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Change Dilemma: A Review of Critical Change Management Strategies within a Restructuring Environment: A Case of Southern Africa Development Community (SADC) Secretariat

Milton Gwakwa

Ph.D. Student, BA ISAGO University, Faculty of Commerce,
Department of Business Management, Francistown, Botswana

Gertrude K. Kachere

Campus Manager, BA ISAGO University, Francistown, Botswana

Abstract:

Institutions, whether structured along political, economic or social lines continuously need revitalization for effective execution of their mandates. Thus change and restructuring of institutions is inevitable. The purpose of this study was to interrogate change phenomena and the restructuring of the Southern African Development Community (SADC) Secretariat from around 2002. The revelation from the study presupposes significant changes and positive developments comparatively from the initial SADCC. Tasks accomplishment is now being done timeously and with total involvement of all concerned stakeholders. This is taking place against low level of resistance from laggards. The major recommendation is that the collaborative spirit that currently exists within the Secretariat should continuously be enhanced through training and development of SADC staff and member states. This is all done to perpetuate the politico and socio-economic gains for the regional member states –a reason for the establishment of the Secretariat.

Keywords: *Restructuring, change management, political will, consultative, resistance*

1. Introduction and Background

This study is a dedicated attempt to explore the critical change management strategies within a restructuring environment focusing at the SADC Secretariat-with special reference to the Directorate of Human Resources and Administration. Originally known as the Southern African Development Co-ordinating Conference (SADCC), the organisation was formed in Lusaka, Zambia in 1980. Its chief objectives were to mobilise and co-ordinate development assistance; facilitate regional co-operation through joint development projects, especially in infrastructure such as transport and communications; and to reduce the dependence on apartheid South Africa. Significantly, the SADCC gave post-independence southern African governments their first platform for regional economic co-operation. It is headquartered in Botswana –Gaborone.

SADCC was formed as a rather loose form of co-operation built on concrete projects and programmes. A limited number of institutions were established and formalised according to a Memorandum of Understanding signed in 1981. In the late 1980s regional policy-makers identified a need for a more effective and robust organisation, with legal status and powers. They were also increasingly confident that South Africa was moving towards democracy. Accordingly, they decided to formalise SADCC and to shift its focus from mere co-operation among member countries to more far-reaching regional integration. After four years of preparatory work, regional heads of state signed a Declaration and Treaty establishing the Southern African Development Community (SADC) in Windhoek, Namibia in 1992. It needs to be mentioned here that Namibia and South Africa became members in 1990 and 1994, respectively, and later Mauritius, the Seychelles and the Democratic Republic of Congo also joined the new Community. The SADC's objectives or Common Agenda as outlined in the 1992 Treaty revolves around:

- Promoting development, poverty reduction and economic growth through regional integration;
- Consolidating, defending and maintaining democracy, peace, security and stability;
- Promoting common political values and institutions which are democratic, legitimate and effective;
- Strengthening of links among the people of the region; and
- Mobilisation of regional and international private and public resources for the development of the region.

The decentralised structure of the Co-ordination Conference was continued with the new SADC. Each member state was allocated the responsibility for co-ordinating one or more sectors. This involved proposing policies, strategies and priorities, and processing projects for inclusion in the sector programme, monitoring progress and reporting to the Council of Ministers. By then, there were 21 sector co-ordinating units and commissions in 12 of the 14 SADC countries. Commissions, assisted by commission secretariats, are regional institutions, approved by Summit and supported by all member states. The secretariats have a regional staff and are funded directly by

member states through separate contributions. The sector co-ordinating units are national institutions established in the appropriate line ministry by the member country responsible for co-ordinating the particular sector and staffed by civil servants of the particular country. They are guided by sectorial committees of ministers. Only DRC and the Seychelles were without sector responsibilities.

To recapitulate what already has been alluded to, it should be re-affirmed that by the mid-1990s it was becoming clear that SADC was experiencing major difficulties and constraints. It was felt that the SADC Secretariat lacked the power, authority and resources required to facilitate regional integration. The sector coordinating units in member states were highly uneven in their ability to pursue and implement policies. It was also argued that SADC's work plan lacked a clear regional focus, it covered too many areas, and the majority of projects were found to be mainly national.

SADC was also highly dependent on external donor finance. The region's own resources, including the private sector, were insufficiently mobilised for the implementation of SADC projects and activities. Furthermore, SADC was characterised by growing political divisions and a failure to address governance, peace and security issues. In the year 2000 a high-powered SADC team submitted a comprehensive Report on the Review of Operations of SADC Institutions. It recommended far-reaching changes in SADC's organisational structure, way of operations and policy focus. The report was approved at an extraordinary SADC Summit in March 2001. The August 2001 Summit further consolidated these decisions and amended the SADC Treaty to take account of the institutional changes.

The institutional reforms revolved around the changing role and functions of the SADC Secretariat to improve performance. SADC's sector co-ordinating units and commissions were to be phased out and their functions moved to the Secretariat. The process was scheduled to take two years and began with the Summit decisions in March 2001. A Regional Indicative Strategic Development Plan was expected to be available by mid-2002. It was intended to provide an operationalisation framework of SADC's objectives. This included shifting the focus of the Secretariat from project management to policy formulation and harmonisation, and resource mobilisation. The August 2001 Summit also brought the SADC Organ on Politics, Defence and Security firmly under SADC control. An elaborate structure was adopted and it was decided to let the Secretariat also act as the secretariat for the Organ. A number of issues regarding the structure and operations of the Organ still were to be clarified. The new structure also included a national committee in each member country. These committees were intended to be crucial in ensuring national ownership of the SADC project, in formulating national inputs to SADC and in implementing policies at the national level. The decisions regarding institutional reform also emphasise the role of non-state actors, especially nongovernmental organisations and business. At all levels of the organisation, from regional governing structures to national committees, these stakeholders were to be involved; they were eager to see it work. There was uncertainty about the specifics of the institutional reforms, especially related to the closing down of sector co-ordinating units and commissions.

The importance of speedy implementation of the organization changes was necessary then. Member countries appeared to be supporting not only the institutional restructuring, but also SADC's efforts to develop and harmonise policies in a number of sectors. It is significant that SADC has been in position to make progress in several policy areas despite the persistence of political divisions in the Southern African region. The cleavages in the region appear to be crosscutting; countries taking similar position in one area (e.g. trade) may be opposing each other in other policy areas (e.g. security issues). Still, the obstacles ahead were significant and needed constant monitoring.

As SADC moved into the latter half of the 1990s critical questions began to emerge about the organisation's ability to promote regional co-operation and integration. SADC appointed a team of consultants, which submitted its Review and Rationalisation study in 1997. This study recommended that the sector co-ordinating units and commissions be phased out and brought together in five directorates as follows:

- planning and coordination
- Human resource development, science and technology;
- Agriculture, natural resources and environment;
- Infrastructure, communication and information technology;
- Trade, industry, investment and finance; and Community development, culture and information.

In March 2001, an extraordinary Summit approved the proposed recommendations for far-reaching changes in SADC's institutional framework and the structure for executing its 1992 mandate. These included changes in its governing structures at the regional and national level, but most importantly a plan for the abolishment of the 21 sector co-ordinating units and commissions located in 12 of its member countries. These units were to, according to the approved plan, be brought together in four clusters in a strengthened SADC Secretariat in Gaborone. The intention was to implement these changes over a period of two years, beginning in March 2001. It should be highlighted at this juncture that this study seeks to find out the change management strategies adopted and or pursued by the Directorate of Human Resources and Administration in its attempt to bring about efficiency and effectiveness in the execution of SADC mandates.

2. Research Problem

Prior to 2001 SADC was operating rigidly and like a loose alliance. The administrative and human resources system appeared very rigid and this had an effect on the implementation of key and strategic programs. The bureaucratic approach to work provided a serious bottleneck effect in virtually every facet of activities. The need for change was imminent given global economic and socio-political movements. Given this background, the study therefore wants to establish the change strategies employed by SADC in order to work against the imminent irrelevant systems derailing progress in implementing member states' programs.

3. Research Questions

Given the above scenario, it is therefore paramount to raise issue of concern for the study. Thus the following research questions have been formulated to answer burning issues motivating the undertaking of this noble study.

3.1. Primary Research Question

- What were the major change management strategies employed by SADC in their restructuring exercise?

3.2. Secondary Research Questions

- What challenges was SADC facing in bringing about transformation in the institution?
- What role is the organizational culture playing in facilitating change implementation?
- To what degree has been the restructuring realised since its launch in 2001?
- Is the learning concept ideology embraced by the institution?

4. Research Hypothesis

In this study, the researchers decided to come up and state hypotheses than propositions, due to the fact that several business researchers and authors state that a hypothesis is a testable proposition (Cooper and Schindler, 2000; Lewis, Saunders and Thornhill, 1997). Blumberg, Cooper and Schindler (2005) agree, stating that a proposition is a statement about concepts that may be judged as true or false. When a proposition is formulated for empirical testing, it is called a hypothesis. Propositions are statements concerned with the relationships among concepts; an assertion of a universal connection between events that have certain properties (Zikmund, 2003). In addition, the null hypothesis (H_0) indicates that there are differences between groups or no relationships between variables that are measurable. The alternative hypothesis (H_a) indicates that there is a difference or relationship between measurable variables. It is against this background that the following hypotheses have been crafted:

4.1. Primary Hypothesis

Using our research objectives as a framework, we came up with a series of hypotheses for each respective objective stated. The major and primary hypotheses are stated below:

1(a) Null Hypothesis(H_{10}): Adopting effective change management strategies is not a good recipe for achieving intended restructuring.

1(b) Alternative hypothesis (H_{1a}): Adopting effective change management strategies is a good recipe for achieving intended restructuring

There is need to highlight at this point that hypothesis testing will be done at the end of the study, where the null and alternative hypothesis will be tested to find their acceptance or rejection. According to Zikmund (2003) the significance level is a critical probability in choosing between the null hypothesis and the alternative hypothesis. Thus the level of significance determines the probability level (0.05 or 0.001) that is to be considered too low to warrant support of the null hypothesis. There are two types of errors that can be committed in hypothesis testing. These are called type 1 and type 11 errors respectively. Four possible situations can occur when the null hypothesis can be either true or false and the statistical decision will be either to accept or to reject the null hypothesis.

Decision Area		
State of null hypothesis in the population	Accept H_0	Reject H_0
H_0 is true	Correct-no error	Type 1 error
H_0 is false	Type 11 error	Correct- no error

Table 1: Type 1 and Type 11 error in hypothesis testing

Source: Zikmund (2003, p504)

5. Purpose of the Study

Change management is an important business 'formula' that no manager can afford to ignore. Successful transformational programs call for guided management of change. Charles Handy (1985) has coined change as a constant and therefore making it mandatory for institutions to accept it as a norm. This study is a critical ingredient as it attempts to interrogate the change strategies that SADC as an institution has tried to embrace especially focusing on the Directorate Human resource management and Administration from 2002 till to date(2016).

6. Significance of the Study

Every study must have some meaning, some benefits and to this endeavour, this study is equally significant with respect to the areas pointed below.

➤ The study is set to bring about a number of benefits to a number of stakeholders apart from benefiting the researcher in terms of research experience. As it were, SADC as a block will benefit through understanding and co-opting change models so that it keeps abreast with international trends. All member states and the SADC secretariat will be able to function efficiently and effectively through adopting critical observations and recommendations made in the study. The SADC executive will get an appreciation of how to manage change and why it is important to do so. Basically, the study seeks to explore on what is happening; to seek on what has

happened; to seek new insights; to ask questions and to investigate phenomena in a new light; to create a basic understanding of conditions, events, courses of events and actions with respect to restructuring exercise.

7. Research Delimitations

The study is a case study of SADC, focusing on the Directorate of Human Resources and Administration because of its sheer size. The Directorate because of its convenience to the researcher is big enough to show the change paradoxes experienced by SADC as an institution and results can be generalised to other. The critical area of focus is on the strategies that are employed to bring about the restructuring that is on-going but was started way back in 2002. Since change management is a broad field on its own, the study cannot focus on everything but limit itself to strategy and restructuring facets.

8. Literature Review

The review of literature is critical in pursuing and attempting to answer the research questions

8.1. Overview to Change Management

Change cannot be taken for granted. The process of managing change requires a willing intention and a conscious effort on the part of the change-driving authority. Various strategies and tools can help drive through necessary change. Successful change is dependent on support from the top, skilful implementation and allocation of adequate resources to make the change permanent and unrelenting. The traditional business organization of the past has all but disappeared, and for many people, the resulting uncertainty triggers distress, trepidation, apprehensiveness, fear, anxiety, and resistance. The pressure on executives and their employees to deal with change management and frequently with paradoxes that are inherent to organizational life has increased dramatically. The researchers feel that, for those who can adapt, change also opens up new opportunities for growth and development. Change management is not a distinct discipline with rigid and clearly defined boundaries. Rather, the theory and practice of change management draw on a number of social science disciplines and traditions. Though this is one of its strengths, it does make the task of tracing its origins and defining its core concepts more difficult than might otherwise be the case (Burnes, 2009). The challenge, according to Burnes (2009), is to range wide enough to capture the theoretical foundations of change management, without straying so far into its related disciplines that clarity and understanding suffer.

8.2. Change Defined

There are so many definitions and explanations given on what change is. As Strickland (1990) remarks: '*...the problem with studying change is that it parades across many subject domains under numerous guises, such as transformation, development, metamorphosis, transmutation, evolution, regenerating, innovation, revolution and transition to name but a few*'

Change, in our opinion is bringing in a new order, a new way of doing things, transformation and a new approach to organisational sustenance and sustainability. While equally agreeing with the view of Strickland, we adopt wholesomely the definition he has alluded to here. Change management is therefore the way, the approaches, the strategies adopted in ensuring that a smooth transition is experienced from the onset. Given the nature of this study, one needs to appreciate that the nature of change emanates from restructuring activities of SADC, and hence it is of interest to note that the change management processes to be adopted have to consider restructuring aspect as a guide to strategy.

8.3. Organizational Development and Change

It would be naive to talk about change management without talking about and discussing Organizational development (OD). According to French and Bell (1995), organizational development is a unique organizational strategy that emerged in the late 1950s and early 1960s.... It has evolved into an integrated framework of theories and practices capable of solving or helping to solve most of the important problems confronting the human side of organizations. Organization development is about people and organizations and how they function. OD is also about planned change that is getting individuals, teams and organizations to function better. Planned change involves common sense, hard work applied diligently overtime, a systematic, goal-oriented approach, and valid knowledge derives from the behavioural sciences such as psychology, sociology, anthropology, systems theory, and the practice of management.

8.4. Types of Change

Types of change can be categorised as to whether their primary focus applies to individuals, groups or systems or sub systems. There are three critical models:

8.5. Incremental Model

Advocates of this view see change as being a process whereby individual parts of an organization deal incrementally and separately with one problem and one goal at a time. Miller and Freisen (1984) explain that: The incrementalist perspective on change has been around, a relatively long time. It stems from the work of Linblom (1959) and Cyert and March (1963), and was further developed by Hedberg et al (1976) and especially Quinn (1980b and 1982). Quinn argues that strategic change is best viewed as 'muddling through with purpose', using a continuous, evolving and consensus building approach.

8.6. Punctuated Equilibrium

This form of change, according to Romanelli and Tushman (1994) depicts organizations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary) periods. Revolutionary periods substantively disrupt established activity patterns and install the basis for new equilibrium periods.

The punctuated equilibrium model is associated with the work of Miller and Freisen (1984), Tushman and Romanelli(1985) and Gersick (1991).It should be noted that the inspiration of this model arises from two sources : firstly, from the challenge to Charles Darwin’s gradualist model of evolution in the natural sciences ; Steven Jay Gould (1989), in particular, mounted a case for a punctuated equilibrium model of evolution; and secondly, from the assertion that whilst most organisations do appear to fit incrementalist model of change for a period of time, there does come a point when they go through a period of rapid and fundamental change (Gersick,1991).

8.7. Continuous Transformation Model

The argument put forward by the proponents of this model is that in order to survive, organizations must develop the ability to change themselves continuously in a fundamental manner. Weick and Quinn (1999) argue that: ‘Change is a pattern of endless modifications in work processes and social practice. It is driven by organizational instability and alert reactions to daily contingencies. Numerous small accommodations accumulate and amplify.’ The underpinning rationale for the continuous transformation model is that the environment in which organizations operate is changing and will continue to change. Only by continuous change and adaptation will organizations be able to keep aligned with their environment and thus survive. Tom Peters (1997a, 1997b) and Kanter et al (1997) have been arguing for continuous transformation model of change since the early 1980s.

The above three models can be brought together to create a change matrix that, covers most situations. In the next page we table in (see Table 2) the change matrix:

	In creamental	Punctuated	Continuous
Individuals	Staff training	Promotion/dismissal	Career development
Groups	Kaizen	Forming, storming, Norming, performing adjourning	Changes in composition and tasks
Systems	Fine-tuning	BPR, Organisation restructuring	Culture*

Table 2: Change matrix
Source: Adapted from Burnes (2009)

8.8. The Dunphy-Stacey Change Matrix

Another useful model that can be used to manage change is the Dunphy matrix illustrated below. Any further simplification of this model will distort the model implications and hence we will not elaborate it in this study.









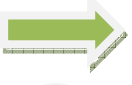







STYLE OF CHANGE MANAGEMENT	Fine -tuning	Incremental Adjustment	Modular Transformation	Corporate Transformation
<i>Collaborative</i>				
<i>Consultative</i>				
<i>Directive</i>				
<i>Coercive</i>				

Table 3: The Dunphy-Stacey change matrix
Source: Stacey and Dunphy (2001)

8.9. Environmental Analysis

One of the standard prescriptions for effective change management is the ability of management to analyse the environment in which change is taking place. There are a number of tried and tested tools that organisations can use for gathering information on and evaluating the main internal constraints, such as structure, culture, politics and management style and the main external constraints such as national characteristics, industry, sector norms, and the business environment (Collen,2007). The major tools that SADC can

use are the Strength Weaknesses, Opportunities and Strength (SWOT) analysis and Political, Economic, Social, Technological, Environmental and Political (PESTEL) frameworks. A SWOT analysis enables management to identify the key internal and external issues they need to take into account in order to understand the context in which the organization operates. By identifying key issues, managers will be able to identify constraints and risks involved in the change process and prepare a contingent framework. The PESTEL framework is a rigorous approach to identifying and understanding the main external environmental factors (macro-environment) which affect the change process. This helps the organisation in focusing on the available choices as well as the constraints and risks likely to be faced. By carrying out the restructuring exercise, the researcher wants to believe that the SADC board summit in 2004 had been precipitated by Environmental surveys and studies which then recommended the need for change. A further analysis and review of existing data will provide an answer to this.

8.10. Forms of Change

Basically change assumes two forms of change. Change can either be planned or unplanned. It is important to know that the meeting held in 2004 was mapping the way forward in terms of restructuring SADC into the alluded sub parts as reflected in the background to the restructuring of SADC.

8.11. Planned Change

It is important to note that change has always been a feature of organizational life, though many argue that the frequency and magnitude of change are greater now than ever before (IBM,2008). It is understood that planned change is a term first coined by Kurt Lewin to distinguish change that was consciously embarked upon by an organisation, as opposed to unintended changes such as those that might come about by accident, by impulse, by understanding or that might be forced on an unwilling organisation (Marrow,1969). It needs to be pointed out that given the explanation above, planned does not necessarily mean that someone sits down in advance and writes a plan detailing what will take place, when and how. Rather it means the organisation or institution identifies an area where it believes change is required and undertakes a process to evaluate and, if necessary, bring a number of factors, not least the particular school of thought involved, so, not surprisingly, even amongst those advocating for planned change.

Burnes (2007) points out that the foundation OD clearly rest on Lewin's work on planned change. Lewin did not just provide OD with a range of tools, techniques and approaches; he also imbued it with his democratic-humanist values. Underpinning this is asset of values, assumptions and ethics that emphasise its humanistic orientation and its commitment to organisational effectiveness.

Kurt Lewin plays a significant role in enhancing planned change. As Schein (1998) enthusiastically commented: *'There is little question that the intellectual father of contemporary theories of applied behavioural science, action research and planned change is Kurt Lewin. His essential work on leadership style and the experiments on planned change which took place in World War 11 in an effort to change consumer behaviour launched a whole generation of research in group dynamics and the implementation of change programs.'*

The wife of Lewin also commented after the death of her husband: *'Kurt Lewin was so constantly and predominantly preoccupied with the task of advancing the conceptual representation of the social-psychological world, and at the same time he was so filled with the urgent desire to use his theoretical insight for the building of a better world, that it is difficult to decide which of these two sources of motivation flowed with greater energy or vigour (GW Lewin, 1948b).'*

8.12. Lewin's Force Field Theory

He believed that for change to take place effectively, it was necessary to 'unfreeze' the forces restraining change, such as personal defences or group norms (Weick and Quinn, 1999). In order to achieve this, it is necessary to identify the restraining forces. As for the SADC case it is important to identify what forces are restraining the restructuring exercise first. Its either the Directorate of Human Resources eliminates or reduces or increases force to be able to achieve the intended objective. Lewin maintained that to understand any situation it is necessary that: *'One should view the present situation-the status quo-as being maintained by certain conditions or forces'* (Lewin,1943a). The status quo is maintained because forces driving change are in equilibrium with the forces restraining change. He postulated that group or institution behaviour is an intricate set of symbolic interactions and forces that not only affect group structures, but also modify individual behaviour. Therefore, individual behaviour is a function of the group environment or 'field' as he termed it. He defined a field as *'a totality of coexisting facts which are conceived of as mutually interdependent'* (Lewin, 1946).

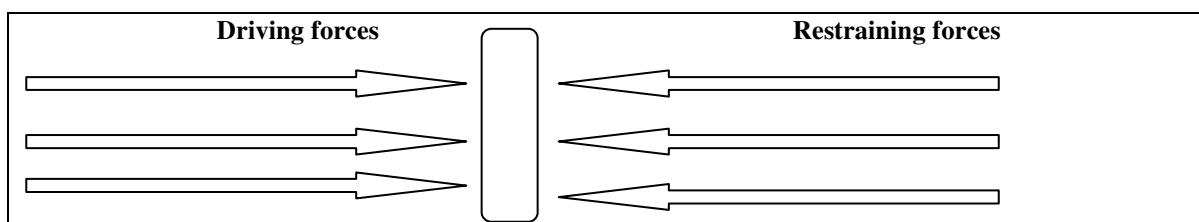


Figure 1: Force field analysis
Current group behaviour
Source: Adapted from Burnes (2009)

8.13. Lewin's Three Step Model

This is often cited as Lewin's key contribution to organisational change. It may be of paramount importance to understand the extent to which this model influences the change process at SADC. A successful change project, Lewin (1974a) argued involved three steps as shown in the figure below.



Figure 2: Lewin's three step model
Source: Adapted from Davidson (1989)

8.14. Unfreezing

Lewin believed that the stability of human behaviour was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. This is sometimes referred to as inertia- the ability of the organization to change as fast as the environment in which it operates. Miller (1993, 1994) argues that the more successful the organization the greater the inertia. This is because success tends to make organisations or institutions focus on the success factors than otherwise. Successful organisation also tends to ignore signals which might indicate the need for change. The result is that they sacrifice adaptability and increase inertia. This is why Lewin argued for the need to destabilise the forces (unfreeze) before old behaviour can be discarded (unlearned) and new behaviour successfully adopted. He believed that one approach could not work in bringing about change and thus his argument was that "The unfreezing of the present level may involve quite different problems in different cases.

8.15. Moving

Schein (1996) notes that unfreezing is not necessarily an end in itself; it creates motivation to learn but does not necessarily control or predict the direction of learning. Thus, this echoes Lewin's views that any attempt to predict or identify a specific outcome from planned change is very difficult because of the complexity of the forces concerned. This is an important step as management need to ensure that all involved cannot drag the process.

8.16. Refreezing

This is the final step of the model. This stage seeks to stabilise the institution at a new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression. It needs to be understood that the main issue about refreezing is that the new behaviour must be, to some degree congruent with the rest of the behaviours, personality and the environment in which things are taking place. In organizational terms, restructuring requires changes to organisational culture, norms policies and practices (Cummings and Huse, 1989).

8.17. The Role of Managers in Managing Change

Because of the complexities involved in managing change, nobody can master the skills required or the challenge. It is not a specialist area or activity to be facilitated or driven by an expert, but an increasingly important part of every manager's job. According to Carnal (2003), there are four core managerial competences that are essential for the effective management of change:

- **Decision-making:** This includes intuition and visioning; the ability to gather and utilise information; understanding the practical and political consequences of decisions; the ability to overcome resistance; the skill to understand and synthesise conflicting views so as to be able to relate with different groups.
- **Coalition-building:** This comprises of the skills required to bring people together as well as other resources and garner support to drive the change. For example, the Directorate employees must work together in order to achieve the goals of the restructuring exercise.
- **Achieving-action:** This concerns the ability to handle opposition, motivating and raising employee morale providing support and building self-esteem.
- **Maintaining momentum and effort:** The main concern is that ability to build super teams that will work towards achieving a common goal. Every employee is regarded a manager and feels part and parcel of the institution. It also involves trusting the people that they want to change and energizes them to pull through.

8.19. Determinants of Successful Change

Successful change is a result of quite a number of factors strategically intertwined. The figure below provides a picture of the critical ingredients of successful change.

Factor	Remarks
Organizational structure	-Determines where power lies -defines how people relate to each other in influencing the momentum of change (Carnall,2003) -type of structure influences the speed of change. It can be rigid, flexible, bureaucratic, matrix, project and loosely coupled organic network -Flat structures brings faster changes (Kotter,1996)
Organisational culture	-Role of culture is critical -align new culture to new systems and the vice versa (Dawson,2003)
Organisational learning	-Continuous learning a recipe for success; capacity building
Managerial behaviour	-way managers handle the change process; personalities and manners; value they give to the employees in the change process.
Power and Politics	-cannot separate change and politics -gain support of all stakeholders -coalition building is essential (Kanter,1992)

Table 4: Determinants of Successful Change
Source: Gwakwa M and Kachere G T (2016) (Own configuration)

8.20. Culture and Change

According to Wheelen and Hunger (1998), corporate culture is a collection of beliefs, expectations and values learned and shared by a corporation's members and transmitted from one generation to another. It does shape the behaviour of employees.

Since culture has a powerful influence on the behaviour of people at all levels; it can influence a corporation's capability to shift its strategic direction. Culture does have a profound effect in the degree to which an institution is able to succeed in implementing change. The fact that an organization's culture is made up of relatively stable and permanent characteristics makes it very resistant to change. Evidence from literature suggests that cultural change is most likely to take place when most or all of the following conditions exist:

A dynamic crisis occurs. This can be the shock that undermines the status quo and call into question the relevance of the current culture, new top leaders perceived as more responsive as compared to old leadership, the organisation is young and small. The younger the organisation, the less entrenched is its culture, the culture is weak. The more widely held the culture is and the higher the agreement among members on its overall values, the more difficult it is for the prevailing culture to be changed. Conversely weak cultures are more receptive to change than strong ones. The secret to an institution that will last is its ability to manage both continuity and culture. Such institutions are able to respond to external stimuli and adjust internally. Getting a profile of the current culture can enable a company to bring about the elements of the culture into alignment and move slowly towards an ideal situation.

Pettigrew (1997) stresses that organizational processes are embedded in an organization's context, of which culture forms an important part. He goes on to say that because of the embeddedness, change can be very slow. Cummings and Worley (2001) likewise recognise that culture can hinder the speed of change, especially when it is the culture that needs to change. Tom Peters (1993) advocates rapid and complete destruction of existing hierarchical organisation structures as to behavioural change.

Proponents of Culture-Excellence argue that a successful culture is one based on values and assumptions appropriate to the unpredictable and fast-moving environment in which they believe modern organisations operate. To operate effectively and efficiently, an organisation's culture needs to match or be appropriate to its structure (Allaire and Firsirotu, 1994; Handy, 1996).

8.21. Learning Organisation

Continuous learning is an important step towards achieving intended changes in any institution. To cope with growing complexities organisations, need to open up and accept that learning is a lifelong activity. Careful cultivation of the capacity to learn in the broadest sense, i.e., the capacity both to acquire knowledge and to develop practical abilities, seems to offer a realistic way of tackling the pressing problems of our time (Probst and Buchel, 1997). A learning organisation is an organisation skilled at creating, acquiring and transferring knowledge, and at modifying behaviour to reflect new knowledge and insights (Garvin, 1993). Senge (1985) has written a lot on learning organisations and the basis for his writing is that we should always be learning creatures regardless of age. Without the willingness to learn, organisations cannot match change requirements.

8.22. Resistance to Change

Researchers have noted several key factors that are known to make people resist change in organizations. Indeed, fear of new conditions in organizations is quite real and does create unwillingness to change. For many people change involves, moving from the known to the unknown, with the possibility of loss as well as gain. Niccolo Machiavelli (1515) once commented: "And it ought to be remembered that there is nothing more difficult to take in hand, more perils to conduct, or more uncertain in its success, than to take the leading the introduction of new order of things. It is because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new."

Organisations, therefore, in seeking to create a willingness and readiness for change, need to be aware that stressing the positive aspects of any proposed change may have much less impact than they might imagine. It is often easier to create a readiness for change by creating or making people dissatisfied with their current situation, and thus prepared to consider alternatives, than to try to paint a

rosy picture of the future. Kotter (1996) echoed this point when he referred to it as –establishing a sense of urgency. Below is a normal list of factors leading to resistance: Economic insecurity, fear of the unknown, threats to social relationships, habit, failure to recognize the need for change, structural inertia, workgroup inertia, threats to existing balance of power and previous unsuccessful change efforts.

8.23. Overcoming Resistance to Change

In order to create willingness for change, a sense of urgency, a feeling of dissatisfaction with the present and minimize resistance, there are four steps that an organization can take: make people aware of the pressures of change, give regular feedback on the performance of individual processes and areas of activity within the organisation, understand people’s fears and concerns and publicise successful change.

For Kotter (1996), establishing a sense of urgency is crucial to gaining needed cooperation. He goes on to say: “Increasing urgency demands that you remove sources of complacency or minimize their impacts...changing internal measurement systems that focus on the wrong indexes; vastly increasing the amount of external performance feedback everyone gets; rewarding both honest talk in meetings and people who are willing to confront problems; and stopping baseless happy talk from the top.

9. Research Methodology

A precursory discussion of the philosophical background to this study is, however, still essential to the extent that it will engender the discourse on the ontological, epistemological, axiological and methodological assumptions of the research phenomenon. Smith (2002) described a research design as a plan of the proposed research work. He goes on to argue that it is the arrangement of conditions for collecting and analysis of data in a manner that aims to combine relevance to the research purposes with economy in procedure. The phenomenon of Change management experiences depends on human intervention for its existence and consequently, knowledge about it cannot be best acquired using the positivist’s conception of “objectivity, neutrality, scientific procedure..... and discovery of laws” alone (Alvesson and Deetz, 2000). Similarly, as this research sought to elicit the explicit and authentic strategies of managing a restructuring exercise by SADC Secretariat, the goals of the critical theory paradigm with its reform, empowerment and change agenda were not appropriate either. An interpretive paradigm, by aiming to “understand, interpret, seek meaning, illuminate and theorise” (Higgs, 2004), best addressed questions that sought to understand the extent to which management was employing workable models of change management. It is however important to mention that Triangulation of both Interpretivism (qualitative) and Positivism (quantitative) methods was the best fit for this study. Given the qualitative nature of this study, it was undoubtedly best to make use of, in order to gather much more meaningful data, the following interview typology: in-depth interviews and questionnaires.

9.1. Population

Kumar (1996) defined a population as asset of all members for which a study intends to make inference. The study population is the actual population to which the research would really like to generalize. In this case it refers to all SADC employees. The target population for this study were all the employees (Managers and Operatives) within the Directorate of Human Resources and Administration. The sample size for this study is illustrated in the table below:

Level of Respondents	Estimate sample size
Top Management	5
Middle managers	10
Lower managers	5
Employees	20
Total	40

Table 5: Sample size estimate

Source: Gwakwa M and Kachere GT (2016)

Data analysis of interview questions and field notes was based on an inductive approach geared to identifying patterns in the data by means of thematic codes. Inductive analysis means that the patterns, themes, and categories of analysis had to come from the data, they emerge out of data rather than being imposed on them prior to data collection and analysis (Patton, 1980).

10. Findings of the study

The following section presents results from the study:

10.1. Overview to the Presentations and General Comments on the Analysis

The main issue of the study was to examine the nature of change management strategies employed by SADC in the face of restructuring exercise. In the process there was need to find out what strategies were employed, the organisational culture, forms of resistance and willingness to learn. In order to be able to assess, we commenced the study by gathering secondary data-in an attempt to find out what literature is available on change management strategies and this in a way provided a frame work (as shall be noted in due course) upon which primary data was carried out. Several studies and journal articles as well as press releases were scrutinized as part of secondary data gathering on change management. Amongst the articles and journals were restructuring studies specific to economic groupings, others relating to SADC herself and others from American, European and Asian countries. The majority of the

studies were either focusing on how to manage change in general or focused on specific change programmes in a country or company level. The striking factor about available literature on change management strategies and restructuring issues is that there is indeed a plethora of information, advice and assistance that organisations can and do call upon in planning and executing change yet they still fail. From the companies we studied more than ten companies were under change and restructuring and surprisingly 80 % of those failed to achieve their intended objectives. This could be why managers consistently identify the difficulties of managing change as one of the key obstacles to the increased competitiveness of their organisations (Hanson, 1993; Industrial Society, 1997; Worrall and Cooper, 1997; Dunphy et al, 2003; IBM, 2008; Senturia et al, 2008). This appears paradoxical and unbelievable from the peripheral but that is the reality on the ground.

It is important to mention that the review of literature shows that there are few people who can doubt the importance to an organisation of the ability to identify where it needs to be in the future, and how to accomplish the changes necessary to get there. This sound easy but in practice is a challenge indeed. This can be summarised by the observation made by Mintzberg and Quinn (1991):

‘One can, however, suffer not just from an absence of theories, but also from being dominated by them without realizing it. To paraphrase the words of John Maynard Keynes, most ‘practical men’ are the slaves of some defunct theorist. Whether we realize it or not, our behaviour is guided by the systems of ideas that we have internalized over the years. Much can be learnt by bringing these out into open, examining them more carefully, and comparing them with alternative ways to view the world-including ones based on systematic study, that is research’.

10.2. Results of in-depth Interviews

The following results are from the interviews that were carried one-on-one with the 10 managers.

10.3. Major Management Strategies

The results of the interviews reveal a shocking consistency in terms of use of force to push in change. All except one manager did not mince their words as they all believed that without coercion change would never succeed. When we asked them of course as individuals what strategies were employed to ensure a successful transition, their answers came in different ways but all pointing to coercion as a master piece. Below are some of the responses obtained:

‘I tried to ask a few employees whether they thought restructuring was necessary and they told me yes but I could feel the danger and after talking to my colleagues, I was convinced that we had to move ahead with the implementation...’

On the contrary one of the managers had this to say: ‘Although it was a directive from the above, I had to call employees in my department and we explained to them what was expected of us. Although, it was not easily accepted my employees welcomed the idea and supported me. I was not actually consulting but informing them in a human and African way on the impending change. They liked it’.

10.4. Role of Culture

The researcher wanted to find out if culture played any significant role in ensuring successful transformation and restructuring. There was consensus that culture indeed was an important ingredient to change management. Six of the eight managers noted that it was not easy to unfreeze the old culture and move and refreeze a new culture. They said that most of the people at SADC could not let go the old habits. This is why it has taken so long to implement all the recommendations tabled in Namibia during Heads of States Summit which recommended the need for change of the SADC organ. These comments are consistent with findings from the literature review. Pettigrew (1997) stresses that organizational processes are embedded in an organization’s context, of which culture forms an important part. He goes on to say that because of the embeddedness, change can be very slow. Cummings and Worley (2001) likewise recognise that culture can hinder the speed of change, especially when it is the culture that needs to change. To illustrate the above argument, here is what one manager said:

‘You see what, - SADC is composed of systems grounded on different cultures. Each member has a different background and when it was formed it was a big task to bring different cultures under one common operation. It happened, yes and we have been operating like that since the formation of the old SADCC. Imagine after successfully integrating as member states, now we have to disintegrate the old culture and start again. It is not easy; we are finding it difficult but we have no choice’

The study also wanted to find out the degree of success of the restructuring exercise. All the ten managers concurred to the fact that SADC had managed to move from a loose alliance to a strong bonded economic block. There was a general feeling that the SADC we have today is very different from the SADC of yesterday. However, some managers could not hide the fact that while success is visibly seen and felt more needed to be done so that the whole institution works in tandem with the major goals of restructuring which were to:

- Promoting development, poverty reduction and economic growth through regional integration;
- Consolidating, defending and maintaining democracy, peace, security and stability;
- Promoting common political values and institutions which are democratic, legitimate and effective;
- Strengthening of links among the people of the region; and
- Mobilisation of regional and international private and public resources for the development of the region.

10.5. Learning Organization

The revelation was that most employees were willing to continuously learn new ways of doing things. Apart from the employees the organization itself was embedded with old systems but was willing to come out of the hard shells of the past. The restructuring already

undertaken is a sign of the level of willingness to move with determination and zeal. The results obtained here tally with studies carried out elsewhere. Careful cultivation of the capacity to learn in the broadest sense, i.e., the capacity both to acquire knowledge and to develop practical abilities, seems to offer a realistic way of tackling the pressing problems of our time (Probst and Buchel, 1997). A learning organisation is an organisation skilled at creating, acquiring and transferring knowledge, and at modifying behaviour to reflect new knowledge and insights (Garvin, 1993). Senge (1985) has written a lot on learning organisations and the basis for his writing is that we should always be learning creatures regardless of age.

10.6. Resistance to Change

We also wanted to find out if there was any form of resistance by the Secretariat employees. Of course it was not surprising that there was high level of resistance which is said to have been overt because of fear of political victimisation and loss of employment. Since the change was imposed many employees including management did not understand the ultimate goal. They thought restructuring means retrenchment and loss of status. It was indeed not welcome in the first place by the majority. If a vote was cast, they could have abandoned the exercise. This possibly explains why coercion seemed to dominate during implementation. Here is what was said by some of the managers:

'I missed three meetings because I did not want to hear anything to do with restructuring...'

Researchers have noted several key factors that are known to make people resist change in organizations. Indeed, fear of new conditions in organizations is quite real and does create unwillingness to change. For many people change involves, moving from the known to the unknown, with the possibility of loss as well as gain. Niccolo Machiavelli (1515) once commented: "And it ought to be remembered that there is nothing more difficult to take in hand, more perils to conduct, or more uncertain in its success, than to take the leading the introduction of new order of things. It is because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new."

10.7. Overcoming Resistance

It was the intention of our study to find out if anything was done to neutralise resistance by management so that staff could willingly implement the new changes. Apart from using force there was nothing much to talk about. The indication is that it was a 'take or leave' situation. 'I always briefed my employees on what was to happen and advise them to be receptive...'

'I would meet my employees during tea breaks and neutralise their fears by joking with the current change and how it would enhance their status although I was also not very sure about the final outcome'.

10.8. Consultation on the Restructuring Exercise

We wanted to establish whether employees were consulted on the need for restructuring and the responses indicated that they were not consulted. 80% concurred that they only heard through rumours the impending changes. 20% were informed through a memo which was written by the heads of departments. This implies that management had no faith in their employees and coercion was not an option. One would have thought a simple memo or a short meeting to brief them would suffice.

10.9. Organizational Culture

Respondents were asked to rate the extent to which organizational culture had an influence towards restructuring using the Likert scale and the results of their responses are tabled below:

	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	5	25.0	25.0	25.0
Agree	11	55.0	55	80.0
Not sure	1	5.0	5.0	85.0
Disagree	2	10.0	10.0	95.0
Strongly disagree	1	5.0	5.0	100.0
Total	20	100.0	100.0	

Table 6: Organizational culture-results

The general consensus was that 80% of the respondents felt organizational culture was a critical component in the direction in which change would take place. Only 15% did not agree and 5% were not sure about how change can be affected by organizational culture. The implication here is that the employees felt that the culture at SADC was that of leadership superiority where issues are done without consulting other important stakeholders.

These findings are consistent with Wheelen and Hunger (1998), who alluded to the fact that culture does have a profound effect in the degree to which an institution is able to succeed in implementing change.

10.10. Resistance to Change

The researchers wanted to establish if at all there was resistance to the exercise and deduce how these could have affected the speed of implementation. The table below provides a list of the factors that had more impact according to the employees' experience.

	DS	D	N	A	SA	MS	M	AS	%S
Political Politicking	0	1	0	3	16	3.81	A	15	95
Economic insecurity	1	2	2	5	10	3.72	A	13	75
Fear of the unknown	1	1	0	15	2	3.53	A	12	85
Threats to social relations	2	2	3	12	1	3.25	D	11	65
Structural inertia	1	2	4	10	3	3.25	D	11	65
Habit	0	1	3	14	0	3.79	D	14	70

Table 7: Results of resistance to change

Political politicking (3.81), Habit (3.79) and economic insecurity (3.72) ranked the highest in terms of resistant elements. The implication therefore being that the strength of these factors were possibly the major causes of the delay in completing the restructuring exercise as scheduled. Threats to social relations with a mean score of 3.25 and structural inertia with the same mean had also powerful influence. Generally, management could have been expected to deal with these factors by neutralizing them and speed up the rate at which the restructuring was going on.

10.11. The Learning Concept

Respondents were asked about whether the learning concept was embraced or not at SADC and 30% of the respondents were not sure about this while 50 % agreed that there were indeed efforts to build a culture of learning although nothing significant had been done to that effect particularly with employees in the lower ranks. 20% totally disagreed and felt that a lot was needed to bring awareness to the significance of creating a learning organisation composed of learning individuals.

10.12. Capability Analysis on Change Factors and Relevant Descriptive Analysis

In order to determine how the restructuring fared we (as part of analysis) carried out a change capability analysis using findings from the primary results. The general outcome of the analysis shows that some factors had more influence than other in terms of influencing the direction of change and these needed more attention in terms of resource allocation, management attention, level of skill required and critical evaluation of bottlenecks involved.

The table in the next page shows those critical elements and their associated dimensions.

Factor/Element	N-Statistic	Mean-Statistic	Std-Statistic	Skewness-Statistic	Skewness-Std error
Employee involvement	19	3.99	1.90	.11 44	.3 97
Organizational culture	18	3.90	1.80	.899	.301
Cross-Functionality	11	3.01	1.45	.766	.305
Communication	17	3.82	1.55	.788	.377
Decision-Orientation	13	3.04	1.40.	.777	.350
Information sharing	12	3.01	1.39	.679	.290
Rewards recognition	4	2.03	1.20	.602	.245
Work tools	10	2.50	1.90	.607	.249
Performance standards	14	3.67	1.88	.701	.365
Organizational structure	17	3.80	2.0	.900	.312
Risk taking	9	2.99	1.99	.899	.310
Continuous improvement	12	3.01	1.39	.679	.290
Decentralisation	9	2.99	1.99	.899	.310

Table 8: Capability components of change management

10.13. Valid N (LISTWISE)

The general implication of the above statistics is that some factors are more influential than others and thus more significant in terms of determining the pace of change as well as the acceptability of the new systems thereto. An average mean above 2.5 shows high level of influence and a standard error of above.300 is acceptable while the standard of 1.50 depicts intensity of the factor. The following factors rank amongst the highest depicting their significance:

- Employee involvement (3.99)
- Organizational culture (3.90)
- Communication (3.82)
- Organizational structure (3.80)

10.14. Lowest Factors

- Rewards (2.03)
- Works (2.50)
- Risk taking (2.99)
- Cross-functionality (3.01)

10.15. Chi-square Test

The following test was carried out to find out the significance of coercion as a strategy in facilitating restructuring exercise in an environment dominated by multi-cultures.

10.16. Influence of Strategy on Change Implementation

The nature of strategy employed in bringing about change determines the pace and speed of change and the degree of cooperation by those directly affected.

Nature Of Strategy Employed: Political Coercion							
		Strongly Agree	Agree	Strongly Disagree	Disagree	5.0	Total
Pace and rate of change	Strongly Agree	5	1	0	3	0	9
	Agree	3	2	1	0	0	6
	Strongly Disagree	1	1	1	0	0	3
	Neutral	1	0	0	0	0	1
	Disagree	1	0	0	0	0	1
	Total	11	4	2	3	0	20

Table 9 (a): Chi-square results

	Value	df	Assmp.sig (2-sided)
Pearson Chi-Square.	20.079 ^a	17	.066
Likelihood ratio	25.510	17	.013
Likelihood-by-linear Association	1.422	2	.233
N of Valid Cases	20		

Table 9(b): Chi-square tests

^a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is 14.

Given that the Pearson chi-squared value of 20.079^a is larger than its critical value of 0.066, the result is therefore significant. The nature of strategy chosen determines the pace and speed of implementation of change in a restructuring environment. Use of coercion produces results particularly in a politically clouded environment where performance is more by instructions than by choice of action.

11. Discussions

The majority of employees were of the view that no consultations were done to find out what the general populace felt about it or at least selling the idea. One of the employees had this to say: 'We are not crying that they stop the exercise but we had thought that as a people working together we share information'. The level of resistance depicts the anti-change mood of the people and management seemed short-sighted in this area. The other general comment about the change was that there was need to educate and train employees about the new system. There was very little consultation done at lower levels in terms of how that change could be driven thus resulting in some form of resistance. It is however clear that apart from political coercion, the other strategies that were employed included partial sell of ideas particularly on performance management and pay structure. Only two managers had a sense of participatory approaches as a major approach to ensure successful implementation of the change. Evidence from the study suggests serious difficulties in moving from a culture of reluctance to a culture of commitment. When SADCC was formed it was more like a loose alliance of political figure head and employees then did not work like professional. As such, the management of the new Directorate having come from the old SADC found it difficult to do away with the status quo continued embedment of the old culture proved a barrier to effectively bring about the desired change within the two years that the Heads of states had prescribed for effective restructuring. The decisions, actions and major change thrust appeared well influenced and determined by shifting coalitions of individuals attempting to protect or enhance their personal dreams or ambitions. Thus the protective behaviour of managers in protecting their interests raised the degree to which they exerted the choice of what form the organisational culture should assume.

New systems have been brought into the secretariat. The Organo-structure is clear and employees know who to report to, who is accountable and the breadth and width of their responsibilities-something that was not known in the old SADCC. The general performance of the Secretariat has improved dramatically and results are tangible. The ability of the employees to perform well have had a spill effect on all member states as projects identified are carried out as mandated and employees carrying out the project are rewarded accordingly. Organisations, therefore, in seeking to create a willingness and readiness for change, need to be aware that stressing the positive aspects of any proposed change may have much less impact than they might imagine. It is often easier to create a readiness for change by creating or making people dissatisfied with their current situation, and thus prepared to consider alternatives, than to try to paint a rosy picture of the future. There was indeed a moderate level of resistance to the changes taking place in SADC. Mostly the resistance was coming from top and middle level managers who were sceptical about the outcome of the restructuring. The resistance took the form of political unwillingness to cooperate, dragging the implementation process, hanging on to the status quo, failure to involve employees and strange behaviours that were meant to derail the whole restructuring exercise. Fear of the unknown and obsolescence were also some major factors of resistance. The willingness to learn implied gearing themselves for the change

which was already being implemented although they were not consulted in the first place. The Secretariat indicated its willingness to in calculate a culture of learning.

12. Conclusions

Indeed, change at SADC was long overdue and by making an undertaking the SADC member states had realized that the world was not constant. Other economic and political blocs were busy restructuring too. By centralising the activities of SADC the member states had realized the need to ensure that the primary goal of SADC could not be achieved with a fragmented institution. The formation of the four Directorates was indeed a mile stone to the realization of furthering the goal of economic and political integration. Just like other Directorates, The Human Resources Directorate had a mammoth task to carry in order to meet the needs of the secretariat. Introducing new pay structures, reorganizing the structure and introducing performance management systems was meant to bring about efficiency and effectiveness in executing their duties. Too much political bickering was indeed a barrier to speedy implementation of the SADC initiatives. The fact that most employees were taken by surprise by the new systems meant failure of the responsible authorities to sell the idea profitably. One would not feel ashamed to point out that the delay in implementing key changes could have been caused by those who felt to be the key drivers of change who were trying to protect their personal interests at the expense of the Interests of the Secretariat.

13. Recommendations

Given the above findings, it is important that the researchers provide an additional suitable recipe to the way change can be productively implemented. Below are the recommendations to that effect.

Instead of using coercion to make employees accept change, it is hereby suggested that a participatory approach to change adoption is critical to the success of any change program, particularly in a restructuring organisation. Involving employees make them get motivated and they feel honoured and also that during implementation they will feel as if they are the owners of that change, hence will do it with the respect it deserves. Use of coercion should be the last resort strategy than to start with it. It is important to trust and believe in the ability and capability of your employees. SADC management needs, in future, to continuously, consult all the interested stakeholders for speedy implementation of any intended programs.

There is need to educate and train staff on the new systems being introduced before the change is implemented. The restructuring exercise was commenced without have done enough training of staff. This causes fear and ultimately resistance. Any restructured organisation need to send staff for training or carry out internal train g relevant to the respective jobs. New skills are required and this can only be attained through educating and

In order to create willingness for change, a sense of urgency, a feeling of dissatisfaction with the present and minimize resistance, SADC should embrace the four following steps: make people aware of the pressures of change, give regular feedback on the performance of individual processes and areas of activity within the organisation, understand people's fears and concerns and publicise successful change. The various components of restructuring are linked so that a delay in one of them tends to affect the progress of others. Thus for examples decision to staff one directorate depends on the progress done in the design of the final structure of that Directorate. The Human Resources Directorate will henceforth be affected by such delays yet it is expected to perform.

A culture of learning should be made a permanent ritual of the SADC institution. SADC should set an academy: SADC Institution of Learning and Development, where it can send its staff members for further training related to SADC initiatives apart from the formal training elsewhere. This will improve and hence skills and knowledge of staff members.

It is fairly clear that the HQ staff members of SADC are still small compared to what it is expected to accomplish. It is therefore suggested that a new policy on manpower planning and development be drafted and an attempt be made to increase the number of staff members.

A source of delayed action in implementing some key initiatives may be the character of interaction between the governing structures and the secretariat. The lines of power and responsibility do not appear to be entirely clear. For example, in some cases the council indicates a tendency to deal with relatively minor technical issues instead of focusing on policy. There have been 'snap' decisions by Council/Summit, handed down to the Secretariat, without allowing time for consideration of effects and side effects. It is important if an appropriate style of interaction with the Secretariat is developed.

There also appears to be little consultation between member states in order to build joint positions before meetings of the governing organs. Positions may therefore be changed without much practical consideration and circumspection and decisions become vulnerable by perhaps only one or a few members and managers sometimes get confused as how best they can proceed with implementation. Thus intensive consultation in this area needs to be done.

A specific study to discuss the effectiveness of the current SADC structure in a globalised world is needed. The other areas for further research could be: Change and politics –can change be managed from a political or economic perspective within the SADC Organ.

14. Conclusion

The study intended to establish the nature of strategies employed by SADC during its restructuring exercise and the researcher was able to establish why they have been delays in complementing the exercise. Indeed, various strategies were employed and it came out that minimal consultation had been done and the political use of coercion was more dominant creating a tense situation of resistance although a milestone had been achieved in bringing about the desired restructuring.

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