

# **Assessing humanitarian organisations' transition from a service provider to a capacity strengthener: A case study of World Food Programme**

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Abstract

Humanitarian organisations transitioning from a service provider (SP) to a capacity strengthener (CS) in countries where there is political stability and economic growth presents a set of opportunities and challenges. Despite this, there has been limited research studies that have been conducted on the transition of humanitarian organisations in this context. The overall objective of this research is to investigate and determine the internal and external factors that could help or hinder humanitarian organisations' transitioning from a SP to a CS. The aim of this study is to ultimately develop an outline for a plan of action that could be used by various humanitarian organisations to address the needs of the vulnerable individuals in fragile contexts. To determine what internal and external factors influence the transition in the case of the World Food Programme (WFP) in East and Central Africa (ECA), interviews with eighteen WFP key informants from the Regional Bureau in Nairobi (RBN) and the Kenya country office (KECO) were conducted. This was complemented by an extensive literature review from studies published in journal articles, book chapters and technical reports. The results of the analysis revealed that there are a number of internal factors such as capacity building of staff, management support and provision of funding; while external factors include engaging in external partnerships with other UN and humanitarian agencies, and establishing a relationship of trust with the government that WFP needs to consider in its transitioning process.

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## Acronyms

|      |                                      |
|------|--------------------------------------|
| CS   | Capacity Strengthening               |
| CO   | Country Office                       |
| ECA  | East and Central Africa              |
| EPR  | Emergency Preparedness and Response  |
| DRM  | Disaster Risk Management             |
| KECO | Kenya Country Office                 |
| RBN  | Regional Bureau Nairobi              |
| SP   | Service Provider                     |
| UNDP | United Nations Development Programme |
| WFP  | World Food Programme                 |

# Terminology

**Service provider:** The role of World Food Programme (WFP) as a provider is linked to its humanitarian role; that is, to both assess the context leading to an emergency and to respond to emergencies (World Food Programme, 2017). When natural disasters strike or wars occur, non-governmental organisations are required to assist, for instance with the alleviation of food shortages, when the government cannot deliver on the appropriate services, because of the given context or other reasons.

**Capacity strengthener:** Capacity strengthening (CS) refers to the action of an organisation aiming to strengthen the capacities, meaning the ability, knowledge, skill set of a person, group of people, organisation or, as in this case, the government. CS is a development of them (World Food Programme, 2017). They grow and become better at something they either did not know before or had limited knowledge of. The role of WFP as a capacity strengthener means that WFP transfers its skills to the government to enable the state to take the leadership in the humanitarian effort. The government should have the tools and the understanding to do the proper assessments and to evaluate and analyse what is required on the way to respond to a humanitarian crisis when needed (World Food Programme, 2017).

**Transition:** The term transition in this paper refers to the process through which an organisation aims at forging a new identity. It is the process of moving from one state to another. However, it is often the case that new identities bear some of the characteristics of a previous one. Hence, in this paper, transition refers to how WFP combines and broadens its portfolio, so that WFP retains its capacity to be a direct SP in emergency or development interventions, while also increasing the capacity of the government to be the primary responder.

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# 1. Introduction

## 1.1. Background to the study

In East and Central Africa (ECA)<sup>1</sup>, the United Nations (UN) World Food Programme (WFP) is highly respected as a service provider, quickly responding to emergencies. At the same time, governments in ECA have developed a stronger interest in their leadership to predict, prevent and respond to ongoing natural or human induced disasters. The attempt of governments in ECA to take the main role in preventing and responding to disasters requires WFP and other humanitarian organisations to engage in a fundamental shift in their strategic positioning and management strategies and re-orientate their mandate (Benett et al. 2016, World Humanitarian Summit, 2017). It requires WFP and other humanitarian organisations to transition away from the idea of being the main emergency responder, and instead support national governments to strengthen and develop their emergency preparedness and response capacities.

The shift of humanitarian organisations from a service provider (SP) to a capacity strengthener (CS) in countries where there is political stability and economic growth presents a set of opportunities and challenges to humanitarian organisations. There are a number of internal and external factors that can help or hinder such a transition. Despite this, because of a lack of knowledge, there have been limited research studies on the transition of humanitarian organisations in this context. The literature suggests that there is not any single approach or methodology that is comprehensive, yet concise enough, to serve as a practical guide for change in humanitarian organisations. Yet, such guide could be an important first step to support WFP and other humanitarian organisations transition from a SP to CS.

## 1.2. Aim and Objectives

The overall aim of this research is to investigate and determine the interactive nature and dynamics between these external and internal aspects, and ultimately develop a plan of action that could be used by various humanitarian organisations to address the needs of the vulnerable

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<sup>1</sup> Countries in East and Central Africa include South Sudan, Ethiopia, Burundi, Rwanda, Kenya, Somalia, Djibouti, and Uganda.



individuals in fragile contexts.

The research question is: How do humanitarian organisations manage the transition from a SP to a CS in the humanitarian system? The hypothesis of this research is that factors internal to an organisation and those more related to the wider environment, within which the organisation operates, determine the extent to which a humanitarian organisation is capable or successful in transitioning from a SP to a CS.

To find and explain what internal and external factors influence the transition of humanitarian organisations from a SP to a CS, multiple sources of data are used. The source of primary data for this research was interviews with WFP key informants from the Regional Bureau Nairobi (RBN) and the Kenya Country Office (KECO). Secondary data was derived from previous research papers and literature on change management, business and management, organisational behaviour, as well as organisational change.

The objectives of the research are:

- > To determine what internal and external factors influence the transition in the case of WFP in ECA.
- > To investigate the interplay between internal and external factors and outline some of the possible consequences.
- > To develop an outline for a plan of action that could be used by WFP and other humanitarian organisations to successfully transition from a SP to a CS.

## 1.5. Outline of the thesis

The thesis is divided into five chapters before concluding its findings. The first chapter gives an overview of the research question and hypothesis. The following chapter outlines the rationale behind choosing certain methods and tools in this research and the techniques that are used to analyse the data. Chapter three provides a short overview of the current literature in the field of organisational change and how to manage it. Here, the thesis will focus on: a) two perspectives on what organisations are; b) the rationale for organisations to change; and c) the internal and external factors influencing change in organisations. The purpose of this chapter is to review the

existing literature and furthermore illustrate how this thesis will contribute to it.

Chapter four presents the results obtained from the interviews. For clarity, this chapter is divided into two sections: the first will discuss the internal and external factors that influence the transitioning of humanitarian organisations, while the second will focus on the interplay between internal and external factors and some of the possible consequences. The fifth chapter will present the plan of action that could be used by WFP and other humanitarian organisations to optimize the transitioning process. Finally, the last chapter will conclude with the findings and general conclusions and recommendations presented in the results chapter of the thesis.

## 2. Methodology

This chapter begins by introducing the research approach. Thereafter, the focus will be on the single case selected, tools and techniques that are used to collect and analyse the data, as well as the issues concerning validity, reliability, difficulties and limitations in this research.

### 2.1. A single case study

The WFP in ECA was selected for this research because it is currently in the process of transitioning from a SP to a CS (WFP strategic plan, 2017). Moreover, some WFP Country Offices (CO), such as the KECO, have already come far in the process of transitioning. They thus have first-hand experience in what worked well and what did not. The region was chosen because of its diversity. Countries are at different stages, which requires the WFP to adapt its strategic approach to the specific context. In some countries the WFP will continue to be a SP while in others the main mandate will be to strengthen the capacities of governments for Emergency Preparedness and Response (EPR).

### 2.2. Case study and its limitations

One of the great strengths of case study analysis is that it enables the researcher to examine a problem thoroughly because case studies are focussed on studying a single aspect of a problem, but it also entails some limitations (Moses & Knutsen, 2007; Willis, 2014). For instance, case studies are often associated with over-determination (Flowerdew & Martin, 2005). Over-determination refers to the researcher's ability to generalize from the results in the case study to the broader issue. However, over-determination is not a factor in this case, because the internal and external factors are broadly defined and can consequently be used to guide the transition of other humanitarian organisations undergoing a similar process.

Besides over-determination, there is also under-determination. Under-determination refers to a situation where the evidence available is insufficient to draw conclusions about a specific problem. Nonetheless, this research has collected primary data over a period of 6 months from multiple sources, and has sufficient data to draw adequate conclusions from. It is noted that the action plan developed in this thesis will need to be tried, tested and revised several times by<sub>4</sub>

WFP and other humanitarian organisations undergoing a similar process, to further refine and adapt it to different contexts. What the research presents is a blueprint or an outline for further validation.

### 2.3. Variables

To organise the analysis two main variables will guide this research, namely, the internal and the external environment. These variables have been selected because they are both regarded to have a great impact on the successful transition of humanitarian organisations (Draqnic, 2015; Kraya, 2007; Wolf, 2016). Hence, finding and determining the factors in the internal and external environment will allow to develop an approach or an action plan that can guide humanitarian organisations in their transition from a SP to a CS.

### 2.4. Data collection and analysis

In this study, both primary (interviews) and secondary (literature) data have been used. Interviews were conducted with relevant WFP staff members crucial to determining the internal and external factors that could help or hinder the transition of humanitarian organisations. This was complemented by extensive literature review from studies published in journal articles, book chapters, and technical reports, thus creating triangulation. It is important to emphasize that the secondary data analysis was extremely helpful in contextualizing the primary data gathered, in that it supported the findings from the interviews.

To organise the research, the data collection and analysis is divided into two main parts aiming to answer the following questions:

1. What internal and external factors influence the transition in the case of WFP?
2. What internal and external factors are interplaying and what are some of the possible consequences?

Factors that are interplaying have an impact on both contexts, the external and internal environment, if they influence or cancel each other out.

### 2.4.1. What internal and external factors influence the transition in the case of WFP?

To explain what internal and external factors influence the transition of humanitarian organisations from a SP to a CS multiple sources of data are used. The benefit of combining multiple sources is that their findings and interpretations have stronger validity due to the possibility of crosschecking the findings (Halperin & Heath, 2012).

#### i. Analysis of interviews

Semi-structured interviews were selected, because they provide deeper insights into the experiences of the respondents. Contrary, to structured interviews, surveys, and questionnaires, semi-structured interviews offer the possibility to repeat or rephrase questions when needed. The advantage is that the answer that the interviewee gives to a particular question is more valid. On the other hand, semi-structured interviews are less time-consuming than unstructured interviews. This is vital when working with people who have demanding schedules. To provide the research with a deeper understanding of the internal and external factors that could help or hinder the transition, an attempt was made to interview WFP staff members from different backgrounds, working at different levels, and across units (see appendix 8.1. overview of interviewees).

Some limitations with interviews are that the interviewer is dependent on what the interviewee tells them. People come often to the interview with bias and prejudices. Moreover, interviewees are prone to something known as the ‘interview effect’, which is the tendency of interviewees to give socially acceptable answers (Flowerdew & Martin, 2005). To reduce this, more general questions were asked at the beginning of the interview to make the interviewee feel more comfortable.

The interviews were divided into five parts. The first part focussed on establishing a relationship with the respondent asking about their background and their overall understanding of the transitioning of the WFP from a SP to a CS. The second part focussed on opportunities and challenges of the WFP to transition. The third and the fourth part focussed specifically on the internal and external factors that could help or hinder the transition of the WFP from a SP to a CS. Finally, the fifth part focussed on rounding up the conversation (see appendix 8.2. interview

guide). The interviews were recorded, transcribed, and completed with notes documenting the respondents' impressions during the interview.

In preparation for data analysis, the data was grouped under different themes in three steps. First, the transcriptions were transferred and structured into a matrix, so that the answers from the respondents could be compared. Second, the respondents' answers to a question were then analysed to identify specific themes and keywords that are conceptually related. The themes and keywords were then grouped in broader factor categories. The factors that were mentioned by at least ten of the eighteen people that participated in the research have been selected for the discussion in this thesis. The number ten was chosen because it makes up more than half of all participants in the research. Third, the data was compared and analysed in relation to the literature. The reasons for this were to combine primary and secondary data and decide whether there were genuine similarities or differences between the two. Both qualitative (information that provides deeper insights into respondents' experiences) and quantitative data (information that is quantified i.e. frequency of occurring themes and/or keywords) were recognised in this research.

#### 2.4.2. What internal and external factors are interplaying and what are some of the possible consequences?

The interplaying factors are those that are interrelated and have an impact on both the external and internal environments. Funding could be such a factor. Without funding from donors from the external environment, it is not possible for the organisation to transition, as it needs the resources to make the appropriate internal changes and to have the financial means to implement programmes in the respective countries. To explain which internal and external factors are interplaying, a list with all identified internal and external factors during the interviews were sent to the same people who participated in the interviews. They were asked to determine which factors they believed were interrelated and were dependent on both environments. The factors that were selected by ten or more of the eighteen people who participated in the research were selected for the discussion in this thesis.

## 2.5. Research difficulties and limitations

The biggest challenge in this research was to find WFP key informants who had the time and the willingness to take part in the interviews. The interviews with WFP key informants were conducted during an internship during the autumn of 2016. The internship assisted in establishing good relationships with WFP staff, which in turn made it easier to find personnel that agreed to participate. Furthermore, the research idea was developed in close collaboration with the organisation. Hence, there was a strong support from the organisation in completing the research.

Another limitation of this research was that only WFP employees of the ECA RBN and the country office in Kenya were interviewed. While those interviewed were from across different units and levels, it would have been beneficial for this research to also include WFP key informants from the field and sub-offices. However, this was not possible due to the extensive workload of staff members in the field when the interviews were conducted. Nonetheless, WFP key informants from the RBN could illustrate from experience how WFP personnel in the field were thinking about WFP as a CS in ECA.

Finally, there was not enough time nor resources to enable the testing and validation of the steps presented in the action plan. The trying, testing and revising of the action plan could be the subject of future research.

### 3. Organisational change

As outlined in the introduction, this thesis aims to determine and investigate the interactive nature between the external and internal factors that could help or hinder humanitarian organisations transitioning from a SP to a CS. To do this, this chapter will review current literature to identify the gaps and address them as required. The chapter is divided into three intersecting categories - the first aims at explaining what organisations are and how they transition. The second aims at presenting the literature on the rationale of organisations to change. Finally, the last category outlines possible internal and external factors that influence the successful change in management of organisations.

#### 3.1. What are organisations? - Two perspectives

Two dominant schools of thought explain what organisations are and how they transition. The first is the machine school, which was popularised in the early twentieth century by Frederick W. Taylor and has found resonance in mainly engineering and economics. This school of thought views organisations as rational entities comprised of parts (persons, groups or real machines), which are each vital to the overall success. Control is the core value in the machine school of thought. The belief is that through control, commands from the management travel throughout the organisation in a precise and defined way. From the perspective of this school of thought change can be achieved through mindful planning of the management and allocating the best procedures accordingly to the units and members of the organisation (Morgan, 1986).

The weakness of the machine perspective is that it assumes that information flows effortlessly throughout the organisation and is used rationally (Nassehi, 2005). Although that statement is an ideal, it is important to consider that organisations are made up of groups of people who do not always act rationally. People's values and beliefs play a central role in organisations. The unknowns of change can inspire fear and resistance (Nassehi, 2005; Suchman, 2011).

The limitations of the machine metaphor prompted the development of new analytical approaches, which underline what organisations are and how they change. There is a great diversity among the alternative approaches in psychology, educational science, anthropology, evolutionary biology, nonlinear mathematics and postmodern management practice, but there



seems to be some widely-shared ideas across these fields: four related concepts, which outline organisations as complex, dynamic, unpredictable and which have to be addressed to achieve change (Clarke & Ramalingam, 2008).

*i. Social and cultural structures*

An organisation has social and cultural structures and organisational change involves a change in both areas. The social structure is tangible and is associated with the legal personality, design, written rules, identified members and premises of the organisation. The culture of an organisation is invisible and more difficult to define. It is this philosophy, created by its members, that conveys a basic understanding of how the world is and the organisation's role in it (Clarke & Ramalingam, 2008). This shared understanding of the outside world guides the behaviour of members of the organisation (Kent, 2004; Ravasi & Schultz, 2006). Organisational change must address the world's views, beliefs, and attitudes rooted in members' everyday lives for change to be accepted (Clarke & Ramalingam, 2008; Cummings & Worley, 2004; Ravasi & Schultz, 2006).

*ii. Individual level*

As discussed earlier, organisations are composed of human beings, which means that emotions, aspirations, ambitions, drives, competition and even fears play important roles in decision-making processes concerning organisational change (George, 2000). Resistance to change can be understood as a threat to the wellbeing of the individual (Bawden, 1998; Eyben et al., 2008). At the individual level, members of an organisation have emotional needs for control, inclusion and closeness (Clarke & Ramalingam, 2008; Schulz, 1958). When the status quo of an organisation changes, individuals might feel a sense of confusion about whether their needs will be met in the future (Schulz, 1958).

*iii. Organisational level*

In this approach, the emotional component of change is the most profound. As discussed, an organisation is made up of people and it is the people who make the organisation what it is (Robins, 2014). Changes in the organisation can be interpreted as a threat to the worldview to the people within the organisation (Clarke & Ramalingam, 2008). It can create confusion and distress in members, which as a result can lead to resistance to change. To address internal resistance to change, members should be included in the process of discussing what will and will not change

and, moreover, explore the implications of these changes for both the organisation and the individuals who work for it including members, volunteers and supporters. It is thus crucial to discuss who in the organisation believes that these changes are necessary and why, with a special focus on those who do not think that the changes are needed.

#### *iv. Multiple levels*

Unlike machines, organisations are not composed of discrete components acting together in predetermined ways to produce defined outputs (Clarke & Ramalingam, 2008). Seeing organisations instead as complex, interconnected entities makes it possible to view them as open, dynamic systems in constant change (Burnes, 2005). Organisations consist of elements, which constantly interact with each other (Mittleton-Kelly, 2003). Changes in one part of the organisation have multiple and sometimes unpredictable effects on other parts (Clarke & Ramalingam, 2008; Burnes, 2005; Grobman, 2005). Consequently, changes to one part of the organisation require changes to related parts to avoid unexpected or undesirable outcomes (Burnes, 2005). Therefore, according to Owen (1997), the change should be designed by a broad group of people with different expertise and from different parts of the organisation, and that group should then come together to discuss the process as it unfolds. Organisations need to move away from the traditional top-down or command-and-control approach and adopt a more inclusive, bottom-up approach (Clarke & Ramalingam, 2008).

Building on the broader understanding of what organisations are and how they change, the following section will focus on the rationale for organisations to change.

### **3.2. Rationale for organisations to change**

Organisational change is easily envisioned, but not as easily realized. It is not enough to change an organisation's policies and written rules; it is the values and beliefs of the organisation's members that also need to change. Hence when a change in rule occurs without the general consent (be that of members of an organisation or the people in a country), there will always be resistance no matter how much people may benefit. It is crucial to get a movement for change started from the bottom up instead of top down.

Organisations are complex, meaning that changes to one part of the institution require associated changes in related parts. According to Carreras et al. (2010), there are two great motivating factors for organisations to change. The first is survival; this is related to transformations in the organisation's internal or external environment. For instance, funding opportunities may be limited, and an organisation may depend on funding to survive, which may result in a need to change. The second is the need to increase an organisation's influence (Letts et al., 1999). This is related to transformations and changes in the environment unrelated to the organisation.

For instance, political shifts may result in the need for organisational change. "A scrutiny of the present global humanitarian response model reveals many gaps, impacting Africa's capacity to be able to adequately protect and assist those affected by humanitarian crises" (Common African Position on Humanitarian Effectiveness, 2016, p.14). In this context, the changing needs of governments require humanitarian organisations to reconsider their strategic mandate for maintenance. Those that do not adapt to changing surroundings will have difficulty competing with other organisations. This is because organisations exist within a broader and wider setting. This environment "provides the organisation with inputs which organisations then transform to outputs through internal processes and then the outputs are given back to the environment" (School of Business of Nairobi, 2017, p.65). Therefore, "in order to survive, organisations have to pay attention to their surroundings and match their activities to the conditions" (School of Business of Nairobi, 2017, p.43).

### **3.3. Internal and external factors influencing change of an organisation**

Each organisation has both an internal and an external environment. The internal environment is associated with the organisation, while the external environment is not, but may include the organisation in some way (Duncan, 1972). Contrary, to the external environment, internal factors can be controlled by the organisation. As discussed above, change within an organisation is complex and requires particular attention to a number of issues. It is widely agreed that to achieve internal change, organisations must first ensure the need for change (Armenakis et al., 1999; Burke, 2002; Harris & Field, 1999; Judson, 1991; and Kotter, 1995) - members of the organisation have to see the change as necessary. The organisation should provide a clearly

defined plan to its members to make everyone understand its vision and how it aims to achieve it (Abramson & Lawrence, 2011; Carnall, 1995; Kotter, 1995; Lambright, 2011) and build internal support, for instance through inclusion of members in the process of change (Carnall, 1995; Fernandez & Rainey, 2006; Kotter, 1995; Yukl, 2002) to overcome resistance. To establish internal support, members in the organisation should participate at multiple levels during all stages of implementation (Meyers & Dillon, 1999; Mohrman & Lawler, 1983; Nadler & Nadler, 1998; Tichy, 1983). To ensure the participation of members, the organisation should make sure that all voices are heard and equally respected.

In addition, support and commitment from the top management play a crucial role (Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001). According to Meyers and Dillon (1999), Mohrman and Lawler (1983) and Nadler (1998), it should be comprehensive. As discussed above, changes to one part of an organisation result in the need for changes to related parts to avoid unexpected outcomes. Successful change also requires sufficient resources to support the process (Nadler & Nadler, 1998). As Berman and Wang (2000) and De Lancer Julnes and Holzer (2001) argue, it is important to build external support to ensure the success. In other words, it is important for management leaders to engage support from government authorities and political stakeholders. Finally, a change needs to be institutionalised. Members of the organisation must scrutinise new policies in the short-term, while leaders must institutionalise them in the long-term (Edmondson et al., 2001; Greiner, 1967; Kotter, 1995). The different internal factors outlined above are described in greater detail in the table below. The factors selected have been repeatedly mentioned throughout the literature on this subject.

Table 3.1. Internal factors mentioned in the literature that drive organisational change

| Internal factors |                                                                                                                                                                                                                     |                                                                                                                                 |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Ensure the need  | Management leader must communicate to members of the organisation and important external stakeholders that change is necessary. The idea of change starts with a vision that organisational members find appealing. | Armenakis et al., 1999; Burke 2002; Judson 1991; Kets de Vries & Balazs, 1999; Kotter 1995; Laurent 2003; Nadler & Nadler, 1998 |
| Provide a plan   | Once the vision is created it must be transformed into a course of action or a strategy with goals and a plan for                                                                                                   | Abramson & Lawrence, 2001; Carnall, 1995; Fernandez & Rainey, 2006; Judson, 1991; Kotter, 1995;                                 |

|                                                           |                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                     |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|                                                           | achieving it. The plan should serve as a road map offering the organisation a direction on “how to arrive at the preferred end state, identifying obstacles, and proposing measures for overcoming those obstacles” (Fernandez & Rainey, 2006, p.14).                                                                                                       | Lambright, 2001; Nadler & Nadler 1998; Young, 2001                                                                  |
| Build internal support for change and overcome resistance | Management leaders must support change through widespread support and other means. Members of the organisation should participate in the organisational change at multiple levels during all stages of implementation.                                                                                                                                      | Fernandez & Rainey, 2006; Carnall, 1995; Kets de Vries & Balazs, 1999; Kotter, 1995; Yukl, 2002                     |
| Ensure top management support and commitment              | Management leader should champion the change. Top management support plays an especially crucial role in success in changing the organisation.                                                                                                                                                                                                              | Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001; Kotter, 1995; Nadler & Nadler, 1998; Yukl, 2002 |
| Pursue comprehensive change                               | For fundamental change in behaviour to occur, leaders must make systemic changes to the subsystems of the organisation and these must be aligned with the desired end state.                                                                                                                                                                                | Meyers & Dillon, 1999; Mohrman & Lawler, 1983; Nadler & Nadler, 1998; Tichy, 1983                                   |
| Provide resources                                         | Successful change requires sufficient resources to support the process. The change involves a redirection of organisational resources towards new activities including developing a plan for implementing the change, communicating the need for change, training, developing new processes and practices, restructuring and reorganising the organisation. | Burke 2002; Mink et al. 1993; Nadler & Nadler, 1998                                                                 |
| Build external support                                    | Management leaders must develop support from governmental authorities and political stakeholders.                                                                                                                                                                                                                                                           | Goggin et al. 1990; Mazmanian & Sabatier, 1989; Berman & Wang, 2000; de Lancer Julnes & Holzer, 2001; Wallin, 1997  |
| Institutionalise change                                   | To ensure change enduring members of the organisation must incorporate the new policies into their daily routines. Members of the organisation must routinise these new behaviours in the short term and leaders must institutionalise them in the long term.                                                                                               | Edmondson et al., 2001; Greiner, 1967; Kotter, 1995; Lewin, 1947                                                    |

The external, or surrounding environment, comprises all forces and events outside the organisation that influence its activities (Duncan, 1972). According to Boesen et al. (2002), Brinkerhoff (2004) and Lusthaus et al. (1995) there are five variables in the environment, which build the organisational opportunities or constraints, namely economic, political, administrative, socio-cultural and resource variables. Shifts in these aspects or factors result in the need for change. The dissimilar surrounding aspects are outlined and described in greater detail in the table below. The factors selected have been repeatedly mentioned throughout the literature of this subject.

Table 3.2. External factors mentioned in the literature that drive organisational change

| <b>External factors</b>          |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                    |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Economic Environment             | Humanitarian organisations should centre on those aspects of the economic system that have a direct impact on the implementation of the project. Negative economic growth and high inflation, for example, could affect the performance of the government and hence can hinder the organisation to implement its project.                                                                                                          | Bart and Krummel, 1993; Lusthaus et al. 1995; Voiculet et al. 2010                                                 |
| Political Environment            | Humanitarian organisations need to understand the strategies and/or development plans of the government. Several specific dimensions of the political context should be scrutinised:<br>(1) Are significant governmental inputs anticipated to support staff, maintenance, or other recurring costs?<br>(2) Is the political system stable and poised to undergo changes?                                                          | Bart and Krummel, 1993; Boesen et al., 2002; Haggard and Kaufman, 1992; Lusthaus et al. 1995; Voiculet et al. 2010 |
| Administrative/legal environment | The administrative and legal environment in a country provides a framework within which an organisation operates. In some countries this environment is very restrictive and has significant impact on the organisation and its projects. Understanding the administrative/legal environment is essential to determine if organisational change can take place. Aspects to consider are: governmental and non-governmental policy, | Bart and Krummel, 1993; Boesen et al., 2002; Lusthaus et al. 1995; Voiculet et al. 2010                            |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                   |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
|                                 | legislative and regulatory, and legal frameworks. (1) Are there constitutional restrictions that could have an impact on the implementation of the project? (2) Are there specific regulations that govern the goals and objectives of the organisation? (3) Is there a legislative mandate that restricts the leadership of the organisation?                                                                                  |                                                                   |
| Social and cultural environment | Social and cultural factors at local, national and sometimes at regional levels have profound influence on how the organisation conducts its work and implements projects. Understanding the local, national and regional values towards learning and change provides insights into the type and nature of the project that is implemented.                                                                                     | Bart and Krummel, 1993; Boesen et al., 2002; Lusthaus et al. 1995 |
| Stakeholder environment         | The survival of all organisations depends on various groups of stakeholders. The stakeholder environment consists of those that are directly concerned with the organisation and its performance (donors, potential target groups etc.). Because of its international interdependent relationship with its environment, these external relationships need to be understood to assess their potential impact on the organisation | Boesen et al., 2002; Lusthaus et al. 1995                         |

While change and the administration thereof is discussed in the literature above, and debates are on-going about which internal and external aspects are vital to the success of changes to organisations, the literature suggests that there is no single approach or methodology that is comprehensive yet concise enough to serve as a practical guide for change in humanitarian organisations. Because of the changing humanitarian architecture where governments aim at taking the leading role in emergencies, such a practical guide could be of vital importance.

## 4. Results and Discussion

### 4.1. Internal and external factors that influence the transition of humanitarian organisations to a capacity strengthener

The objective of chapter four is to answer the main research question of this thesis: *How do humanitarian organisations manage the transition from a SP to a CS in the humanitarian system?* For clarity, this chapter is divided into three sub-sections. The first presents the external factors while the second presents the internal factors that influence the transition of organisations from a SP to a CS. The third section looks at the internal and external factors that are interplaying and some of their possible consequence.

#### 4.1.1. External factors that drive organisational change

The chart below displays the percentage of frequency in which the different external factors have been mentioned during the interviews.

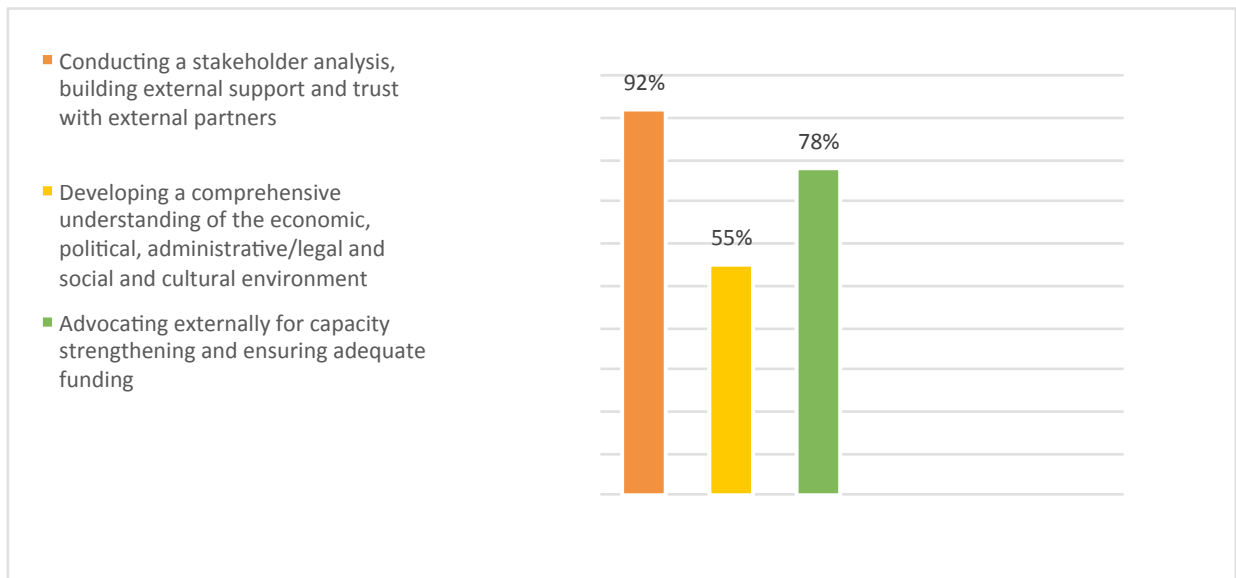


Figure 4.1. External factors that drive organisational change

Table 4.1. External factors that drive organisational change

| External factors that drive organisational change |                                                                      |
|---------------------------------------------------|----------------------------------------------------------------------|
| Conducting a stakeholder                          | According to 92 percent, CS cannot be done in a vacuum. It has to be |



|                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| analysis, building external support and trust with external partners                                                           | done in co-operation with the government and other partners. Consequently, WFP must have a good understanding of how it can work together with other partners and establish trust among these to gain the necessary support of them in the transition process.                                                                                              |
| Advocating externally for capacity strengthening and ensuring adequate funding                                                 | According to 78 percent, WFP needs to do more advocacy around CS. It needs to convince its external partners that it can achieve CS. Advocacy is also important for WFP to convince other partners of its changing role. Moreover, and in line with this, WFP needs to have the necessary resources available to plan, design and implement CS initiatives. |
| Developing a comprehensive understanding of the political, economic, administrative/legal, and social and cultural environment | According to 55 percent, WFP needs to have a thorough understanding of the political, economic administrative/legal, and social and cultural environment for WFP to be able to implement programmes according to the context.                                                                                                                               |

### (a) Conducting a stakeholder analysis, building external support and trust with external partners

Ninety-two percent of the WFP key informants that were interviewed stressed the importance of WFP to do a stakeholder analysis to gain a better understanding of which partnerships are required to successfully implement CS initiatives. A stakeholder analysis is here defined as the process of identifying relevant actors in the broader environment whose interests, needs, threats, and opportunities should be considered when implementing CS programmes (UNDP, 2009).

According to an interviewee from the RBN, CS: *“cannot be done in a vacuum, it has to be done in co-operation with the government and other partners”*. Consequently, WFP must have a good understanding of how it can work together with other partners. For this reason, it was recommended that WFP conduct a stakeholder analysis to understand with whom it could be partnering and also to make sure to co-ordinate its work. Other stakeholders might be seeing WFP as competing with other organisations for the same space. Besides that, WFP can learn from other stakeholders’ experiences in CS, as another interviewee from the RBN stresses that it makes a lot of sense to be partnering with agencies such as United Nations Development Programme (UNDP) which has more experience in CS, and from which it can learn, acquire and adapt the necessary tools, models, and approaches. An interviewee from the KECO agrees. However, it is not always easy to partner with other humanitarian organisations or the

government. *“WFP: the name itself has a global connotation for an organisation that is always available to respond to emergencies swiftly and in our case [in Kenya] WFP has been here for decades. Hence, every time you have a discussion with senior government officials or other humanitarian organisations they see you as this humanitarian entity that is always ready to respond when there is an emergency. Convincing our partners that WFP is more capable and willing to do much more than service provision to support government capacities especially institutional capacities, I would not say that it has been that easy”*.

The perception of WFP as a SP is deeply ingrained in others’ understanding of the organisation. It is thus their biggest challenge to highlight the role that WFP can play as a CS. This is because WFP has traditionally been seen and appreciated as an agency that provides services when needed and did so very successfully. There is a level of uncertainty as to whether WFP is capable of doing this and whether it is really a WFP role. To change the perception of partners requires time. WFP needs to slowly build trust through working more closely with its partners such as the government, as an interviewee explains: *“WFP needs to have technical advisors who listen to the government and feed back to the organisation and that is the fastest approach to ensure that you effectively build trust with the government where you have staff stationed within the government ministries and departments, which you work with and then they bring in those linkages”*. This statement underscores that WFP needs to spend more time with the government, listen to what they want, and then give suggestions as to how it could assist them to achieve the desired goals. This was also mentioned in the literature. Open and honest communication is critical in promoting trust between the different partners. Before the government places its trust in an organisation, it carefully considers the question of how likely the organisation will be able to serve its interest (Harvard Business Review, 2006).

## **(b) Advocating externally for capacity strengthening and ensuring adequate funding**

Seventy-eight percent of the interviews said it is important for WFP to advocate for CS externally. Advocacy is here defined as the act of pleading in favour of WFP as a CS in ECA. This can be done, for instance, through writing case studies or regional reports on what WFP has achieved in the areas of CS and publishing them on WFP’s website.

According to an interviewee from the RBN, WFP: *“needs to do more advocacy around CS to convince its external partners that it is capable of doing CS in ECA”*. As of now, and as it was mentioned earlier, capturing and sharing what it does should be strengthened: *“WFP is selling itself short. WFP does a lot of work in CS already, but it is not out there. Another interviewee agrees and adds: “We have to be able to convince our donors that this is something we can do. It comes down to perception and credibility and whether or not donors think that WFP is up to the task and that it is part of its agenda”*. The more WFP wants to become a CS, the more it has to convince either new donors or the same donors that have development funds. This requires a lot of advocacy. As of now, there is scepticism from external partners. However, to find the financial support to implement CS programs is easier in some countries than others. According to another interviewee: *“it is easier to make the business case for WFP to become a CS if WFP already has a bigger operation role in emergency response because WFP can go to a donor and say: instead of giving WFP fifty million dollars every year for the next 50 years, why do we not start investing in the government capacities and help them capacitate themselves, so we can reduce WFP emergency role, reduce the humanitarian costs for donors and increase the government own role”*.

### **(c) Developing a comprehensive understanding of the political, administrative/legal, economic, and social and cultural environment**

More than 55 percent of the WFP key informants that were interviewed stressed the importance of WFP to align and equally understand the strategies and development plans of the government. The political environment encompasses the strategies, timeframes, as well as the development plans of the national and local government (Boesen et al., 2002; Lusthaus et al., 1995).

According to an interviewee from the KECO: *“WFP needs to work within the framework of the government. WFP has to switch off all the programme cycles to match the government cycles, because you cannot have a programme that is not in line with the government cycle; that is not linked with the government financial budget. The financial reporting date for the government in Kenya, for example, starts in June so our programs have to start in June and we have to report annually June to July because that is what the government is doing and that is how it is done,*

*so it is a bit of a different mentality which we have to adapt to*". WFP needs to change internally so that it can respond to the external requirements of the government. It requires WFP to increasingly shift away from individual beneficiaries to focus on the government and the objectives of the government.

Besides the political environment, the economic environment was mentioned as an important factor. The economic environment concerns the resources available, the employment rates (the extent to which the available labour resources are used), inflation rates, interest rates, income, as well as the productivity and wealth of the country (Sagen, 2015). According to an interviewee from the RBN: *"what we want to see is that governments dedicate their own budget for all kinds of activities that we have been doing. It is one thing to make sure that there is the individuals' capacity or systems that have the capacity to carry out functions, but the government needs to have its own resources, which can be used to implement programmes. That could be donor resources, but in an ideal world you have economic growth and you would as part of the capacity strengthening agenda include advocacy around why the work WFP is currently doing is an important use of increased government revenues"*. It is important for WFP not to be seen as a donor but as a partner that supports the government in strengthening its capacities to predict, prevent, respond and swiftly adapt to ongoing emergencies in the region.

Finally, it was also mentioned that it is important for WFP to understand the socio and cultural environment of a country. Social and cultural here refers to the local, national, and regional traditions towards learning and change (Boesen et al. 2002; Lusthaus et al., 1995). An interviewee explains further: *"An example of a cultural issue could be diversifying local diets. There is something called anthropology of food which means the people hold certain food very dearly"*. Moreover, *"how people share food it is very cultural and we need to have this in the back of our minds as we want to do CS in ECA"*. Another example addressing gender inequalities: *"in regards to gender we say that we want women to participate in decision-making and so on. But we do sometimes forget that all the work at home is still waiting for her"*. It is important to implement CS programmes from the perspective of the respective countries. This is an important shift because as a SP, the organisation might not need to think of that as much as when it operates as a CS

## Summary

The results from the interviews show that for WFP to transition from a SP to a CS it needs to have a good understanding of how it can work together with other partners. Moreover, WFP needs to become better in capturing and displaying what it does to find the necessary external support. As of now, the perception of WFP as a SP is deeply ingrained in others' understanding of the organisation. It is thus their biggest challenge to highlight the role that WFP can play as a CS and start building trust with its potential partners. Finally, while administrative and legal issues were not mentioned in the interviews they are still seen as important factors and should be considered as humanitarian organisations have to work according to the rules and regulations in the country and respect them.

### 4.1.2. Internal factors that drive organisational change

#### *i. Individual level*

The chart below displays the percentage at which the different internal factors on the individual level have been mentioned during the interviews.

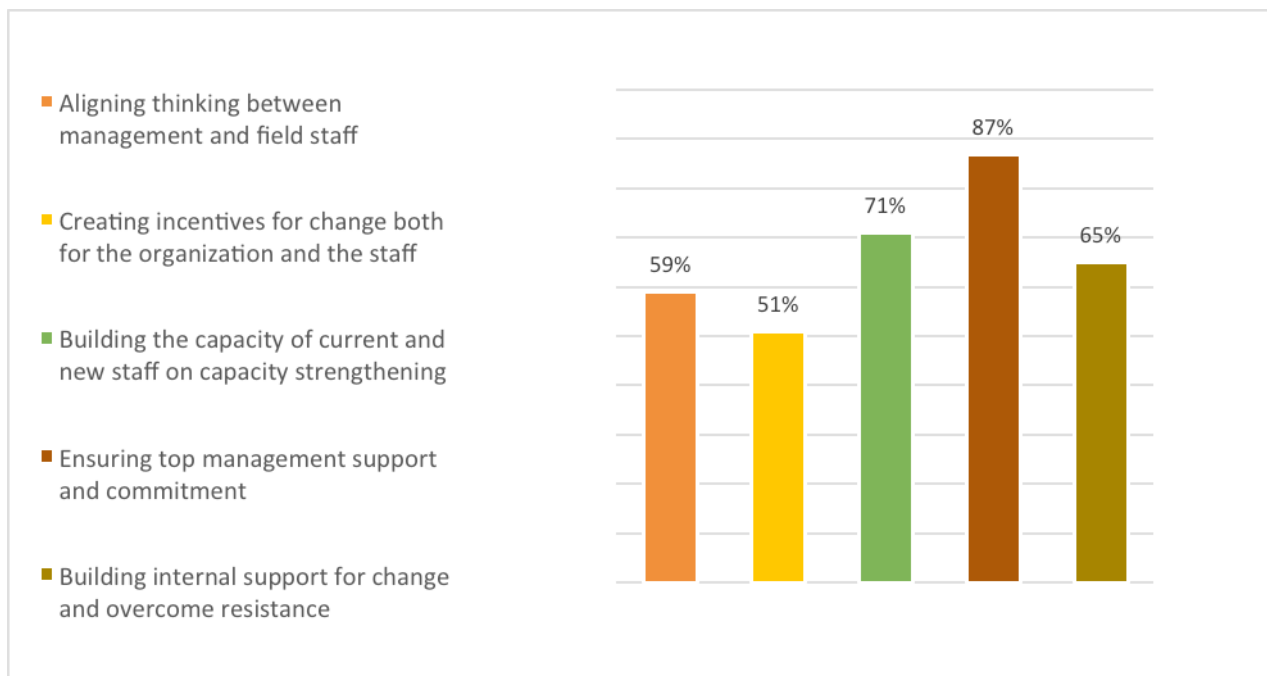


Figure: 4.2. Internal factors on the individual level that drive organisational change

Table 4.2. Internal factors on the individual level that drive organisational change

| <b>Internal factors that drive individual change</b>                   |                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensuring top management support and commitment                         | 87 percent stressed that for WFP to transition from a SP to a CS, WFP needs top management support and commitment. The first push needs to come from the management in order to corporately develop a strategy, vision, and objectives, and for the staff to fully commit to the change.                                 |
| Building the capacity of current and new staff                         | 71 percent stressed that for WFP to transition it needs to build the capacity of current and new staff. The lack of skills and the belief of staff members to have the ability to take up their new role creates distress in members leading to resistance to change.                                                    |
| Building internal support for change and overcome resistance.          | 65 percent mentioned the importance of building internal support for change to overcome resistance. Once the country programme is approved and the organisation has decided to go a certain direction the management needs to start talking to all staff going through the change and the direction of the organisation. |
| Aligning thinking between management and field staff                   | According to 59 percent, for WFP to transition it needs to align the thinking between the management and the field staff. Management is often further removed from the reality in which the field staff work which is why they ought to be included in the process.                                                      |
| Creating incentives for change both for the organisation and the staff | According to 51 percent, the organisation needs to create incentive for the organisation and individuals to change.                                                                                                                                                                                                      |

### (a) Top management support and commitment

Out of the eighteen WFP key informants that were interviewed for this thesis, 87 percent stressed the importance of senior management support and commitment in the transition of the organisation from a SP to a CS. Top management in the context of WFP is here defined as the people comprising the country and regional director of the organisation as well as the heads of the various units that comprise the regional and country offices (including but not limited to logistics, nutrition, program, emergency preparedness and response, monitoring and evaluation, vulnerability, and donor relations and partnership).

According to an interviewee from the RBN: *“the first push needs to come from the management in order to corporately develop a strategy, vision, and objectives, and for the staff to fully commit to the change”*. Another interviewee from the KECO agrees and adds: *“management support*

*allows the organisation to put resources behind the process of change. Management support is needed to create that enabling environment for CS to take place.*” As of now, management has not developed a strategy, vision, and/or objectives for the transition process of WFP from a SP to a CS. Consequently, staff are not convinced that WFP is really transitioning, as an interviewee from the RBN stresses: *“We look back to 2008, what has changed? We do not have a clear strategy, clear objectives, or a framework for CS”*. WFP has been mentioning CS in its strategic plans for almost ten years but based on the interviews conducted, not much has changed in terms of CS during this time and that it is difficult for staff to see concrete examples of the transition in practice. Management leadership need to commit to and champion the change to avoid ambiguity and uncertainty associated with implementing change (Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001; Kotter, 1995; Nadler & Nadler, 1998; Yukl, 2002).

## **(b) Building the capacity of current and new staff**

Besides the importance of creating incentives for the organisation and its staff to avoid resistance to change, 71 percent stressed the importance of the organisation to support its staff to develop the necessary skills to take on their new respective roles and adapt to the changing environment. Capacity development of staff is concerned with “bettering the performance of individual and groups in organisational settings” (Vinesh, 2014) regarding the activities of an organisation. Through capacity development individual staff members are enabled to effectively perform in their new roles and responsibilities. The greater the capacity, the easier it is for staff members to adapt.

An interviewee who took great responsibility in implementing CS in the KECO, highlighted that WFP started building up its staff skills late in the transition process: *“when I was tasked to work with CS in 2015 I realized that I did not have the skills required with the result that I struggled a lot in the beginning. Reference material was provided but the guidance was limited so you are not sure if you do the right thing.”* It is very challenging for staff members to change when they do not have the skills to actually implement the tasks that are required from them. Moreover, the lack of skills and the belief of staff members to have the ability to take up their new roles create stress in members leading to resistance to change. Therefore, as it was mentioned earlier in the

literature review, before engaging staff members in new roles, the organisation needs to make sure that individuals in the organisation have the skills and tools required to take up their new roles as required (Clarke & Ramalingam, 2008; Hansen, 2006). As it was mentioned during the interviews, the skillset of a SP is different to that of a CS. To work as a CS means that WFP staff must move from being a doer to an advisor. Another interviewee from the RBN explains: *“asking staff to stop being service deliverer and instead transfer the skills to others that is a skill in itself. WFP staff needs to have soft skills i.e. a combination of interpersonal people skills, social skills, and communication skills. This is something that is not in everyone’s favour.”* The interviewee highlighted the need for WFP to invest more in people’s soft skills in order to take on their new role as a CS. While a SP is required to have technical skills, for a CS a combination of hard and soft skills are essential among staff members in their ability to transition from a SP to a CS.

### (c) Building internal support for change and overcoming resistance

The importance of WFP building internal support for change was highlighted by 65 percent of the WFP key informants that were interviewed. Internal staff support refers to the individuals in the organisation and their support to the management during the transition of the organisations. Resistance is here defined as the refusal of individuals in the organisation to change and take on new roles and responsibilities (Gerald, 2013).

According to the literature, communication is important to build internal support and to overcome resistance (Fernandez and Rainey, 2006; Carnall 1995; Kets de Vries and Balazs 1999; Kotter 1995; Yukl 2002). However, the interviews highlighted that changes in WFP are not always communicated effectively to all staff: *“changes at WFP come suddenly and are communicated through big meetings and directives.”* Consequently, WFP staff members often feel overwhelmed with the changes taking place in the organisation. An interviewee from KECO agrees and adds an example of best practice: *“once the country programme is approved and the organisation has decided to go a certain direction the management needs to start talking to all staff going through the changes and the direction of the organisation. Key staff from the different offices can be brought in for sessions with the idea that they would go back to their offices and teams and deliver those messages themselves from the top all the way through so the county*



*director can have staff meetings making sure that everyone is aware of where the priorities are for the country and why the organisation is moving in that direction. Communication is key to build internal support and overcome resistance... the organisation needs to have focal points going out and not just from the programme side but also from the human resource team to make visits to field offices to deal with those change issues explaining to the staff the implications on contracts and implications on what do these changes mean".* The organisation needs to make sure that the changes are communicated to all staff to avoid confusion and anxiety. Individuals in the organisation need to understand the new direction in which it is headed, and what it means to everyone. Individuals that have a good understanding of the situation are more likely to support the transition. All members of an organisation do not always embrace changes because change can be taken as a threat to the wellbeing of individuals in the organisation (Bawden, 1998; Eyben et al., 2008). When the status quo of the organisation changes, individuals might be concerned about whether their needs will be met in the future (Schulz, 1958).

#### **(d) Aligning thinking between management and field staff**

Fifty-nine percent of the key informants stressed the importance of aligning the thinking between the management and field staff to minimise the gap in their thinking. Alignment between management and field staff here refers to mutual understanding of the management and the field of where the organisation is heading. While the management has the power to make fundamental changes to the organisation, the field staff will implement the change, which is why they ought to agree and subscribe to the intended purpose of the respective change.

According to an interviewee from the RBN: *"sometimes we have a big gap between what management thinks and what field staff think and to align these two it takes a lot of time. Non-alignment can rip country offices to pieces. It does not work when management full steam one way and the field staff another way."* Management is often further removed from the reality within which field staff work, which is the reason they ought to be included in the process. Besides that, an interviewee from the KECO stresses the importance: *"to talk to the field staff to go through the changes and the direction of the organisation so that when the staff are dealing with county governments they are able to articulate the direction that WFP is going in and why*

are WFP is going in that way... it is about speaking the same language at all levels, not that management talks like this and the staff talks like that.” This was also mentioned in the literature. According to the Workforce Intelligence Institute (2006), organisations where individuals understand the goals of the organisation and support them show much higher levels of success in transition from A to B.

### (e) Creating incentives for change both for the organisation and the staff

Fifty-one percent of the WFP key informants that were interviewed stressed the importance to create incentives both for the organisation as a whole as well as for all levels of staff. Incentives are the main link between people and change. According to the Learning Network on Capacity Development (2017): “successful change initiatives are dependent on having the right incentives in place because positive change can only be sustained where improved performance is enabled and rewarded”. Incentives are most usually “considered at the individual level, defined as either (financial or non-financial, but it is also relevant to consider incentives on the organisational level” (Learning Network on Capacity Development, 2017). The figure below gives an example of financial and non-financial incentives on the individual as well as on the organisational level.

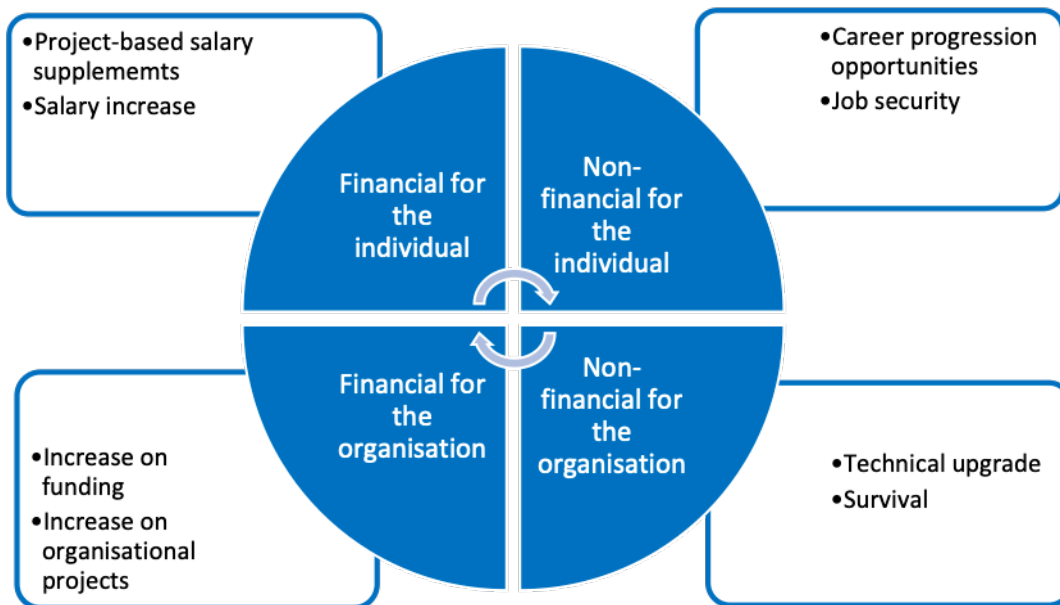


Figure 4.3. Incentives individual and organisational level (Learning Network on Capacity Development, 2017).

According to an interviewee from the RBN: *“no incentives for staff to transition from a SP to a CS have been created... when I move to CS what will I gain? There are no jobs in CS in ECA per se.”* According to Yousaf et al. (2012), successful change initiatives are dependent on incentives, because change can only be sustained if enabled and rewarded. If there are no incentives, then it will be difficult for organisations to change, because there is no motivation for the organisation or the individuals in the organisation to change (Yousaf et al., 2012). One way of creating incentives is to explain to the staff the need to change, as another interviewee from the RBN explains: *“for staff members to create change it is important for them to understand the external environment and why that change is necessary. Sometimes WFP and other agencies approach change management from an internal perspective. I think it is first important that everybody understands we are part of a much broader network, broader society, broader set of international relations.”* An interviewee from the KECO agrees and adds: *“to make people change it is important to talk to the staff for them to really understand what it means to transition from here to there and even can express their desire and also their fears. How comfortable staff feel is key because if you come up with a new program you see for a number of people the terms of references have changed and that makes people even more anxious because for some not only the job changes for which they applied for but they also have to fight for it to keep their job.”* This interviewee’s statement is in line with what was mentioned in the literature review (i.e. individuals have emotional needs for control, inclusion, and closeness (Clark & Ramalingam, 2008; Schulz, 1958)). When the structure of an organisation changes, individuals may feel a sense of confusion about whether their needs will be met in the future (Schulz, 1958). For change to be implemented, the organisations and its staff need to see the benefits of engaging and working with CS and also have the power to influence it. Based on the interviews, it appeared that not all staff had been given the chance to express their fears, which has led to individual staff members not feeling comfortable with the transition.

The results from the interviews show that management support needs to be more visible in practice. Moreover, incentives need to be created and soft skills of current and new staff need to be strengthened. Finally, the thinking between the management and field staff need to be aligned.

## ii. Organisational level

The chart below displays the percentage of frequency in which the different internal factors on the organisational level has been mentioned during the interviews.

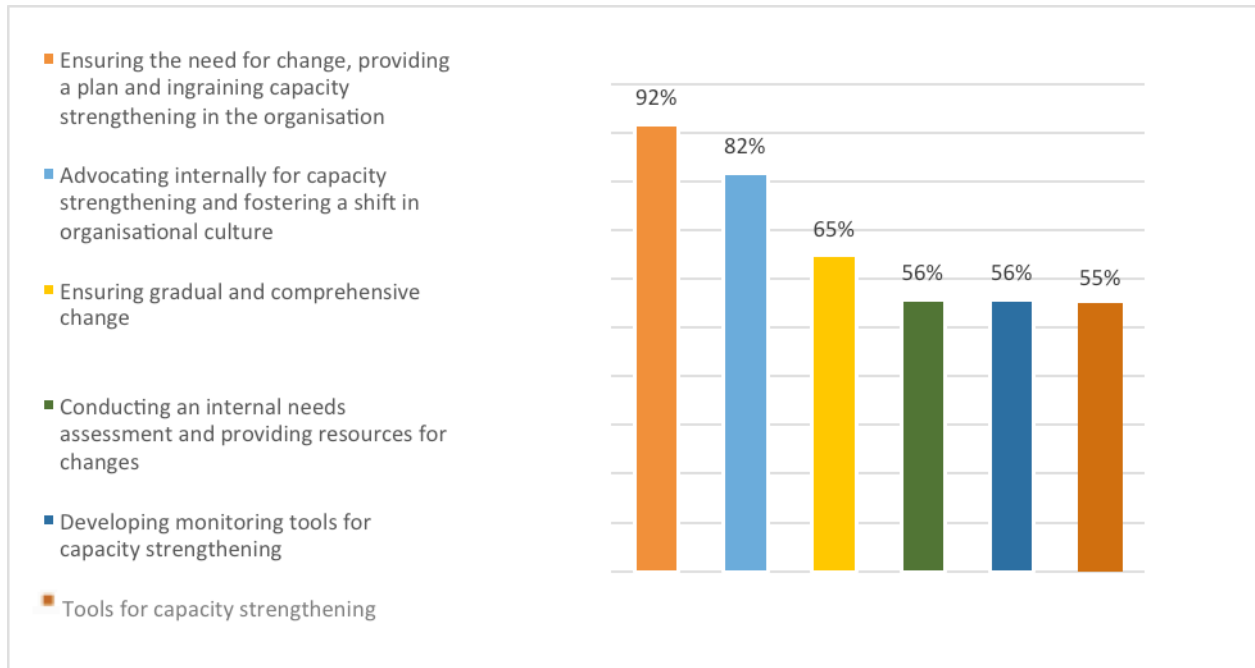


Figure 4.4. Internal factors on the organisational level that drive organisational change

Table 4.3. Internal factors on the organisational level that drive organisational change

| Internal factors that drive organisational change                                                          |                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensuring the need for change, providing a plan, and ingraining capacity strengthening in the organisation. | According to 92 percent, it is important that members of the organisation are convinced that change is necessary. Moreover, the organisation should create a road map to serve the organisation for direction on how to arrive at the preferred end state. |
| Advocating internally for capacity strengthening and fostering a shift in organisational change            | 82 percent mentioned that the organisation needs to do advocacy internally to find internal support of staff members to transition to a CS and foster a shift in organisational change.                                                                    |
| Ensuring gradual and comprehensive change                                                                  | 65 percent stressed that change should be gradual and comprehensive so as to ensure that the organisation transitions holistically and coherently.                                                                                                         |

|                                                                             |                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Developing monitoring tools for capacity strengthening                      | 56 percent stressed the importance for WFP to develop monitoring tools for CS to (1) convince its partners that is capable of being a CS and (2) show its individual staff members that this actually works.                    |
| Conducting an internal needs assessment and providing resources for changes | 56 percent stressed that WFP needs to conduct an internal assessment and provide resources for changes. The organisation needs to ask itself if its capacities have been developed enough to enable it to do CS of governments. |
| Tools for capacity strengthening                                            | 55 percent, the challenges for WFP transitioning from a SP to a CS is that it needs to learn to adapt to the tools and techniques of the national and/or local governments.                                                     |

### (a) Ensuring the need for change, providing a clear plan, and institutionalising capacity strengthening in the organisation

Ninety-two percent of the key informants that were interviewed stressed the importance of WFP to ensure the need for change, providing a clear plan, and ingraining CS in the organisation.

According to an interviewee from the RBN the need for change comes from the external environment: *“I think the important thing for staff members is to understand the external environment and why that change is necessary. Sometimes WFP and other agencies approach change management from an internal perspective. I think it is first important that everybody understands we are part of a much broader network, broader society, broader set of international relations. There is a reason why change happens and it is because that external environment is shifting and we need to change and adapt to that; it is not the other way around. It is not about us. The starting point is not us; it is the people we serve, the society we serve, the government we serve and becoming the best possible partners for them”*. As discussed in the first chapter, the governments in ECA have developed a stronger interest in taking the leadership in predicting, preventing, responding to and adapting to the ongoing emergencies in the region. This requires WFP to change its strategic approach in the region; it needs to move away from the idea of being the main emergency responder, and instead support national governments to strengthen and develop their emergency preparedness and response capacities. From the interviews, it appears that management has not communicated to staff the importance and the necessity of WFP in ECA to transition from a SP to a CS. The issue with this is, as this interviewee pointed out,

that individual members who do not understand the external environment of the organisation are not as willing to change as members that understand the importance of change of the organisation and why change is necessary (Andersson et al., 2007; Burke, 2002).

It was also mentioned in the interviews that the management has not developed a clear plan on what it aims to achieve as a CS in ECA and how it intends to transition. The plan should help the organisation to arrive at its preferred end state, and identify and overcome obstacles (Fernandez & Rainey, 2006). Without that plan, it becomes difficult for WFP to transition because it does not have a clear direction on where it is heading. The plan needs to be institutionalised and mainstreamed in the organisation and become part of the: “*organisational strategy for it to become a culture*”, as another interviewee from the RBN explains. As of now, WFP has not fully integrated CS. CS is still seen as an add on to WFP’s traditional role as a SP. This is in line with the literature, which argues that for the organisation to transition it needs to change its view, beliefs and attitudes. Consequently, change needs to be institutionalised in the design, written rules and premises of the organisation (Clarke & Ramalingam, 2008; Cummings & Worley, 2004; Ravasi & Schultz, 2006).

## **(b) Advocating internally for capacity strengthening and fostering a shift in organisational culture**

Eighty-two percent of the WFP key informants that were interviewed stressed the importance of WFP to advocate internally for CS and fostering a shift in its organisational culture. Organisational culture is defined as the holistic understanding of the organisation and its members of how and what is to be achieved (Gordon & Cummins, 1979).

According to an interviewee from the KECO, WFP needs to do a lot of internal advocacy: “*WFP has to remind everyone what our mandate is and why we are here; our ultimate sign of success is to work ourselves out of a job. Having a big presence here is not a sign of success. So, WFP has to make sure that everybody is aware of the changes and why the changes are happening depending on the context and not just on the top but all the way down*”. This requires a shift in the organisational culture. As pointed out above, the aim for WFP and its individual members should not be to have a great presence in the respective country but to support the government

to take the lead in predicting, preventing, responding to and adapting to the ongoing emergencies in the region. Based on the interviews, it appears that there is a need for increased communication with field staff on the why and how WFP intends to transition to a CS, and what it means in practice. Currently, CS is seen as a threat to the job security of many employees at WFP. The KECO, which in comparison to other WFP offices in the region is relatively far in its process to transition to a CS, has cut many jobs because it needed fewer staff. Individual members in other WFP offices in the region have closely followed the process, and consequently, have resisted change.

### (c) Ensuring gradual and comprehensive change

Sixty-five percent of the WFP key informants that were interviewed stressed the importance of WFP to ensure that the change is gradual and comprehensive. Gradual means that not everything has to happen at the same time, but in stages and when it is best suited for all involved. One stage may happen within a few weeks, the next stage may not start until a year later, because it did not fit. Or it could all be done in a few weeks, but still gradually, because each stage complemented the other and fit well (Herman, 2012).

One interviewee from the RBN mentioned: *“WFP does not create the time to get the buy-in and support from individual members in the organisation. Once the decision is taken by the management, individual members in the organisation are expected to change quickly and from today to tomorrow.”* WFP does not give time to individuals in the organisation to adjust. Sudden or prompt change can add stress to the organisational environment. It undermines performance of staff and could increase the potential cost of transition (Herman, 2012). Hence, to ensure a successful change, the organisation should change gradually to build internal support and overcome resistance as members are given time to take on new roles. Besides that, change should also be comprehensive. It was emphasised during the interviews that CS is implemented on an *ad hoc* basis and units work in silos. According to the literature, a comprehensive transformation is important to ensure that organisations change holistically and coherently (Mayers & Dillon, 1999; Mohrman & Lawler, 1983; Nadler and Nadler, 1998). The findings from the interviews above show that CS is not being executed in a wide-ranging mode. To align the work on CS

between the different units of WFP it was pointed out during the interviews that there should be a task force. According to an interviewee from the RBN: “*a task force allows all to be on the same side and to have the same thinking about CS. Moreover, it allows the units to know what was happening in each specific area*”, which is important in order to make the transition process more aligned and comprehensive.

#### **(d) Conducting an internal needs assessment and providing resources for change**

Fifty-six percent of WFP key informants stressed the need for WFP to carry out an internal capacity assessment prior to the implementation of CS activities. Capacity of an organisation is here defined as: (1) the human resource including the number, quality, skills, and experience; (2) financial resources; and (3) information resource; that is, the pool of resources and database (Wolf, 2011). An internal capacity assessment allows an organisation to assess its current internal capacities and, consequently, determine what it needs to achieve its desired goals.

One interviewee from the RBN mentioned: “*WFP needs to do an internal capacity assessment to understand where it stands and what it can do. WFP needs to ask itself if its capacities have been developed enough to enable it to do CS of governments.*” This statement indicates that for WFP to change it needs to have a good understanding of what it needs to strengthen for it to achieve its desired goals. Another interviewee from the RBN mentioned that: “*the capacities of WFP have not been strengthened enough to do CS for other people in ECA*”. While WFP has the technical skills to do CS, the organisation still needs to: (1) build the skills of its individual members; (2) increase its funding for CS to make the appropriate internal changes and have the financial resources to implement CS programmes; and (3) develop its information resource; that is, the pool of best practices and lessons learned in the area of CS in ECA. Besides that, it was mentioned during the interviews that WFP needs to dedicate sufficient time to the respective WFP offices to be engaging in CS co-ordination meetings and policy processes. Nonetheless, because of the number of operations (especially in countries such as Uganda due to the high refugee influx) creating time for staff to work with CS is critical. Staff members are caught up in emergency operations and are not given the time to engage with CS.



## (e) Developing monitoring tools for capacity strengthening

Fifty-six percent of WFP key informants stressed the importance of WFP to develop monitoring tools for CS activities in ECA. Monitoring tools refer here to the instruments that allow the organisation to monitor and evaluate its progress and achievements in programmes (Hansbauer, 2002).

An interviewee from the RBN further explains that *WFP: “needs to learn how to quantify its CS projects. For its external partners to start recognizing WFP as a valuable partner in CS, WFP needs to show its accomplishments in CS”*. Another interviewee echoes the same: *“WFP is not good at displaying what it does and it is not good at reporting what it does which makes it difficult for it to find the necessary support from external partners”*. As a result, partners may not be convinced that CS is something that WFP can do. This is because WFP has traditionally been seen and appreciated as an agency that does service provision. Partners view WFP as this agency that comes in when there is an emergency. Hence, there is a level of uncertainty from external partners of WFP’s capacity and its role. Interviewees from the RBN highlighted that WFP has already: *“done a lot of work in CS but have not made mention of it”*.

## (f) Tools for capacity strengthening

The importance of WFP to recognise that not all tools that WFP uses are transferrable was stressed by 55 percent of the WFP key informants that were interviewed. Tools and techniques are here defined as the instruments that WFP uses to implement its programmes as a SP. Examples of such tools are for instance the handbook for emergency preparedness and response, which is a toolbox for enhancing emergency preparedness and response capabilities at the field level (World Food Programme, 2012).

According to an interviewee from the KECO it is: *“essential for WFP to recognise that when it is transferring programmes to governments, it is the starting point, but it does not mean that the end product will look the same. There are drivers within the government and within the national context, which will determine modalities or standards or approaches. Hence, WFP has to look at what are the elements in that which are transferrable. What is useful for the government and*

*what maybe is not*". This requires WFP to learn to adapt the tools and techniques of the national and local governments. Based on the interviews, this is something that WFP in ECA still needs to learn. WFP has over many decades developed its own tools, which it uses as a SP. Transitioning to a CS means that WFP needs to become more flexible and open to the idea of using other tools and techniques which are not its own. This requires an internal mind shift of WFP as an organisation. However, this is not as simple as it sounds. Change is often seen as difficult because daily routines in an organisation do not only define the personal identity of the organisation (Clarke & Ramalingam, 2008), but are also deeply rooted in the systems of the organisation. Finally, another challenge is that using and adapting tools that are not WFP's requires WFP to restructure itself in regard to measurements. For instance, using different tools and indicators in one country compared to another would not allow WFP to compare data easily, and report to donors in a consistent way.

## Summary

The results from the interviews show that for WFP to transition from a SP to a CS it needs to change gradually and comprehensively. Policies need to be changed, a plan needs to be developed, all units need to be introduced to CS, monitoring tools need to be developed and implemented, and, moreover, time needs to be created for associates to work with CS. WFP needs to develop a broad strategy as to what it needs to change in the association to make the transition from a SP to a CS comprehensive and aligned with its desired goals.

### 4.1.3. Internal and external factors that are interplaying and some of their possible consequences

Some internal and external factors interplay and have an impact on both the external as well as the internal environment or even cancel each other out. As mentioned earlier, funding could be such a factor. Without funding from donors from the external environment, it is not possible for the organisation to transition, as it needs the resources to make the appropriate internal changes and to have the financial resources to implement programmes in the respective country.

The table below displays the internal and external factors that interplay and have an impact on both contexts, the external and internal environment. A list with all internal and external

factors identified during the interviews was sent to WFP staff that participated in the interviews. The staff were asked to select those, which according to them are overlapping and have an impact on both environments. Factors that were selected from more than ten of the eighteen interviewees are listed and discussed below. The factors are ranked in priority of order of their importance as gleaned from the interviews.

Table 4.4. Internal and external factors that are interplaying

| <b>Internal and external factors that are interplaying</b>                    |
|-------------------------------------------------------------------------------|
| 1. Top management support                                                     |
| 2. Ingraining capacity strengthening and change of the organisational culture |
| 3. Funding                                                                    |
| 4. Internal support                                                           |
| 5. Trust                                                                      |

### (1) Top management support

Top management support is also an important internal factor that has a direct impact on the external environment, because if there is no top management support, then there will be no space for CS which is required, such as time and resource allocation, development of staff, skills, etc., which in turn will have an impact on the external partners trusting the organisation to work in ECA as a CS. Therefore, it is foremost important for WFP to show that it has the required management support and that it is committed to CS before it starts engaging with external partners.

### (2) Institutionalising capacity strengthening and change of organisational culture

Institutionalising CS and change in the organisational culture are important internal factors that could have a strong influence on the external environment, because if the organisation does not fully commit to CS, institutionalise and change the organisational culture it will be difficult to build trust with external partners. WFP needs to fully commit to the process to show its external partners that it is committed about the transition and that it sees its role in the international

environment not only as a SP but also as a CS.

### (3) Funding

Funding is an overlapping external factor that can prevent the organisation from transitioning from a SP to a CS. The reason for this is that the institution needs the external funding to finance the internal restructuring required for the transition. Moreover, external funding is needed for the organisation to be able to work and implement CS programmes. As for WFP, if donors see WFP more as a SP than as a CS, and hence do not want to support WFP in its new role as a CS in ECA, then it will be impossible for WFP to transition.

### (4) Internal support

Internal support is an important overlapping factor that could have an impact on both environments. If the organisation does not have the required internal support from its staff members then it will be difficult to transition, because an institution needs its staff to plan, design, and implement CS initiatives. Without the support, staff members will not see CS as a priority and hence will not look for the necessary funding and/or engage in discussion with the national and local governments to find opportunities for possible programmes.

### (5) Trust

Trust has a direct impact on both environments. Without trust of the government in WFP as a CS, it will be difficult for an organisation to transition because the government will not give the organisation the necessary support to operate in the environment.

## 5. Recommendations to WFP and the broader environment

The aim of this chapter is to provide a plan of action guide for WFP and other organisations to manage the transition from a SP to a CS. For clarity, this chapter is divided into two sub-chapters: the first will outline the guiding principles for good practice of transitioning while the second aims to present an outline for a plan of action that could be used by WFP and other humanitarian organisations to successfully transition from a SP to a CS.

### 5.1. How could the transition process of WFP be optimised in light of the determining factors and their interactive nature?

#### 5.1.1. Ten guiding principles for good practice of transitioning

##### *1 - Address the human side of change systematically*

As discussed in the literature review in this thesis, success in transitioning demands more than a strategic plan on how to transition from a to z. It requires an “intimate understanding of the human side as well — the company’s culture, values, people, and behaviours that must be changed to deliver the desired results” (Aguirre et al., 2004). As discussed earlier, organisations are made up of humans and in order for change within an organisation to be accepted it is essential for an organisation to address the worldviews, beliefs, and attitudes rooted in members’ everyday lives (Clarke & Ramalingam, 2008; Cummings & Worley, 2004; Ravasi & Schultz, 2006). Moreover, to overcome resistance, members should be included in the process of discussing what will and will not change and, moreover, explore the implications of these changes for both the organisation and the individuals who work for it including members, volunteers and supporters.

##### *2 - Change starts at the top and begins at day one*

Both the literature and the interviews confirmed that the management needs to fully commit to the transitioning process. Staff members turn to management for strength, support, and direction when it comes to change (Burke, 2002; Carnall, 1995; Greiner, 1967; Johnson & Leavitt, 2001; Kotter, 1995; Nadler & Nadler, 1998; Yukl, 2002). The leadership must “change first to challenge and motivate the rest of the institution, speaking with one voice and “walking the talk”

to model desired behaviour” (Aguirre et al., 2004, p.15). Management needs to advocate internally for change and support staff members in the process of change (Kotter, 1995; Nadler & Nadler, 1998).

### *3 – Transformation and implementation of change comes from the bottom*

Real change requires more than buy-in or passive agreement (Aguirre et al., 2004). It demands ownership from the people concerned. To create ownership, people should be involved in identifying issues and crafting solutions (Aguirre et al., 2004). This exercise will also be useful to align the thinking between management and staff members, which was mentioned as an important factor in the interviews. Alignment between management and field staff here refers to mutual understanding of the management and the field of where the organisation is heading. While the management has the power to make fundamental changes to the organisation, the field staff will implement the change, which is why they ought to agree and subscribe to the intended purpose of the respective change.

### *4 – Ensure the need of change and provide a clear vision*

As discussed in the literature as well as in the interviews, “individuals are inherently rational and will question to what extent change is needed, whether the [organisation] is headed in the right direction, and whether they want to personally commit to making change happen” (Aguirre et al., 2004, p.76). Therefore, management needs to explain to staff members the importance of change of the organisation and why change is necessary (Andersson et al., 2007; Burke, 2002).

### *5 - Explicit address of the organisational culture and mainstreaming change management in the organisation*

Organisational culture is an “amalgam of shared history, explicit values and beliefs, and common attitudes and behaviours” (Aguirre et al., 2004, p.76). To change an organisational culture requires developing an understanding of the desired end-state and devising plans to make the transition. After thinking about the desired end-state, management can assess the current culture to understand the gaps that need to be bridged. Once the gaps are identified and understood, management can identify strategies to accelerate the development of a new culture (Edmondson et al., 2001; Greiner, 1967; Kotter, 1995). Management should be “explicit about

the type of culture and underlying behaviours that will best support the new way of doing business” (Aguirre et al., 2016, p.12).

#### *6 – Creating incentives for change*

Incentives are the main link between people and change. As emphasised in the literature as well in the interviews, successful change initiatives are dependent on having the right incentives in place. As it was mentioned in the interviews, one way of creating incentives is to explain to the staff the need to change. Moreover, the organisation needs to be as honest and explicit as possible, “Individuals need to know how their work will change, what is expected of them during and after the change program, how they will be assessed or appraised, and what success or failure will mean for them” (Aguirre et al., 2004, p.34). How comfortable staff feel is important in managing successful change.

#### *7 – Building the capacity of current and new staff*

In order for the organisation to successfully transition it is of vital importance to support staff in developing the necessary skills to take on their new respective roles and adapt to the changing environment. Through strengthening the skills of individual staff, organisational members are enabled to effectively perform in their new roles and responsibilities. The greater the capacity, the easier it is for staff members to adapt and for the organisation to change (Clarke & Ramalingam, 2008; Hansen, 2006).

#### *8 – Providing resources for change*

Successful change requires sufficient resources to support the process. The change involves a redirection of organisational resources towards new activities, including developing a plan for implementing the change, communicating the need for change, training, developing new processes and practices, restructuring and reorganising the organisation. As mentioned in the literature, a comprehensive transformation is important to ensure that organisations change holistically and coherently (Mayers & Dillon, 1999; Mohrman & Lawler, 1983; Nadler and Nadler, 1998).

#### *9 – Advocating externally for change and building trust with external partners*

Any organisation needs to do advocacy to convince its external partners of its new role. It

comes down to perception and credibility and whether or not partners think that the organisation is up to the new task and that it is part of its agenda. For the organisation to be credible, it needs to co-ordinate its work in the broader environment with other agencies. Open and honest communication is critical in promoting trust between the different partners. Partners will carefully consider the question of how likely the organisation will be able to serve its interest (Harvard Business Review, 2006).

#### *10 – Developing monitoring tools*

According to the interviewees, the organisation needs to learn how to quantify its new programmes. For its external partners to start recognizing it as a valuable partner it needs to show its accomplishments in the new respective area. It needs to be able to display what it does and it needs to report what it does for it to find the necessary support from external partners. For this reason, the organisation must have monitoring tools in place, which could help the organisation to measure and evaluate its new programmes.

### 5.1.2. Recommended steps for WFP and other humanitarian organisations to manage the transition from a SP to a CS

Based on the research findings, the following recommendations ought to be considered by WFP and other humanitarian and development agencies undergoing a similar process:

#### (a) Changes that should be adapted in the short term

**1. Clarity of purpose:** Top management and key field staff members need to agree on what WFP aims to achieve and how it aims to achieve it. The interviews, along the same lines with the literature review, suggested that a successful transition benefits from a clear vision and plan of the future. The plan should help the organisation to arrive at its preferred end state, and identify and overcome obstacles as well as serve as a direction and incentive for individual staff members.

**2. Management commitment:** Management needs to be fully committed to the transitioning process. Management support allows the organisation to put resources behind the process of change and create an enabling environment for change to take place.



Moreover, individual staff members need to see that management is serious about the changing role of the organisation.

(b) Changes that should be adapted in the medium term

**1. Build the capacity of current and new staff:** Individual staff members do not feel supported in their transitioning process. The organisation should build the core expertise of current and new staff members and provide them with individual and group trainings, tools, as well as with reference and reading materials for guidance and learning. In addition to this, sufficient time and resources need to be made available for staff members to dedicate their work to CS.

**2. Communication:** The interviews suggested that communication is key to build internal support and overcome resistance. The organisation needs to make sure that the changes are communicated to all staff and that everyone understands the new direction in which the organisation is headed, and what it means to everyone. Individual staff members should also be given the opportunity to express their fears and concerns to create a feeling of control, inclusion and closeness.

(c) Changes that should be adapted in the long term

**1. Institutionalise CS:** For an organisation to transition, it must mainstream and institutionalise change in its legal norms, design, written rules and premises of the organisation. Furthermore, it was suggested to make the change mandatory to make sure that CS is implemented in the respective unit areas accordingly.

**2. Build partnerships and trust:** WFP needs to do more external advocacy around CS to convince its partners of its role as a CS. WFP - the name itself has a global connotation as an organisation that is available to respond to emergencies. Hence, WFP needs to convince its partners that it is capable of doing more than service provision and be clear about direction and outcome. Here it is useful for WFP to learn how to evaluate and assess its CS projects to show partners its competency in area of CS.

### 5.1.3. Guiding checklist for WFP and other humanitarian organisations transitioning from a SP to a CS

In addition to the mile steps mentioned above a checklist has been developed below to guide WFP and other humanitarian organisations in its transition from a SP to a CS:

## **1. Communication**

- Have all staff members been informed about the change?
- Have many different forums and techniques been used to spread the information about the new role of the organisation?
- Has everyone understood the need for change?
- Have staff members received an opportunity to convey their opinion and fears about the proposed change?
- Has the proposed change created interest for the proposed change?
- Have all questions been answered and accepted by staff members?
- Have examples of success been spread in and outside the organisation?

## **2. Clarity of the purpose, vision, and values of the proposed change**

- Have a vision, strategy and goals been formulated?
- Are the vision, strategy and goals related to the overall mandate of the organisation?
- Has a business case been made for the proposed change for the organisation?

## **3. Management Commitment**

- Is someone from the top actively involved in the change process?
- Is the management involved and interested in the change project and does he or she motivate the rest of the organisation to implement the change in the organisation?
- Do all units have focal points to implement the change?
- Have financial resources as well as time made available for staff members to implement the change?
- Does the organisation work towards the change and is the change implemented in all aspects of the organisation?
- Have lessons learned been documented?

## **4. Training and skills development of staff members**

- Have all staff members received necessary trainings and tools in order to implement the change in their daily routines?
- Have the staff members received assistance in implementing the change?
- Have the staff members been rewarded financially or non-financially?

## 6. Conclusion

The main objective of this study was to determine what internal and external factors influence the transition in the case of WFP in ECA and to ultimately develop an outline for a plan of action that could be used by WFP and other humanitarian organisations to successfully transition from a SP to a CS. To achieve the objectives of this research, qualitative interviews with WFP staff members from the RBN and Kenya CO were conducted.

The results of the interviews revealed that the biggest challenge for WFP is to improve its communication strategy when it comes to its transition from a SP to a CS. In order for WFP to successfully transition from a SP to a CS management needs to be more communicative and spread the information about the change to all staff members from the top (management) to the bottom (full-time staff, field staff, consultants, interns, and volunteers) of the transitioning to facilitate an understanding of and acceptance for the change within the organisation.

Moreover, management needs to involve staff members in the process of change. Involving staff members can lead to a better “we” feeling for the organisation as a whole, and, moreover, allows for the staff members’ fear of change to be adequately addressed. Fear is often one of the hidden factors to resistance to change and needs to be managed. Besides that, management also needs to fully commit and champion the change to avoid ambiguity and uncertainty associated with the implementation of change, and moreover, make sure that CS becomes part of WFP’s core work. The four main key success factors for managing the transition from a SP to a CS are defined to be:

- Effective communication inside and outside the organisation.
- Clarity of purpose, vision, and values of the proposed change.
- Management commitment.
- Training and skills development of staff members.

To complement this thesis with further research, it would be useful to do a follow-up study to examine to what extent WFP might have applied any of the recommended steps in this

research and if these have helped the organisation to transition from a SP to a CS, and to what degree. Another recommendation for future research would be to use the same methodology in another case study for a different organisation working in a different sector and compare the findings in terms of internal and external factors, similarities, differences and overlaps.

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## 8. Appendix

### 8.1. Interview guide

- Stage 1
1. What is your background?
  2. How long have you been working with the WFP?
  3. What is your current position?
- Stage 2
4. How do you understand the role of the WFP as a service provider?
  5. How do you understand the role of the WFP as a capacity strengthener?
  6. Are you actively involved in the process of the WFP transition to a capacity strengthener?
- Stage 3
7. What opportunities do you see for the WFP to adapt to the role of a capacity strengthener?
  8. What challenges do you see for the WFP to adapt to the role of a capacity strengthener?
- Stage 4
9. According to you, what internal factors are important in order for the WFP to transition to capacity strengthening?
  10. According to you, what external factors are important in order for the WFP to transition to a capacity strengthener?
- Stage 5
11. Exit strategy showing appreciation and asking how the informant experienced the interview.