener, Conference Facilitator

*Session objective: To reflect on personal strengths and challenges as an HR change agent*

Participants identified some key attitudes, skills and knowledge needed to be a successful change agent in their organisations. In addition, they identified some external attributes that were necessary to enable them to facilitate change. Participants then spent quiet time reflecting on these competencies and identifying their personal strengths and weaknesses in relation to them – ranking each one from 5 to 1, where 5 = very able/very confident and 1 = Not able/not confident.

### **Change Agent Competencies**

ATTITUDES	SKILLS	KNOWLEDGE	ATTRIBUTES
positive open minded/ tolerant honest proactive persistent flexible authentic neutral/impartial sensitive creative enthusiastic	listening presenting negotiating empathizing analyzing planning prioritizing decision making facilitating self care & control	Institutional Cultural Sectoral/context Psychology Anthropology Change models and process Organisational development Self knowledge External support	Authority Impartiality Resources Access

#### *Summary of Key Learning Points:*

Being a successful change agent requires development of a set of specific attitudes, skills and knowledge

Change agents depend on external attributes in order to successfully facilitate change – they cannot operate in isolation

## Session 13: Being a Change Agent – Personal Development Needs

Polly Bodgener, Conference Facilitator

*Session objective: To identify personal development needs and explore methods to address these needs*

Participants did a blind ranking exercise on the table of competencies to highlight the group's main change development needs in attitudes, skills and knowledge. A plenary discussion explored suggestions and methods for meeting the highest ranking development needs.

**Being Persistent (6)**

- Keep your focus
- Understand the politics/agenda
- Develop patience
- Understand other's approaches
- Allow time
- Follow-up the change – has it happened?
- Have contingency plans/options
- Pace yourself

**Being Creative (5)**

- Brainstorming and sharing of ideas
- Build your confidence - take risks
- Gain access to resources
- Networking
- Find a creative community (like the conference group)

**Self-care skills (6)**

- Get management support
- Ask for help – delegate and share responsibility
- Find a mentor or use a buddy system – a safe place for venting
- Maintain a work/life balance
- Use a peer support group – train peer supporters

**Planning skills (4) and Facilitating skills (3)**

- Skills training through workshops, coaching, mentoring
- Practice and feedback opportunities

**Change models and processes knowledge (9)**

**Organisational development knowledge (4)**

**Cultural knowledge (3)**

- Knowledge development for all three areas could be done through research, information exchange forums (like EPN on-line) and comparative exercises with other organisations (use case studies)
- Self-study and on-line learning

One organisation present had a peer support network consisting of a few people with the skills and time to give to those needing to talk safely. It was understood that not everyone wanted to talk to HR and that management was too busy or didn't have the answer to others' problems.

Participants were asked recommend resources that they had found useful when facilitating change and to pool these so that the group could benefit from

everyone's experience (see Annex F). There was also a commitment to continue this sharing by sending recommendations to each other and through the EPN.

### Session 14: Organisational Change Actions

Betty Kimari, Capacity Building Intern, WVI

*Session objective: To identify practical actions that participants would undertake in their organisations following the conference*

Participants were asked to identify some immediate practical changes that they would begin to make when they returned to their organisations. A few examples are given:-

- Review salary structure for national staff – can be done quickly and will make a big change in values and equity.
- Changes in staffing policy – what can be done about terminal benefits; introduce the change to management and employees and communicate the importance of the change.
- Begin to look at gender issues and see how changes can be made to working with diversity.
- Change my office environment so that it is more welcoming and peaceful.
- Begin to gather evidence and statistics to make the case for change.
- Make small changes that can lead to bigger ones, be a “small mosquito”.
- Small things, such as this EPN conference, will make a difference, through opening up and sharing, getting exposure; it starts the process and gets people asking “why?”
- Sign up to EPN on-line.

### Session 15: Suggested Change Support activities

Florencio Marerua

*Session objective: To suggest “Ways forward” for future IAWG/EPN support activities*

Groups were asked to suggest some practical actions that could be supported by the IAWG and EPN/People in Aid, and by the change community created at this conference. These suggestions can be used as a guide for planning future activities, dependant on availability of resources and funding.

<b>ACTIVITY</b>	<b>ACTION</b>	<b>WHO</b>
Follow up a change process	Opportunities for discussion e.g. on line	EPN Online
Planning	Selection of the appropriate tool	Change Agents
Case Study	Follow up of the results	Pamela and Irene
HR Network	Introduction of the	John and Geoffrey

	Network in Uganda	
Networking	Email group e.g. Face book etc Registering on EPN	Ourselves
Follow up workshop	To be organized by IAWG	IAWG
Change Standard Operating Procedures	We can come up with a basic SOP based on our experiences and with input from others	EPN / ourselves/ IAWG
Fun Activities	Parties	I AWG/ourselves
Assessment before training	To check on skills for service delivery	EPN/ IAWG
Organize a workshop for SMT in facilitating change Slogan: <i>"From being part of the problem to being part of the solution"</i>	Organizing a workshop Training	EPN /IAWG
IAWG organize action learning sets about change	Steering group and advertise	IAWG
Lessons learnt from Kenyan NGOs on how they dealt with the post election violence amongst staff	Case Studies / Research	IAWG and People In Aid
Change Preparedness	"Top Ten Tips" paper	EPN
Enhancing coaching and mentoring and facilitation Skills	Workshops	People In Aid and IAWG
Introducing Peer social support team	How to do It - briefing paper	CARE
Collection of African proverbs related to change	Collect and put on a shared site	Polly/other volunteers

## Annex A: Participant List

Name	Designation	Organisation	Telephone	E mail
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## Annex A continued: Participant List

Name	Designation	Organisation	Telephone	Email
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### **EPN/IAWG NAIROBI 2009 CONFERENCE STEERING COMMITTEE**

Florencio Marerua Capacity Building Advisor, WVI  
 Jonathan Potter Executive Director, People In Aid  
 Pamela Mokaya Director, HR and Admin, WWF-EARP  
 Irene Adhiambo HR Manager, Goal Kenya  
 Elizabeth Chebet Administrator, IAWG  
 Lilian Kwamboka TCBG Administrator, IAWG  
 Jane Mutisya HR, IMC  
 Stephen Ng'ang'a HR and Admin Assistant, Concern Worldwide

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## Annex B: Agenda

<b>Day 1 Wednesday 25<sup>th</sup> March 2009</b>		
<b>Time</b>	<b>Topic/activity</b>	<b>Resource Person</b>
9.00 - 9.30	Arrival and registration – meet and greet	Lilian Kwamboka EPN steering group
9.30 - 9.45	Welcome and introductions Introduction to the EPN and IAWG	Jonathan Potter – People In Aid, EPN Florencio Marerua- WVI
9.45 -10.30	Introduction to the programme Introductions exercise Participant expectations	Polly Bodgener – Facilitator
10.30 -11.00	Organisational change in the humanitarian sector	Polly Bodgener – Facilitator
11.00 -11.30	Refreshment Break	
11.30 -13.00	Current organisational changes	Groups
13.00 -14.00	Lunch Break	
14.00 -14.15	Recap and energiser	Polly Bodgener – Facilitator
14.15 -15.15	Presentation of INGO Organisational Change case study	Pamela Mokaya-WWF EARPO
15.15 -15.45	Refreshment Break	
15.45 -16.45	Forms of organisations.	Polly Bodgener - Facilitator
16.45 -17.00	Plenary reflection on the day	Polly Bodgener – Facilitator

**Annex B continued: Agenda**

<b>Day 2 Thursday 26<sup>th</sup> March 2009</b>		
<b>Time</b>	<b>Topic/activity</b>	<b>Resource Person</b>
9.00 - 9.15	Introduction to the day Recap on day 1	Polly Bodgener - Facilitator
9.15 – 10.15	Presentation of INGO Organisational Change case study	Irene Adhiambo – GOAL Kenya
10.15 -11.00	Reflection on strategies and tools for facilitating change	Irene Adhiambo Pamela Mokaya
11.00 -11.30	Refreshment Break	
11.30 -13.00	Successful Change Stories	Florencio Marerua Groups
13.00 -14.00	Lunch Break	
14.00 -14.15	Change energiser exercise	Polly Bodgener - Facilitator
14.15 -15.15	Applying Strategies and Tools to Common Change Trends	Jonathan Potter Polly Bodgener
15.15 -15.45	Refreshment Break	
15.45 -16.45	Being a Change Agent – Personal Strengths and challenges	Groups Individual reflection
16.45 -17.00	Plenary reflection on the day	Polly Bodgener - Facilitator

<b>Day 3 Friday 27<sup>th</sup> March 2009</b>		
<b>Time</b>	<b>Topic/activity</b>	<b>Resource Person</b>
9.00 - 9.15	Introduction to the day Recap on Day 2	Polly Bodgener - Facilitator
9.15 -10.15	Being a Change Agent – What are your personal change needs?	Polly Bodgener - Facilitator
10.15-11.00	Change Resource Pool	All
11.00 -11.30	Refreshment Break	
11.30 -12.30	What changes will you facilitate in your organisations?  IAWG/EPN change support activities	Stephen Ndungu – Concern Worldwide Betty Kimeru, WVI
12.30 -12.45	Reflections and evaluations from the conference	Florencio Marerua- WVI
12.45 -13.00	Closing remarks	Jonathan Potter – People In Aid EPN

## Annex C: Record of current organisational changes

Theme: STAFF

<p><b><u>Current change areas</u></b>          Training          Career and staff development          Staff skills          Skills data base – available skills and readiness for redeployment          Changes in people’s attitudes towards humanitarian activities          Techniques for managing the people side of change          Review of remuneration          Changes in staff welfare in the field          Staff retention          Employee engagement – understanding, communicating, motivating, retaining          Job security          Frequent bending of rules to suit different situations/persons always leaves a lot of unwritten explanations          Team spirit          When one gets to the topmost self actualization stage at the place of work.. how can you keep on keeping on?          Country office close out – psychosocial impact on staff          New country director          Staffing changes          Designing new recruitment and selection process          Staff rotations</p>	<p><b><u>Common Trends</u></b>          Capacity building          Skills          Welfare          Retention Strategies          Commitment and engagement          Managing people</p>
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Theme: CULTURE

<p><b><u>Current change areas</u></b>          Boost cross-institutional learning          Training models continuing development programmes          Change of focus from doing the work to building local capacity          Playing politics or not          Culture change          Organisational coherence for offices; same values, same "brand", coherent practices          Proactive change – top to bottom/bottom to top in humanitarian agencies</p>	<p><b><u>Common Trends</u></b>          Process, tools, techniques for managing people          Attitudes and ways of thinking          Creating buy-in for change          Underlying, informal change          Links to organisational strategy</p>
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## Annex C continued : Record of current organisational changes

### Theme: PROCEDURES

<p><b><u>Current change areas</u></b>          Being kept in the know of boardroom decisions instead of getting the information from other colleagues as rumours          Project to program shift          Improvement of M&amp;E as a tool for increased effectiveness, efficiency and accountability          Reducing office expenditures          Organisational cost-cutting          Review of HR policies and procedures          Standard operational procedures          Lower fuel expenditure          Preparing for change- assessment and strategy          Changing terms of employment and issuing new staff contracts          Changing decision making processes of the organisation</p>	<p><b><u>Common Trends</u></b>          Preparing for assessment and strategy          Developing policies and procedures          Communicating change and decision-making          Cost-cutting office and operational costs          Monitoring and evaluation</p>
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### Theme: STRUCTURE

<p><b><u>Current change areas</u></b>          Organisational structure          Decision and communication structures          Departmental reorganisation – conflict handling, openness, delegation          Transition management for change in organisational structure          Change in location of head office          Realigning reporting structures          Decentralisation of leadership processes          Project to program shift          Reviewing positions to match our needs          Joint planning – joint resource mobilisation and implementation          Coordination          Changing the reporting lines          New country director          Working with partners instead of direct implementation          Change from “war-time” structure to “fragile state”</p>	<p><b><u>Common Trends</u></b>          Senior management changes          Relocation of offices          Departmental shifts – responding to different issues          Overall restructuring- changing functions and reporting lines          Ways of working – partnering; using national staff capacity; outsourcing</p>
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Two themes emerged on which none of the participants selected to discuss. These are recorded below to indicate areas that are yet to be examined.

<p><b>FUNDING</b>          Funding strategy          Funding constraints          Business model change          Maintaining growth          Impact of reduced funding on staff and services</p>	<p><b>STRATEGY</b>          Project to program shift          Playing politics or not?          Strategic focus and planning          Gender strategy          Approach</p>
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## **Annex D: WWF Case Study Presentation**

Pamela Mokaya, Director, HR & Administration, WWF-EARPO

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

### **WHY THE NEED FOR CHANGE**

1. Defining future places for PO presences;
2. Determining future PO mandates and focus;
3. Identification of skills sets and capacity needs
4. Options for offices whose status will change
5. Recommendations on key elements of business model;
6. Streamlining office processes, structures etc.;
7. Recommendations for legal institutional set-up;
8. Options for alternative business models by looking at other organisations
9. Best Practice Models for operating POs;
10. Identification of performance drivers;
11. Setting performance benchmarks;
12. Recommendations for streamlined PO support

### **PROCESS OF THE CHANGE**

- Identification of change champions
- Composition of the change team
- Clarifying change objectives
- TORs
- Gaining their support and training them for the job
- Agreeing on a united front
- Communication strategy
- Tasks for each individual team members
- Action plan/ time table for the change
- Modes operandi of the TT

### **CHANGE RATIONALISATION**

- Organisational charts
- Funding model
- Assumptions
- Legality of the change
- Psycho-social support for staff
- Culture change
- Team engagement

## **Annex D continued: Structural & Strategic Change: Rationale & the Process WWF Case Study Presentation**

### **OPPORTUNITIES GIVEN BY CHANGE**

- Efficiency gains i.e. being able to move the staff to the project sites
- Project rationalization
- “Opportunity to clean and get rid of the excess flap”
- Attitude/culture change like in their working ways to new ways
- Standardization whereby they are able to work the same level in all their offices world wide

### **CHALLENGES FACED BY WWF**

- Lack of buy in from change agents or staff members
- Anxiety and low staff morale which affects performance
- Financial constraints
- Legal challenges-Contracts with communities which are not complete
- Challenge of physical separation i.e. leaving Kenya staff region and the people moving into the upcountry contracts
- Redundancies/possible litigations

### **RECOMMENDATIONS**

- Important to have a compelling change story
- Develop objective criteria for selection of change team members i.e. pick people of integrity
- Clear terms of reference for the TT
- Develop a communication strategy and identify the lead who should communicate
- Understand the issues at play i.e. transparency
- Be open and transparent to avoid unnecessary gossip
- Inform partners of the intended change in good time
- N/B Change has taken place because the mandate has changed.

## **Annex E: Change At GOAL Kenya: Case Study Presentation**

Irene Adhiambo, HR Manager, GOAL Kenya

GOAL is an international non governmental and development organisation committed to ensuring that the poorest and most vulnerable in our world and those affected by humanitarian crises have access to the fundamental rights of life, including but not limited to, adequate shelter, food, water and sanitation, healthcare and education.

GOAL has operated in Kenya since 1983 carrying out emergency and development initiatives including: - emergency relief activities in drought stricken areas, working with urban refugees and children in difficult circumstances. All these initiatives have either been implemented directly by the organisation or through partnerships with local non – governmental, community based or faith based organisations.

Our current programs include : a support programme for children and youth in difficult circumstances in Nairobi, a slum upgrading programme in Nairobi, a community education programme in Nairobi, emergency programme in Nakuru, a vocational training programme in Nairobi and an HIV/AIDS programme in Nairobi.

### **WHY THE NEED FOR CHANGE?**

1. Economic crisis
2. Restructure of the head office : by reducing the number of staff
3. Different approaches : Trying to look at other sustainable fund raising
4. Amalgamation of projects: Combining projects and activities.

### **THE PROCESS OF THE CHANGE**

- Had meetings with staff to involve them in the amalgamation process and also get their views.
- Budget was reviewed so as to cut costs.
- Communication was done through emails and meetings at project levels.
- Some staff was terminated and the new positions advertised. An opportunity was given to the existing staff to also apply for these positions.

### **THE OUTCOME OF THE PROCESS**

- Lack of trust and confidence to the change encountered after reducing the staff
- Different ways of doing things both at the projects and support levels.
- Budget cuts
- Anxiety - people are now alert to know what is happening
- Change of policies and procedures
- More focus on sustainability
- There is better accountability process

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**BENEFITS OF THE CHANGE**

- There is improved communication
- Attitudes changed
- They were able to come up with a system of sustainability and accountability
- Able to work as a team
- Staffs are more positive and confident.

## **Annex F: Resources and References**

“Building Trust in Diverse Teams”, [www.ecbproject.org](http://www.ecbproject.org)

Clarke, Paul and Ramalingam, Ben, “Organisational Change in the Humanitarian Sector”, in the Review of Humanitarian Action (7), Ch 2 - [www.alnap.org/publications/7RHA/ch2.pdf](http://www.alnap.org/publications/7RHA/ch2.pdf)

Emergency Capacity Building Project – [www.ecbproject.org](http://www.ecbproject.org)

Emergency Personnel Network – [www.epn.peopleinaid.org](http://www.epn.peopleinaid.org)

Goodwin/Page, “From Hippos to Gazelles” – How leaders create leaders/using storytelling

Headington Institute – support for aid workers - [www.headington\\_institute.org](http://www.headington_institute.org)

Inter Agency Working Group – [www.humanitarianinfo.org/iawg\\_Nairobi](http://www.humanitarianinfo.org/iawg_Nairobi)

IHRM - Institute of Personnel Management, Kenya – [www.ipmk.org](http://www.ipmk.org)

Kotter, John & Rathgeber, Holger, “Our Iceberg is Melting: Changing and Succeeding Under Any Conditions” - [www.johnkotter.com](http://www.johnkotter.com)

Kouzes and Posner, “Five Leadership Practices – A Model Framework for Communicating Vision”

Kubler-Ross Stages of Grief - [www.elisabethkublerross.com](http://www.elisabethkublerross.com);  
[www.davidkessler.org](http://www.davidkessler.org)

Learning for International NGOS - “LINGOS” – on-line courses - [www.lingos.org](http://www.lingos.org);  
[www.ecornell.com/lingos](http://www.ecornell.com/lingos)

Management knowledge base – [www.managementcentre.org](http://www.managementcentre.org)

Mentoring; coaching; Working change; Case studies – [www.peopleinaid.org/publications](http://www.peopleinaid.org/publications)

People In Aid – [www.peopleinaid.org](http://www.peopleinaid.org)

“Success with Change” resources - [www.trainerbubble.com](http://www.trainerbubble.com)

“The story of the Eagle” PPT presentation available from [m.ibrahim@hijrasomalia](mailto:m.ibrahim@hijrasomalia)

William Bridges Three Stage Transition Model - [www.wmbridges.com](http://www.wmbridges.com)  
William Bridges “Managing Transitions” Making the Most of Change”

## Annex G: Participant Evaluations

**Summary:** A majority of the participants felt that the conference had met their personal expectations and had been very useful for them. Overall, the pace, balance and facilitation of the workshop were appreciated. The quality of the learning materials was generally satisfactory, although some participants had hoped for more materials to take away with them. The two case studies were very useful learning tools, providing real experience and practical suggestions. The collaborative approach, using group work to draw on the group experience, was also cited as very useful to learning. Change mainly occurred at the attitude and knowledge levels, many participants stated that their ideas about change had been challenged and transformed. A key outcome of the conference was the commitment to continue networking and collaboration, both with the group and with the EPN.

*“EPN is a way of finding support and gaining knowledge”*

### 21 forms returned

1 – 4 rating table: 4 = excellent and 1 = poor

	1	2	3	4
The meeting of your personal expectations		2	10	8
The pace and balance of the workshop to your needs		1	10	10
The quality of the learning materials and aids	1	5	8	6
The facilitation and presentation of the training			12	8

	Very useful	Useful	Not useful	Don't know
How useful was the workshop content for your everyday work?	10	9		

## **Annex G continued: Participant Evaluations**

### **Parts most useful**

- Group discussions
- Sharing amongst participants, discovering common/mutual issues
- Presentations regarding the organisations that had practical change processes
- Individuals real experience in dealing with HR issues
- The qualities that a change agent should possess; the idea that change needs some time – if you force it, it will break
- The case studies representing real change process
- Change process is now interesting to me
- Case studies from WWF and GOAL
- Staff care – but all parts important to me
- The group work as it was an opening to give facts and deal with the on the ground situations
- Case studies real experience with good lessons
- Networking
- Case studies
- Facilitation and active participation by all participants
- Case studies; group activities
- New way of thinking; learning what other organisations are going through
- Case studies and networking
- Learning others' experiences and offering my own
- Change management and planning; strategies and tools of change; sharing of case studies
- Although I thought it was more of a training, I have enjoyed the collaborative aspects and the discussions; learned a lot

### **Work improvements/changes planned as result of workshop**

- Try to use participation approach; encourage creativity
- More explicit dealing with ongoing change process; maintain change momentum
- Being a new staff member, I will first study the organisational culture and find out if there is a need
- Introduce change awareness into my organisation
- Start small – areas within my power
- Interpersonal relationships and peer support
- Improve creativity and persistence
- Work on having a better time frame for effecting change; having change agents in the organisation
- I am going to be a change agent/ambassador in my organisation – what I can change, I will what I can't I will involve other people

## **Annex G continued: Participant Evaluations**

- Be a better communicator; make change from within
- Reawakened my creativity and innovativeness; improve welfare as it relates to remuneration and wellness
- Matching and modifying my previous ways of doing things with new information and ideas
- Creating a good communication atmosphere between SMT and all staff; reaching out to staff to know their feelings and opinions
- Improve participation of all in future plans
- Review our policies
- Be more creative and proactive
- Go easy on change!
- Be even more aggressive and ensure staff are always on their tiptoes on any new developments
- My organisation has recently instituted a big change – I now realize that I need to be persistent in order to make it stick

## **Tools and materials to be developed to support successful change work**

- A “Change Preparedness” process
- More information on “Making it stick”
- Participation of all members, like written communications
- More case studies because they are practical and give a real story
- More presentations regarding organisations that have an experience of the change process
- More articles regarding change management
- Practical OD
- Research on being a change agent; more learning materials
- Change stories and solutions from others “how we did it”
- Change models; assessment/feasibility study and M&E tools
- Change strategy
- Website for best practice posted to IAWG site
- More case studies
- Case study – some framework highlighting facilitating process in humanitarian sector
- More case studies
- Tools and aids to facilitate change; a guide to process to take when planning change
- Guidelines; manuals – certain standardization of tools
- Handouts owned by EPN; recommended books by EPN/IAWG
- Learning materials well documented for reference
- Support from the organisation
- Train personnel on successful change management

## **Annex G continued: Participant Evaluations**

### **Change in understanding/learning from workshop**

- Change gradual process, needs a lot of care
- Communication is key to successful change
- How to evaluate end result of change process
- My idea as change being an abrupt issue has been challenged; there should be appropriate time
- Avoid blame game, be part of the solution
- Change needs to be planned and communicated; successful change dependant on the change agents or initiatives – informed change, planned change and communicated
- My understanding has really changed- this event has given me the knowledge and skills on how to handle change and what to expect once change is made
- I am more equipped with skills; I am going to make a change in people's lives
- I now understand why things work the way they do
- Change does not stop before evaluations and confirmations that objectives were
- achieved
- Got some new ideas about how other organisations are dealing with change
- Most organisations are undergoing change and being prepared is necessary
- Better!
- Learnt what we did wrong or right as an organisation and areas we need to improve on
- It has widened my horizons, expanding my scope of thinking
- Yes, in some aspects I plan to apply
- Fewer “ready-to-use” tools than I expected
- Much better understanding of the change process but still gaps that are not filled
- My understanding has been enhanced, not necessarily changed
- I learned that positions of power can shift when least expected, especially when working in humanitarian organisation, and emotional scars are more difficult to heal when changes have occurred in an organisation.