Shu-Te University
College of Informatics
Graduate School of Information Management
Master

Organizational Change Management in
Non-Governmental Organization
(Plan International Vietnam)

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February, 2011
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Organizational Change Management in Non-Governmental Organization (Plan International Vietnam)

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Abstract

This thesis analyzes the organizational change management in non-governmental Organization (NGOs) applying into the case study of Plan International Vietnam.

It was performed with three main goals in mind. The first goal is to give out a systematical approach and test organizational change management theory; The second goal aims to apply this theory into a practical case of Plan International Vietnam to find out the best recommendation, which will help Plan International Vietnam managers in all level have a guide on how to manage change effectively for a success transition period; And the third goal tries to detect some theoretical issue of organizational change management, which can apply in NGOs in specific environment of Vietnam.

A detail schedule and method that was used to prepare for doing the research in Plan International Vietnam was set-up. For collecting information, there are 20 interviews dividing into two groups with two different approaches were conducted within Plan International Vietnam: manager group with individual interview approach and staff group with focus-group interview approach. The findings of the thesis showed that internal communication was the most important factor effecting to all operational and issue of Plan International Vietnam in the transition process. Force for an open communication between Plan International Vietnam departments, staffs, and staffs to managers will be the cornerstones of other activities. The thesis also proposed the need for solving the issue of capacity building for both Plan International Vietnam managers and staffs, preparing the readiness for a new environment, new strategy and new task toward Plan International Vietnam vision and mission. The last recommendation is proposed that a review of the current Plan International Vietnam structure should be conducted which will help a better internal communication and management.

Finally, author hope that proposed findings and recommendations of the thesis would be implemented for a better future of Plan International Vietnam.

Keywords: Organizational Change, Change Management, Non-Governmental Organization (NGO), PIV (Plan International Vietnam)
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February, 2011
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Abbreviations and Acronyms

NGOs: Non-Governmental Organizations
PIV: Plan International Vietnam
CSP III: Country Strategy Paper III
DA: Development Area
PACCOM: People’s Aid Coordinating Committee
VUFO: Vietnam Union of Friendship Organizations
CPRGS: Comprehensive Poverty Reduction and Growth Strategy
HEPR: Hunger Eradication and Poverty Reduction
CD: Country Director
JD: Job Description
HR-OD: Human Resource - Organizational Development
SMT: Senior Manager Team
CSR: Corporate Social Responsibility
CBO: Community-Based Organization
TNA: Training Need Assessment
IA-SL: Impact Assessment - Share Learning
Chapter 1 Introduction

This chapter includes some background related to research topic, this part introduction some basic information of this study, motivation of research and aim of research, limitation of research.

1.1. Research background

The world is changing rapidly, change is taking place around us and change is a necessity of development. Mission of the managers is to understand the change and adjust it toward a benefit for the organization. Peter Drucker (2003) has said: “Successful people are those who go ahead the change.” This paper discusses the: awareness about the generator of the change, their functions, tasks, qualities and skills needed for successful change some direction including the change in human resources and organizational culture. In organization, the subject of management is go-ahead person to prepare conditions for the implementation of changes in that organization. Therefore, an organization wants to succeed that has the talent subject of changing management, who has to be responsible for the present and next generations.

In the book Thriving on Chaos, Tom Peters stresses the importance of change to the modern organization: “To up the odds of survival, managers at all levels must become obsessive about change” (Tom Peter, 1997). He adds, “Change must become the norm, not cause for alarm (Ibid). Many managers find themselves unable to cope with an environment or an organization that has become substantially different from the one in which they received their training and gained their early experience. Other
managers have trouble transferring their skills to a new assignment in a different industry. A growing organization, a new assignment, and changing environment may be encountered by today managers. To be successful, managers must be able to adapt to these changes, manage them and move forward.

Thus, within scope of this thesis, I would like to study the organizational change management applying into the case of Plan International Vietnam.

Purpose of the thesis will be presented in the next section.

1.2. Purpose

The purpose of this thesis is to aim:

- Firstly, give out a systematical approach and test organizational change management theory also;

- Secondly, apply this theory into practical case of Plan International Vietnam to find out the best recommendation, which will help Plan International Vietnam managers in all level have a guide on how to manage change effectively for a success transition period;

- Thirdly, detect some theoretical issue of organizational change management, which can apply in NGOs in specific environment of Vietnam.

1.3. Research methodology

Methodology usually prefers to the general approaches to research whole method refers to techniques for gathering evidence. These fore methodologies are a theory and analysis of how a research does or should proceed. Specific method for the case study will be described and elaborated upon later in the chapter three of the thesis.
A graphical overview is presented below as the methodology of this research:

![Thesis Methodology Diagram]

**Figure 1. Thesis Methodology.**

1.3.1. Research purpose

A research can classify into three basic purposes exploratory, descriptive and explanatory.

- Purposes exploratory: is a research that is designed to allow an investigator to just “look around” with respect to some phenomenon, with the aim being to develop suggestive ideas.

- Purposes descriptive: objective of this stage is to develop careful descriptions of patterns that were suspected in the exploratory research.

- Purposes explanatory: purpose of this stage is to develop explicit theory that can be used to explain the empirical generalizations that evolved from the second stage.

This study comes with descriptive and explanatory purpose more than exploratory purposes only.

1.3.2. Research Approach

The research approach of this study is qualitative. Qualitative research approaches have traditionally been favored when the main research objective is to improve the
understanding of a phenomenon, especially when this phenomenon is complex and deeply embedded in its context. Its many methodologies and techniques have helped researchers get a better grasp of a variety of management situations.

The last few years had seen an explosion of interest in qualitative methods, particularly within organizational aspects. The use of qualitative methods can counteract the perceived current imbalance between theory testing and theory generation. The distinction between qualitative and quantitative techniques is only a small part of a far wider debate about epistemology and ontology. In qualitative research the distinction between data collection and data analysis may not be clear-cut. In practice, for example, as a series of interviews progresses, the researcher will often be creating, testing and modifying analytic categories as an iterative process, such data analysis may be considered an organic whole that begins in the data gathering stage and does not end until the writing is complete.

The characteristics of qualitative research are as follow (Bogdan, Biklen, 1992).

- Qualitative research is descriptive;
- Qualitative research is concerned with process rather than simply with outcomes and products;
- Qualitative research tends to analysis their data inductively;
- Qualitative research has the natural setting, as the direct source of data and the researcher is the key instrument;
- Qualitative research can reveal how all the parts work together to form a whole;
- It assumes that reality is holistic, multidimensional, and ever-changing.
1.3.3. Research Strategy

Research strategy were used in this thesis is case study

According to theory, a case study approach should be used when how or why questions are being posed about a contemporary set of events over which the researcher has little of any control. This study is based more on research questions of how character and focuses on contemporary set of events, therefore I thought that a case study was the most suitable research strategy for this study.

1.3.4. Data Collection Method

Yin (Yin,R.K, 1994) indicates that there are six data sources from which information can be garnered for a case study. These are interview, documentary sources, archival records, participant observation, physical artifacts and direct observation. Of these six, extensive use is made interview, documentary sources such as information obtained from organizations, direct observations and occasional reference to archival materials, for the present study. Each of these data sources has their strengths and weaknesses. Since no single source of data has a complete advantage over all the others and given that the data sources are highly complementary, and the recommendation by researchers that a good case study may want to use as many sources as possible. The various data source that were accessed for the present study was combine as complementary or information for presenting each case.

In this study data will be collected from multiple sources: document, archival records and interviews (detail in Chapter 3).
1.3.5. Sample Selection

This section’s purpose is to present the way in which organization, as well as the individuals within this organization will be selected for this study. In this case, a Non-Governmental organization will be focus upon. The criteria for the selection of the sample organization were:

- That the organization is a non-governmental organization (NGO);
- That the organization has a quite large portfolio and number of staffs in Vietnam;
- That the organization has some drastic changes recently.

1.3.6. Data Analysis

The way in which the data will be analyzed is very important for any research study. For this study it will involve the analysis of the interviews conducted, as well as the review of any documentation that being handed over. These multiple sources of evidence are what add to a study’s validity.

Specific techniques can be used to analyze the data collected from the interviews. There are two forms of analysis for the data collected in a case study: within-case analysis and cross-case analysis. In my study, the within-case analysis will be selected.

1.4. Outline

The thesis is divided into five chapters as shown in below figure. In the first chapter a background to the selected area is presented followed by a stated purpose of choosing the thesis topic, the outline for overall thesis and the methodology using for the research. In the second chapter literature to the selected topic will be reviewed. The
third chapter contains a within case introduction including case study method, analysis and findings of Plan International Vietnam. Chapter four will show recommendations from the sample case. Finally, in chapter five the conclusions and implications will be presented.

Figure 2. Thesis outline
Chapter 2 Literature Review

2.1. Fundamentals of Organizational Change

2.1.1. Organization definition

The term of “organization” is used many times in daily life and most people in the world today are born, work, and die in one organization or more; but most of them have a casual attitude toward it because organization is intangible.

Guest (1962) has defined an organization as consisting of any large group of persons engaged in mutually dependent activities for some specific purpose. He states further that an organization is rationally structured in that:

- The organization has been formed as a legal entity at some identifiable point in time and space;
- People and physical objects have been deliberately brought together to achieve a defined goal;
- The manner in which the task is to be accomplished is based on calculation and reason, which distinguish it from spontaneous formation or actions;
- The arrangement of people and material objects assume the form generally recognized and agreed upon by the participants.

Schein, Bennis (1970) has defined and organization as the rational co-ordination of the activities of a number of people for the achievement of some common explicit purpose or goal through the division of labor.

conceives of the organization as comprising four major components:

First is the task of the organization or the work to be done and its inherent critical characteristics;

Second are the individuals who perform organizational tasks;

Third are the formal organizational arrangements, including various structures, processes, systems, which are designed to motivate individuals in the performance of organizational tasks;

The fourth is a set of informal organizational arrangements, which are usually neither planned nor written, but which tend to emerge over time. These include patterns of communications, power, and influence, values and norms, which characterize how an organization actually functions. The relationships among components can be thought of as each component having a relationship with every other component. Each pair of composing components, seeking to establish a relative degree of consistency, tries congruence or fit.

Schein, Bennis asserts that research about organization of late has progressively espoused a view of the organization as an open, complex system in dynamic interaction with multiple environments. Attempting to fulfill goals and perform tasks at many levels and in varying degrees of complexity. Evolving and developing as the interaction with a changing environment force new internal adaptations. He contends that this orientation is best expressed by stating a series of general propositions rather than attempting a single all encompassing definition of what constitutes an organization.

2.1.2. Definition Organizational Change Management (OCM)
Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management. A systematic approach to OCM is beneficial when change requires people throughout an organization to learn new behaviors and skills. By formally setting expectations, employing tools to improve communication and proactively seeking ways to reduce misinformation, stakeholders are more likely to buy into a change initially and remain committed to the change throughout any discomfort associated with it. Successful OCM strategies include:

- Agreement on a common vision for change, no competing initiatives.
- Strong executive leadership to communicate the vision and sell the business case for change.
- A strategy for educating employees about how their day-to-day work will change.
- A concrete plan for how to measure whether or not the change is a success -- and follow-up plans for both successful and unsuccessful results.

Rewards, both monetary and social, that encourage individuals and groups to take ownership for their new roles and responsibilities.

2.1.3. Basis of Organizational Change

2.1.3.1. Conceptions About Organization Change

What is organizational change?

Changing means departing to new destinations. And organizational change is
defined as the process by which organizations design and transform their structures and cultures to move from their present state to some desired future state to increase their effectiveness. It means empowering organizations and individuals for taking over responsibility for their own future.

What is Organizational Change Management and how do you organize a big project in that area?

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment (Hiatt, Jeff). In project management, change management refers to a project management process where changes to a project are formally introduced and approved (Filecetti, John).

A change begins with the organization existing in a current state (A). The future state (B) is how the organization is planned or envisioned. It is the expected state that would ideally exist after the change. The period between A and B can be thought of as the transition state C.

Nadler (1981) concedes that while not every organizational change can be expected to meet these criteria, such standards provide a target for planning change as well as assessing change effects. Nadler further recommends that owing to the balancing effect, whereby an organization’s components thrive toward congruence, there is the need for the researcher to take a holistic or systemic perspective when thinking about major organizational change.
Organizations are constantly changing, their boundaries are difficult to define and vary over time, some are expanding their missions and taking on new objectives, and others are cutting off functions and focusing on their central objectives. A shift in their missions is what leads to changes on almost all aspects of organizations. The concept of organizational change when used in business and management literature usually refers to planned, organization-wide change. Still, the concept can seem so broad and general in nature that it’s hard to keep perspective.

There is no universal formula for producing effective organizational change; once a method of change has been selected there is no widely accepted procedure for implementing if. And because of the complexity of the rapidly changing environment, it is not feasible to prescribe a standard strategy for change to better enable the organization to fit into its environment. A strategy that is beneficial for one organization may be inappropriate for another, even one with similar characteristics. Any strategy for change must be adapted to the particular set of conditions in place at the time.

2.1.3.2. Perspective on Change

Change can also be understood in relation to its extant and scope. Ackerman (1997) has distinguished between three types of changes: developmental, transitional and transformational change. Developmental change may be either planned or emergent, it is first order, or incremental. It is change that enhances or corrects existing aspects of an organization, often focusing on the improvement of a skill or a process.

Transitional change seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order or radical. The model of transitional
change is the basic of much of the organizational change literature. It has its foundations in the work of Lewin who conceptualized change as a three-stage process involving: 1- Unfreezing the existing organizational equilibrium; deals with breaking down the forces supporting or maintaining the ole state; 2- Moving to a new position; involves offering a clear and attractive option representing new state; 3- Refreezing in a new equilibrium position.

Transformational change is radical or second order in nature. It required a shift in assumptions made by the organization and its members. Transformation can result in an organization that differs significantly in term of structure, processes, culture and strategy. It may, therefore, result in the creation of an organization operates in development mode-one that continuously learns, adapts and improves.

2.1.3.3. The Systems Model of Change

A System is an organized assembly of components, related in such a way that the behavior of any individual component will influence the overall status of the system (MCCalman, Pato, 1992). The systems model of change describes an organization as five interacting variables; Culture; Behavior and processes; and Structure. This provides a framework that can be used to analyze each variable and understand its impact on the others, which alerts us to the idea that if one these things is changed it has an impact elsewhere. Successfully understanding the impact of these interactions necessitates a very effective communication process between parts of the organization and between managers and staffs. Otherwise a very subjective evaluation based on the opinions of a very limited group consisting mostly of management could be used.
Figure 3. Types of Changes
<p>| | | |</p>
<table>
<thead>
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<th></th>
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<tbody>
<tr>
<td>1</td>
<td>Sponsorship</td>
<td>The change program has the visible support of key decision-makers throughout the organization and resources are committed to the program.</td>
</tr>
<tr>
<td>2</td>
<td>Planning</td>
<td>Planning is conducted methodically before program implementation and committed to writing. Plans are agreed with major stakeholders and objectives, resources, roles and risks are clarified.</td>
</tr>
<tr>
<td>3</td>
<td>Measurement</td>
<td>Program objectives are stated in measurable terms and program progress is monitored and communicated to major stakeholders.</td>
</tr>
<tr>
<td>4</td>
<td>Engagement</td>
<td>Stakeholders are engaged in genuine two-way dialogue in an atmosphere of openness, mutual respect and trust.</td>
</tr>
<tr>
<td>5</td>
<td>Support structures</td>
<td>Program implementers and change recipients are given the resources and supporting systems they require during and after change implementation.</td>
</tr>
</tbody>
</table>

2.2. **Prior Research on NGOs**

A non-governmental organization is organization that is not parts of any government. The origin of the term NGO is clearly an international one. NGOs were listed as early as the 1940s in the Yearbook of International Organizations of the Union of International Associations. The term was also referred to in Article 71 of the Charter of the United Nations.

Some time ago, the term lost its purely international context and has since been
used to cover national, regional and local organizations as well. NGOs exist for a variety of different purposes, usually to further the political and/or social goals of their members. Some example goals include improving the state of the natural environment, encouraging the observance of human rights and concerns such as the identity and feminism, etc. NGOs also vary in their methods. Some act primarily as lobbyists, while others primarily conduct programs and activities. Over the past several decades, NGOs have become major players in the field of international development. Since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth.

From 1970 to 1985 total development aid disbursed by international NGOs increased ten-fold. In 1992 international NGOs channeled over $7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channeled through NGOs. NGOs are typically value-based organizations that depend, in whole or in part, on charitable donations (from the public as well as the government) and voluntary service. There are now tens or thousands of international non-governmental organizations (NGOs) in the world, operating in most countries. These organizations are not directly affiliated with any national government but often have significant impacts on the social, economics and political activity of the country or region involved.

In the presentation and analysis of the role of NGOs in development co-operation, they distinguish - based on the work of David Korten - between four generations of NGO organizations.
- 1st Generation: The primary objective of this generation was to help people in need of urgent relief - food, medical support, housing, etc. This type of work often started in Europe after the wars, and organizations like Oxfam, Care, Save the Children and even MS originated in this context. Funding was obtained primarily through fundraising in the market.

- 2nd Generation: Strategies in this generation focus more on closer co-operation with the target groups. Providing the “fish” itself is no longer the only objective, but also provision of “fishing rods” and training in how to use them. Organizations focus very many on local communities, and they have an intimate knowledge of these communities.

- 3rd Generation: This phase develops from the critique of the second-generation interventions being too small and narrow in scope. Interventions at the micro level have to be combined with interventions at the macro level. Not only should immediate needs be addressed, but the structural injustices should be attacked as well.

- 4th Generation: At this point, strategies are implemented as part of a broader national, even global, movement. However, this generation is not developed in the same detail as the other generations.

International NGOs have been providing support to Vietnam for many decades. In the early 1970s, some sixty-three NGOs worked in Vietnam. During the mid to late 1980s, Vietnam began to broaden its international relations.

At the end of 1986, then Communist Party of Vietnam initiated a policy of Doi Moi or Renovation. This change coincided with the collapse of the former socialist
countries of the Soviet Union and Eastern Europe; as a result, these countries substantially reduced their support for Vietnam’s development. This change created new possibilities for NGOs, which wishing to support Vietnam and many renewed efforts to have representatives in the country.

Throughout the 1990s, the number of NGOs working with Vietnam steadily increased. In 2000, close to 500 NGOs have relations with Vietnam, 350 of which are currently active with partners and programmers. Statistics figures for financial assistance at 16 million USD rising more than 300% to over 83 million USD in 2000 (Paccom, 1999). The Vietnam government sees NGOs as part of the donor community although this is beginning to change. NGO financial contributions have been small yet their influence on donor and government views of poverty programming important. NGOs are spread all over Vietnam but mostly focused on the remote area (e.g. northern mountain region, coastal areas), and work with the poor and marginalized people.

The below chart will present the way which a non-governmental organization creates values in generally (Figure 4):

As globalization and international trade impact societies, non-governmental organizations have become increasingly influential in world affairs. These are a multitude of affairs that may be challenges and threats also. To name a few as globalization of economy and information; increasing ineffectiveness of governmental institutions - and of many private too; the growing number of people living in poverty; the growing disparity between work and private life. But the biggest threat is the indifference of people.
These threats call for a new spirit of development, in which individuals, the members of organizations, experience self-determination and personal growth - and participate in creating a world around them to which they want to belong.

2.3. Traditional Management of Organizational Change

Change management can be viewed from two perspectives - from those implementing the change and from the recipients of change. The view of change management varies dramatically if you are the executive demanding the change versus the front line staff who may be unsure why a change is even needed.

In many cases at the onset of a new change, neither the executive nor the front-line staff is knowledgeable about managing change. The executives want the change to happen now; the staffs are simply doing their job. It is the project managers, consultants that first learn about the necessity for change management. They are the first to realize the two dimensions of change management: the top-down managers’ perspective and the bottom-up staffs’ perspective.

The managers’ perspective on change is results oriented. They are very aware of the business issues facing the organization and are accountable for the financial performance of the company. When a change is needed, they require action quickly.

In many cases, executives or senior managers must weigh the return on investment of this change as compared to other strategic initiatives in the organization. Their primary concerns are:

- When can the change be completed?
- How much improvement will be realized?
- How will this change impact on operation of organization?
- What is the required investment for change?
- How will this change impact to people who benefit from the organization’s operation?

Figure 4. The Way A NGO Creates Values

Now consider the perspective of front-line employees. The generally do not have a day-to-day view of the organizational issues. Day-to-day operations are their focus. Serving people, processing orders, getting the job done - these are the primary areas of
interest; these tasks combined with the number of personal issues that they all face everyday.

When changes are made, many staffs lack the broader context or knowledge base of why the change is being made. They also do not share the same accountabilities as managers. They question, therefore, how the change will impact them personally.

To complete the picture, consider the consultant or project team who is responsible to design and implement the change. They have their own agenda acting on behalf of the business leaders who charted the change.

The result is a potentially dangerous mix of different priorities, different knowledge sets and different driving forces. If the change is not managed properly, these different values and driving forces clash resulting in unfortunate outcomes for the organization.

- Employees resist the change;
- Valued personnel leave the organization;
- Critical projects are delayed;
- Beneficiary from organization (Community) feel the impact indirectly through upset staffs;
- Productivity declines;

Many organizations learned the hard way through failed projects. They learned that change management is not something addressed after the fact. Change management must start at the beginning of the project and be integrated into all facets. Both perspectives of change management must be addressed: the managers and the staffs.

So what is organizational change management?
Organizational change management is the management of change from the perspective of a manager or project team. It is the perspective of “leadership” from the “top” looking down into the organization. Change management refers to following:

- Systematic and planned management of internal, controlled changes within an organization; or

- Response to changes that lie outside the control of the organization

The focus is around broad change management practices and skills that will help the organization understand, accept and support the needed organizational change. The primary focus is around change management strategies, communication plans and training programs. The involved parties include project team members, human resources and key business leaders that sponsor the change.

The goal of change management process is to implement these changes quickly to:

- Minimize the negative impact on productivity;
- Avoid unnecessary turnover loss of valued employer;
- Eliminate any adverse impact on your community;
- Achieve the desired outcomes as soon as possible.

So the change management process is the sequence of steps or activities that a change management team or leader would follow to apply to change, including:

It is important to note what change management is and what change management is not. There are some collected opinions to above issue:

- Change management is not a stand-alone process for designing an organization solution; Change management is the processes, tools and techniques for managing the
people-side of change.

- Change management is not a process improvement method; Change management is a method for reducing and managing resistance to change when implementing process, technology or organizational change.

- Change management is not a stand-alone technique for improving organizational performance; Change management is a necessary component for any organizational performance improvement process to succeed.

Figure 5. Change Management Process

- Identify: the first step any change management process is the identification of the change. There are numerous inputs for this and the mechanics of the process may well vary based on the input and nature of the change. The most difficult part of the identification process is ensuring that all changes, which are made to the organizational
environment, are captured.

- Assess: The assessment process is where the nature of the change is evaluated and the risk to the environment and the readiness of organization is considered. Not all changes are created equally. Therefore, risk assessment is key to a successful process, which does not impose unnecessary bureaucracy on the organization.

- Evaluation: The evaluation phase is the part of the process where all documentation of work performed is reviewed and evaluated. This may include testing outcomes, forces behind the change, support plans for the change, training completed to ensure that change is successful and operations changes which have been made and are ready to implement to ensure that the change is successful.

- Plan and Schedule: This is often the most difficult part of the process for large complex distributed environment. The entire process can be rendered futile if several high impact organizational wide changes are implemented at exactly the same time. The risk taken on by the evaluation phase when the changes were look at separately.

- Execute: using the developed Plan and Schedule, execute the change.

- Report, Analyze and Improve: The number of organizations who are unable to report to changes is truly staggering. Without any way of tracking results from the change process the process is irrelevant. There is no way to evaluate effectiveness, take corrective action, learn or improve. Each change that is implemented creates an opportunity to learn how to more reliably operate the environment. Each failed change, which is not analyzed, represents a future risk to the organization.
Chapter 3 Case Study of Plan International Vietnam

Plan International Vietnam has been working to build a better future for children in Vietnam since 1993. Today, it works to improve the lives of more than 120,000 children their families and their communities in over 180 communes in 17 provinces. Plan works in partnership with local people, and government bodies at various levels. Projects take place from national to commune and village levels, with active participation of children, their families and communities. Its sustained efforts have allowed it to grow in to one of the largest non-governmental organizations working in Vietnam.

3.1. Introduction

Founded in 1937 during the Spanish Civil War, Plan has gown to become one of the world’s largest non-governmental organizations, working in 49 developing and 17 developed countries with millions of children, their families and communities. Child sponsorship is the foundation of the organization and funds from both sponsorship and donors are used for community projects to help improve quality of life and to assist children in realizing their full potential.

Plan’s vision is a world in which all children realize their full potential in societies that respect people’s rights and dignity.

Plan strives to achieve lasting improvements in the quality of life of deprived children in developing countries through a process that unites people across cultures and adds meaning and value to their lives by:
• Enabling deprived children, their families and communities to meet their basic needs and to increase their ability to participate and benefit from their societies;
• Building relationship to increase understanding and unity among peoples of different cultures and countries;
• Promoting the rights and interests of the world’s children.

An overarching emphasis of Plan in Vietnam’s work is participation: children and their communities are involved in every step of the project cycle, from identifying the issues and areas of concern, through project design and implementation, right up to completion. Children and other community members are active participants in developing their communities. Development is something they do themselves, with support from Plan in Vietnam and others, rather than something that is done to them.

Plan carries out its programs, through Child-Centered Community Development (CCCD) an approach that emphasizes capability building, empowerment and therefore, promotes sustainability. The CCCD approach employs the following strategies:

• Integrated child-centered programs
• Participatory processes involving children
• Organizing and strengthening of local groups and institutions
• Partnership and networking
• Advocacy

Child-centered community development: Unique to CCCD is the application of the child rights framework and the promotion of children, family and community
participation in all development processes. Through their participation, and the involvement of local groups that are able to address children’s rights and needs, Plan pursues lasting improvements in the quality of children’s lives. In doing so Plan helps to build an environment where children are able to realize their full potential.

Building Relationships: Sponsorship is the foundation of Plan. Funding contributions from sponsors are used to implement sustainable community development projects. Sponsorship donations do not go directly to the individual child but are used to benefit the whole community so that all the children have the chance of a better future. The sponsor - child relationship is built and strengthened through visits, letters, and information on project development and achievement. To date, more than 40,000 children in Vietnam have sponsors resulting in benefits not only for the children, but also for their families and communities. Sponsorship communications play an important role in building relationships between sponsors and sponsored children, fostering a mutual understanding of development issues, strengthening commitments to the realization of Children’s Rights, and encouraging sponsor retention. In addition, it helps children develop the skills and abilities to express themselves - the have an opportunity to think about the community in which they live and share their views with their sponsors.

partners over more than 10 years. It incorporates data analysis and widespread consultation at all levels, including Plan staff, government partners from national to commune level, donor organizations, mass organizations, international non-government organizations, local non-government organizations, community representatives and, most importantly, the children of Vietnam. The ultimate aim of this participatory process was to develop a shared vision and common ownership of a strategic plan which empowers the communities, families and particularly the children of Vietnam.

Country Program Outlines: As part of the country strategic plan five inter-linking programs have been designed to address key issues affecting children in Plan’s area of operations over the next five years. These are:

- Child-Centered Community Health
- Early Childhood Care and Development
- Quality Basic Education
- Sustainable Livelihoods
- Child Protection

Individually, each of these areas is crucial to the development of the child; together, they provide a strong, integrated approach that focuses on children’s rights. Cross cutting issues such as Water and Environmental Sanitation and Gender are integrated into programs. Within each country project outline specific projects are designed, planned, implemented and monitored by plan-supported communities in line with the goals and objectives of the strategic plan and its component programs. The projects and their constituent activities are custom-made for meeting children’s rights and aspirations.
in ways that are well-matched to the particular setting and characteristics of each location.

3.2. Case Study Method

This part now merges together the theoretical understandings of thematic concern methodology and practical case. The diagram below outlines the steps for the case conducted:

3.2.1. Start-Up

Unity and development of research objectives and expect outcomes are important beginning step of every start-up stage. Content of this stage will focus on answering question: Why will the research conduct? What’s the purpose and what’s the expect outcomes? These questions will help to:

- Clarify and state officially of the Plan International Vietnam research’s objectives
and purpose;

- Develop direction for selecting appropriate approach;

- Present the objective and benefit of research to the organization, unify objectives of research and organization and mobilize for cooperation in collecting document and information process; and

- Establish necessary contacts to who will be involved in the Plan International Vietnam research.

3.2.2. Designing and Desk study

After unifying objectives and approach method, all related documents will be collected, consolidated and refined carefully according to research issues. This is significant information source to shape the initial image of the Plan International Vietnam activities. Base on that, structure and content of interview will be designed and improved practically.

Interviewing is the mainstay of many different kinds of qualitative method. The present case study employing qualitative research methodology is no exception. An interview schedule is prepared to act as guide that keeps the interview within a certain expected framework, without necessarily depriving the interview situation of interviewer driven information-gathering process.

Data is collected through semi-structured interviews at the organizations involved in the study. Interviews lasted from one to two hours. An interview guide was used to avoid losing focus and to ensure that all relevant questions were asked. Questions were
both closed and open-ended. Indeed, while some indicators required a brief and precise answer, it is also desirable to let information emerge from the field. Respondents were thus given the opportunity to express their thoughts on the topic of interest as freely as possible.

3.2.3. Interview and Gathering Information

Before interview process, a pre-test interview will be conducted with participation of the organization representative. It’s expected to happening a discussion and assessment of interview content for an appropriate result, which will be the last content for the interview guideline.

The main content of interview will be divided into 2 parts: one for organizational structure, management and operation assessment, and one for organizational change assessment.

The assessment of organizational structure, management and operation will base on reviewing below extents (see Appendix A for detail)

- Clarity and consensus exist on the organization’s vision and goals, which are operational zed.
- Are decisions made in a participatory way?
- How delegation of authority occurs?
- Do Personal Policies and procedures exist? Practiced and are genders sensitive?
- Is the organization operated under a code of ethers?
- do recording and filing system exist?
- Are communications open and spontaneous?

- Do a programmer supportive administration (Procurement, inventory and Admin) exists.

The interview guideline for organizational change assessment base on below intentions (see Appendix B for detail).

- What’s the expect organization in the future?

- What’s the internal organizational changes recently? And what’s the effect?

- What’s the external organizational changes recently? How do they effect to the organization?

- Are these changes positive or negative?

- What’s your opinion? Do they need or not?

From the approved interview frame, in-depth interviews with individual of focus group will be conducted. Total of interviewees are 20 in all 30 members of Plan International Vietnam. The interviews will be divided into two group: manager and staff group. For manager group, interview method will be conducted individually. And for staff group, the method will take place by focus group (see Appendix D for detail). With dividing interview groups hope that collected information will be objective and multilateral; and base on these, the different awareness and opinion will be received.

After interview completion, information will be sum up and consolidated with previous collected information to infer finding for research. To have accurate and reliably information, above findings will be confirmed by the organization representative.

3.2.4. Analysis and Recommendations
Findings from the documents and interview are main material for analysis following organizational change theories that are presented in the chapter 3.

Perspectives of analysis contain:

- Environment
- System of strategies, goals, objectives, plans, approaches, and policies
- Culture
- Value and Process
- Structure

Result of analysis process will help to evaluate which is the main factors impact powerful to organization, both positive and negative way, and how it impact to organization activities. This is Assessment and Evaluation step in the change management process, which is presented in the previous chapter. It’s the foundation for proposal adoption plan and management strategy in recommendation and conclusion stage.

3.3. Why They Should Change

3.3.1. External Environment Context

The Vietnamese Government’s policy of pursuing “Market Socialism” is all set to continue throughout its Socio-Economic Development Strategy for 2007-2009. The policy intends to promote the positive aspects of the market mechanism while limiting and overcoming its negative impacts. Vietnam’s economy doubled in size during the 1990s and the poverty rate has fallen to 29%, from 35% in 2007 and 7% in the 1980s. Its impressive
performance is reflected by 7.4% growth in 2009 despite the consequences of the Iraq war and the outbreak of Severe Acute Respiratory Syndrome (SARS).

Vietnam has set targets to boost its economic growth by at least 7.2% the next two years. Despite these impressive gains, poverty remains widespread and deep. Almost 20 million people still live in poverty and the gap between rich and poor is ever increasing. Per capita income is very low at $410, 60% of rural workers are underemployed while each year over 1 million people join the workforce. Further, many of the gains of the last decade remain fragile, with millions still vulnerable to falling back into poverty. Although poverty remains largely a rural phenomenon, urban poverty is widespread and acute. The Government emphasizes that economic growth should support poor people and notes that this will require heavier investment in rural and lagging regions and a more gradual implementation of reform than is often recommended by donors.

The state a strong role and the private sector is rapidly gaining strength, but the development of local NGOs has been hindered by the lack of an NGO law. This could undermine the government’s attempts to implement good governance (through public administrative reform, legal reform and the control of corruption) and deal with the increasing instances of embezzlement of state funds. For example, some $750,000 (out of $15 million) of state funds allocated to 700 projects under the National Programmed for Poverty Reduction (Programmed 135) was reportedly embezzled. The Government has started implementing its Comprehensive Poverty Reduction and Growth Strategy to translate the 10-year Socio-economic Development Strategy into concrete measures for action. It provides a set of targets to be met through the local application of the
Millennium Development Goals. However, its implementation presents several challenges. Poor coordination between ministries to realize the goals, lack of proper understanding of Comprehensive Poverty Reduction and Growth Strategy by stakeholders and their participation in implementation and monitoring, lack of concrete action plans with timing and costing of activities, and a lack of prioritization are some of the challenges that might impede the effective implementation of Comprehensive Poverty Reduction and Growth Strategy.

One can anticipate substantial change in the pace of the economic liberalization process, trade policies and practices, tariff regimes and agricultural technologies, as these will be affected by agreements with ASEAN, AFTA, US BTA and WTO (which Vietnam hopes to join in 2005). There has been a positive change for the farmers in terms of rice exports (which grew by 16% to 4 million tones his year). However, the imposition of an anti-dumping tariff on Vietnamese catfish exports by the Unite State government has devastated many poor fish farmers. Similar moves to prevent shrimp exports to the Unite State will also affect the livelihoods of thousands of families who depend on aquaculture.

Ethnic minority people, women, unregistered migrants to urban areas, trafficked persons, sex workers, people living with HIV/AIDS and factory workers remain especially vulnerable as their rights and entitlements are not entirely fulfilled. A Vietnamese delegation attended the World Social Forum in early 2010 and raised issues such as the victims of war (particularly those affected by Agent Orange), which further opened up a space to talk about rights.
Those are some extents of external environment, which has more or less impact the operation, and performance of Plan International Vietnam. Below points summary main issues of the external environment that Plan International Vietnam have face up:

- Growth continues but disparities develop;
- Reducing rural poverty remains the biggest challenge;
- Ethnic minority groups are still particularly vulnerable;
- Incidence of urban poverty widens;
- Disparities still exist between men and woman;
- Impact of agreements with ASEAN, AFTA, US BTA and WTO.

To work well in existing project and improve Plan International Vietnam identify in community, government and donors, Plan International Vietnam can’t bypass those impacts from external environment. Thus they must be changed, must be adapt to new environment and situation.

3.3.2. Internal Forces

Specific activities of a non-governmental organization, which operates in a developing country as Vietnam, impact to Plan International Vietnam growth and sustainable development. They may be considered as main forces that demand a transition process of Plan International Vietnam. There are some identify of specific characteristics of the organization which take major role as forces for needs of Plan International Vietnam change:

Firstly, Plan International Vietnam operation bases on project and theme and
operating areas widen mostly in remote provinces. This characteristic relates to human resource issue of the organization. It’s not easy to recruit qualified experts who wish to work and commit in remote areas for a long-term. Furthermore operating based on project and theme requires project experts must have many capacities to work independently and follow up from begin to the end of a project. Besides, this characteristic also creates difficulty for management. The more the organization expands, the more the human resource management issues grow.

Secondly, Plan International Vietnam operating funds mainly depend on donors. Operating fund was collected through two main sources: one from international donors and one from sponsor bidding. Thus to ensure stable fund and develop other sponsored fund, Plan International Vietnam must to have effective financial management and suitable action plans. Besides to attract more fund for operating, Plan International Vietnam have to present an effective performance by project operation process, impact to their target community and sustainable growth capability also.

Thirdly, specific characteristics of NGO’ operation relate a lot to local government. Plan International Vietnam vision is a world without poverty in which every person can exercise their right to a life of dignity and its mission is to work with poor and marginalized people to eradicate poverty by overcoming the injustice and inequity that cause it. Thus the success of any project was effected by local government who response for governing in local level. Local government also takes a key role in support, communicate and maintain project’s result. By that the projects are really go to alive in community. Not only Plan International Vietnam but also every non-governmental
organization understand and invest a lot of time, effort and money in building good relationship with local government.

All those things create a need for change in Plan International Vietnam organization for their growth and sustainable objectives.

3.4. Change Process in Plan International Vietnam

Change process in Plan International Vietnam start with a change in overall organizational strategic objectives that was mentioned in Country Strategy Paper III for period of 2007-2012. It contains below points:

- Decentralizing and empowering to lower levels aiming at empowering the staff and community to make appropriate decisions at the local level timely.

- Strengthening Plan International Vietnam identity in Vietnam aiming at consolidating its presence as a country program by developing a local consultative board, localizing the management position, recruiting local staff from Das.

- Building capacity for staff and other partner organizations for better implementation the indicated objectives in the new County Strategy Paper.

- Linking with lager Plan International Vietnam family and alliances, with regional networks in order to learn and share experience, and support other country programmers.

- Ensuring gender issue to be incorporated in all policies, programs, systems, and strategies at all levels. The gender equality and sensitiveness are reflected in the structure, attitude and behavior of our staff and NGO partners.

- Establishing working mechanism and organizational culture to support the
learning and sharing internally and outside of the organization.

- Towards an independent Plan International Vietnam in an international Plan International Vietnam network in the near future and make sure that is adaptable with political and other situation in Vietnam.

The Country Strategy Paper for period 2007-2012 articulates a lot of new sensitized issues such as right of the poor, the capacity of civil organizations and local authorities, etc. Therefore, it will be a great challenge to adopt and bring it to the reality.

Base on the direction, which was mentioned in CSP III, Plan International Vietnam manager board had many action plans toward the vision. Up to now, after 2 years implementing the new country strategy, Plan International Vietnam had touched some success that can be remarkable as result of the profound transition in its operating mechanism.

However, the issues of changing process still exist and the objectives of this thesis are not out of identifying the remains and giving out the best recommendations for a complete and success transition process. The remarkable results of transition process will be presented in next section and follow up will be the remains that need to solve.

3.5. Results of Change process

3.5.1. Change Approach from service Delivery to Rights Based

Plan International Vietnam had always focused its programmed strategies based on the need and aspirations of the poor and powerless people. The approach that Plan International Vietnam take to address the situation of poverty and marginalization will change from service delivery to incorporate rights orientation.
The Right Based Approach seeks lasting solution to poverty through the promotion of rights that entitle the poor and marginalized people to a fair share of society’s resources; including rights to information, rights to participation, right to food and rights to education.

The change from service delivery approach to right based approach is a great turning point for Plan International Vietnam in general and for Plan International Vietnam in particular. Plan International Vietnam will not completely stop all the service providing approach that has been carried out. It will only change the way of providing services as to give the orientation for right approach. That is to say, giving the poor rights to request, to make plans and to supervise the development progress; handing them the rights to ask for our (or other’s) responsibilities.

3.5.2. Change Approach from Direct Operations to Partnership with Government Line Agencies and NGOs

A change in partnership was radical and positive when Plan International Vietnam can promote more decentralization, localization, and hand the programmed over to local partners. A change is also seen in the role of Plan International Vietnam from traditional direct working or donor agency to partners into more linking agency, when it only facilitate the process, example from Ford Foundation projects in Ha Giang, Blind Association project in Ha Tinh and CSR project in Haiphong.

This partnership mode creates need for strengthening role of Partnership Committee in project process. Partnership Committee, which the members are from
local government where Plan International Vietnam is working, has been formed in 2008 and continued with more clear agenda in 2009. This is the profound base for the Advisory Board when Plan International Vietnam can become independent in internationalization process. The key partners actively promote cooperation and wider sharing of partnership experience to implement the programmers.

So local government will play key role in partnership. In DA1 (Son La), after the completion of 11 years operation, Plan International Vietnam handed over the programmed to local government during 2009. Plan International Vietnam enters the new phase of supporting the local government to continue some programmed like Savings and Credit, Extension services. The local government, through year experience shared from Plan International Vietnam, will able to work for their people's betterment. In many of its development areas, Plan International Vietnam has moved steadily to work with local government to implement the programmed. This move was seen effective way to build capacity of partners, as well as cost reduction method. This new scheme will partly ensure the sustainability of programmers after the phase-out.

Plan International Vietnam found good in this kind of partnership. Hence in the future, the same would be replicated to other new working areas.

3.5.3. Subscribes to Decentralization and Devolution of Decision-Making Authority and Responsibility

Plan International Vietnam is the pioneer in chain to apply a strong decentralization mechanism in Vietnam. Decentralization is commonly viewed as the
transfer of legal and political authority from the central government and its agencies to the field organizations and institutions. Therefore, this transfer should include the authority to plan, make decisions and manage public affairs by agencies other than the central government.

In Plan International Vietnam, decentralization has made further step to partners and communities: 60 communes officials and villages leaders in 3 working communes were trained and given authority to manage the project, that ensure participation of the poor, transparency and accountability to the poor. Beside finance management, participatory review and reflection has been trained to community partners, which promote empowerment process and blow the new way of working. The partner now has worked more in policy advocacy at national and provincial level, which was the PPA for CPRGS monitoring during 2009 in Ninh Thuan. It would continue to help the province to localize CPRGS into the province strategy in 2010.

Localization is also seen in the readiness of local organization formulation in 2 Das in Hatinh and Laichau. This is a move ahead to become independence, and this again promoted stronger decision making for staff, more control of their power and resources. These soon established organizations follows the lessons from one phased out DA (Son La) and other phased out non-Das working in micro credit Uong Bi-Quang Ninh that has time constraint in building capacity, local institutions and legal framework for such establishment.

The localization of staffs working in local areas is facing a remarkable obstacle when Plan International Vietnam are having the staffs selected from Hanoi and has
them work in other provinces. In addition, it is difficult to have a high skill staff at local areas. For examples, high skill staffs at the provincial level tend to seek for work at big cities and the ones selected from big cities for the work at localities have a little degree of commitment.

Some mechanisms were strengthened through networking or sharing in interest groups in Lai Chau, or clubs in Ha Tinh, or else series of participatory review and reflection at community level during 2009 to promote community learning. Plan International Vietnam recognized the importance of community institutions where it can facilitate real learning among the community which empower people with knowledge and understanding.

System and shared learning platform have established through intranet and Action Aid Vietnam’s Resource Centers. Now Plan International Vietnam can share its experiences with wider stakeholders in other Country Programs and organizations. Our staff and partners are actively sharing their ideas, opinions and experience from the field into the quarterly Progress Journal. More cross support between DAs and partners have been made to maximize the expertise especially through program reviews. More forums have been organized for debate and discussions like ICT4D in Lai Chau and Hanoi, micro-finance, agriculture in Ninh Thuan, operations of Water User Associations in Ha Tinh or program meeting, staff meeting in Hanoi, where strengths, constraints, lessons and directions and policy matters were discussed. Innovations on different issues like ICT4D and land issues, or using local knowledge for greater community learning, sharing and networking were initiated, debated, discussed with wide stakeholders, staff and partners.
Moving to work with and support more to Local Organizations or community-based organizations (CBOs), Action Aid Vietnam has been also working in decentralizations at all levels.

Besides decentralization and devolution of decision-making authority and responsibility by partnership mode, which was presented in previous part, Plan International Vietnam also subscribes decentralization in internal Plan International Vietnam organization, for HR function in all departments.

It implies that the decentralization of administrative aspect of HR function to the respective line manages. This would mean that the line managers are encouraged to manage their workforce as they find suit and in line with the organization’s policy.

3.5.4. Engagement in a Larger Area

So far Plan International Vietnam has been cautious in its approach to limit its operations in a small geographical area. The Country Strategy Paper for next 5 years seeks to expand programs in southern part of Vietnam and increase coverage. Besides strengthening the existing partnership, Action Aid Vietnam has progressively worked to prepare to the establishment of two local NGOs in DA2 Ha Tinh and DA3 Laichau. In the near future, since the two organizations can operational, Plan International Vietnam will start fully its working approach through partnership in development areas.

During this period, Plan International Vietnam hope to diversify programs along particular issues of importance without constraining themselves within a geographical boundary of a DA or region. Plan International Vietnam have experienced that working
on rights and advocacy will help Plan International Vietnam members to build a broader partnership and alliances.

3.6. Remains Finding

Plan International Vietnam has been making itself a well-organized one with the principles of anti-bureaucratic for any changes or reshuffles within the organization. However, it takes time for any changes and to confirm its ready for change. Besides, the change requires psychological preparation, the way of implementation and required abilities. Thus, there still remain some issues that were assessed as obstacles toward success transition process of Plan International Vietnam.

3.6.1. Internal Communication

The internal communication has not been used effectively in Plan International Vietnam. There is a gap in communication between people to people, inter-departments, and the northern office to the southern office. As a result, Plan International Vietnam members all still do not understand each other; departments do not clear about roles and responsibilities of others; and thus cannot share information with each other. Now, there is only one kind of internal communication - The Internal Bulletin stating events without analyzing its activities impact.

I myself assess the issue of internal communication may be the core issue, which have strong effect to other issue of Plan International Vietnam transition process. After observing the following are some main points of the issue:

Firstly, information has not been classified before distribution by email. Staff is
under an impression that they are not the targeted audience and have not read information provided. As such, too much information might bring more limitations than expected.

Secondly, personal policies and procedures are available but remained unknown to the staff.

Thirdly, roles and responsibilities of departments are not clear to many of the staff.

Fourthly, shared learning to promote the learning of the organization has not been shed across the organization.

The issue of coordination between departments is also noted as an area for improvement. This is the result of:

- A lack of understanding of roles and responsibilities of departments which in turn leads to the misinterpretation of requirements set by one another;

- Heavy workload at a department which unintentionally leads to missing the deadlines set by other; and

- Different decision making mechanism between departments which could cause unexpected delay in work process, i.e. decisions made on the same issue by the department head at one department and by senior officer at the other.

3.6.2. Psychology of Staffs

Psychology of staffs that was mentioned within this case contains two dimensions: the anxiety in changing process and the commitment.
Anxiety is natural and expected part of any change. Through interview process of two third of total Plan International Vietnam managers and staffs, it is reported that there are remaining some reasons, which can consider as origin of anxiety which affect to change process of Plan International Vietnam. The origin of staff’s anxiety can be divided into three groups following 3 levels: unknowing, unable and unwilling.

- **Fear of unknown**: It is natural human behavior to fear the unknown. With many changes, the outcome is not foreseeable. In fact when Plan International Vietnam changing process is, the results are often not made known to all of the affected staffs. Through interview, some of them say “yes”, some of them say “not much” and some of them even don’t know that change is happening. A related fear is the uncertainty staffs feel about working in a changed environment. Some of Plan International Vietnam
staffs may fully understand the change, yet really doubt whether they will be able to handle it.

- Force of habit or fear skills and expertise will lose value: That issue also is felt as a fear of Plan International Vietnam staffs through interview process. Doing a job the same way every day is easy. It the steps in the job are repeated over and over, the job becomes increasingly easier. By learning an entirely new set of steps increasingly the job’s difficulty.

- Additional work and Economics reason: Staffs fear any change they think threatens their jobs or incomes though the threat may be real or only imagined. In a NGO as Plan International Vietnam, not only staffs but managers also always afraid of overload. Most of interviewees comment that working overload affect a lot to quality of their main duty but they still receive within their job description statement. At present, Plan International Vietnam possesses a performance appraisal system that carries out the individual evaluation according to both profession criteria and codes of ethic. However, the evaluation is still somewhat inadequate and limited. It does not reflect fully the nature of the matter, some evaluations are just formality. The evaluation sometimes is unilateral for the limit of technology and evaluating method; one more disadvantage of the evaluation is that the results, even of a good evaluation.

For commitment dimension, there are two groups of staffs. The first one is of people who have been working for Plan International Vietnam for a long time having high commitment, but low opportunity for promotion in the organization. The second one is of new, ambitious and young staffs having lower commitment, but higher
opportunity for promotion outside. One of the important conclusions from interview process is that the board and remote operating area in long-term for each DA (about 5 - 10 years) is also one of the reasons of low commitment of staff to Plan International Vietnam.

3.6.3. Organizational Structure

Organization charts, a representation of a organization’s internal structure, are useful tools for specifying how various tasks or functions are interrelated within organization. The Plan International Vietnam organization identifies pictorially the main functions performed within PIV and the lines of authority between people performing those functions (see Appendix D for detail).

The chart which is structured flat also shows that the hierarchy has fewer layers and managers have a wide span of control. Plan International Vietnam strategic move toward decentralization to promote managerial efficiency is well integrated in this structure.

The staff working in each of the department is encouraged to exchange ideas and subsequently, under less supervision or guidance as the result of further decentralization from their line manager. Having said that there remain a few drawbacks in this structure that is suggested to improve:

- The technical group (e.g. Reflect, Microfinance, HIV/AIDS), which is meant to provide need-based support countrywide, has been scattered around the organization and based wherever support is much needed. Naturally, the organization grows;
additional activities are added or deleted as the need arises. The grouping of the personnel would make it possible for Plan International Vietnam to take advantage of economies of scale, to allocate resources more efficiently; and for its staff to be more technically strong - a highly skilled workforce is a direct benefit to the organization;

- The communication officer whose tasks have been mainly “public relations” job. Meanwhile, internal communications related tasks appeared to be less attended to. The officer currently reports direct to the CD who might be not the best position to supervise her tasks and responsibilities; and

- The IASSL officer who is tasked with the establishment of M$E systems for Plan International Vietnam and the subsequent institutionalization of Learning and Sharing has not been placed independently from both functional and support functions. Once the decentralization is in place, it is the M$E tasks to ensure that the strategies, directions and decisions made from the highest level of the organization are well implemented. The separation of M$E personnel from the operation would enable her/him to perform his tasks from an independent perspective.

The lack of a well-designed and consistent set of job Descriptions (JD) does not make the organizational structure work best. Although the linkages and the line of authority are indicated in the diagram, it remains of importance to translate them into concise statements of what staffs are expected to do, what they do, how they do it, and the conditions under which the duties are performed. It is acknowledged that Plan International Vietnam staffs are motivated to work at a high level with more tasks given, i.e. one staff could easily undertake tasks of more than one position. The lack of proper
JD for each of the position (rather than each of the staff) has not facilitated the HR jobs done by either the line manager or the HR-OD department.

There still has a little temporary opposition about the sharing of power to the upper levels and the tendency for a flatter organization. In some cases, the need to have more new positions raises as to properly hand the upper level power and to some extend, this make the organization structure more cumbersome.

3.6.4. Clarity and Consensus at the HR-OD Department

The HR-OD Strategy Paper 2001 has clearly set forth the functions and activities to be undertaken by the HR-OD department. Whilst the administrative aspect of the personnel management and administration has now been rested on the manager-in-charge, the HR-OD department is supposed to provide support to the manager in performing their HR-related tasks. At the same time, more efforts of the department are expected to vest on the OD aspect of Plan International Vietnam. The decentralization of the HR function will be discussed in a separate finding, as this section will be discussed in a separate finding, as this section will just focus on the current functions of the HR-OD department itself.

One obvious “outsiders” observation is that the HR-OD department is staffed with a sufficient labor to perform full HR and OD functions. The fact that Plan International Vietnam, currently with no more than 40 staff, can afford to have a separate HR-OD department shows that the organization is determined to develop its people and organization.
The second observation, however, reveals that the lack of a full-time dedicated HR-OD manager for some time at Plan International Vietnam hindered the development of the HR and OD aspects of the organization. For some time, the main activities of the HR-OD department remained to be focused on the administrative aspect of personnel (both internal and external). When such lag occurred, the organization and the HR-OD department itself would need some time and much effort to catch up with the changes happened and envisages the changes ahead.

With a new team member on board, the HR-OD department has not seen to gear up to its full speed. It is observed that the HR-OD department is spending time and efforts in internal discussion and tasks allocation between team members. The lack of tasks clarity and consensus in tasks performing would not help to strengthen the capacity of the department and get themselves updated with the changes needed by the organization. In fact, other departments, which would have expected a stronger support from the HROD department, are yet to be satisfactory. They were concerned that when the HR-OD department is still struggling with their own functions, one would not expect too much would be done for the organization.

Despite the fact that administrative aspect of HR function being decentralized to the respective line manager, not all of the staff have an insight as to what the decentralization actually meant. As such, different views are shared and collected during the review. For example, some believed that external training is the task of the HR-OD department whilst some believed that the department is kept informed of the staff sent to the training. Without a common understanding of any HR related issues
across the organization, it would become more difficult for the department to perform their tasks in the most satisfactory manner to all.

3.6.5. Decentralization of HR functions

The decentralization of administrative aspect of HR function to the respective line manages such as the Regional Managers, DA Managers and Department Heads has been in place since 2009 as the result of the 2002 staff structure review. This would mean that the line managers are encouraged to manage their workforce as they find suit and in line with the organization’s policy.

However, once this was set in motion, the HR skills of line managers were not adequately upgraded/equipped to enable them performing their tasks accordingly. Subsequently, separate units develop their own HR perspectives (i.e. job matrix at F&A) and gradually could lose their sight of the organization’s standards. A quick audit of HR skills required for managers who are performing HR tasks (though administrative) also confirmed this.

Needless to say, a strong HRM system would require efforts from all staff of the organization. The HR-OD Department, as the conductor, would lead the PIV team toward its set organizational goals. However, in this context, the line managers who are the HR executives at their own departments would need to perform their HR administrative tasks more professionally and efficiently.
Chapter 4 Recommendations

Go through three chapters, now the recommendations for the sample case will be take out, which are expected to help managing organizational change effectively for Plan International Vietnam. Based on above findings, proposed recommendations can sum up into three main issues: strengthen internal communication, capacity building and restructuring.

4.1. Strengthening Internal Communication - Foster Open Communication

Fostering open communication in Plan International Vietnam changing process aim to solve two problems: strengthening internal communication and solving psychology issue of Plan International Vietnam staffs.

Creating an open communication will help to solve psychology issue of Plan International Vietnam staffs in the changing process. It makes sure that everyone in the organization understands the reason, the vision, the direction and goals of where the company is going and why. In a changing process, people often lose their motivation if they are not involved, and kept informed about what is going on around them. The less they are informed, the more likely it will have a negative impact on their performance. The silence of managers may be interpreted that they have not much influence or role in the organization.

Open communication also helps for solving psychology issue of readiness capacity or willingness for a new state.

The mutual communication will help both top managers and function managers of
Plan International Vietnam more understand their staffs and have appropriate responses. With open communication, it will help build trust between the managers and staffs, and between staff and organization.

That’s the psychology dimension in organization. The other issue relating to interaction between departments have significant role in strengthening internal communication of Plan International Vietnam.

With an aim to establish an open and spontaneous communication channel that in turn will help to facilitate a better coordination between departments, staffs and staffs to managers, it is recommended that Plan International Vietnam should:
- Streamline types of information and classify recipient groups to avoid the misunderstanding of the “participatory” concept that all staff should be attended to every issue arisen in the organization. By doing this, the staff will acknowledge and act upon the information sent to them;

- Establish an open floor for dialogues between staff across the organization. This can be established in the form of a monthly technical update session for no longer than two hours. Attendance is compulsory for the departments will be shared across in the concise manner. To promote the learning environment, it is advisable to have one technical topic to be discussed at the session;

- Assign the task of promoting an efficient communication channel, i.e. Information streamlining and distribution moderator, to the HR-OD department whilst the communication officer stays focus on the external oriented works, i.e. PR and publishing;

- The re-design of job description system and its implementation across the organization would also help to build up understanding of roles and responsibilities between departments.

4.2. Building Capacity

4.2.1. Competency Assessment

Human capital is the single most important asset in the organization, thus investing in our capital is therefore necessary; it will not only ensure that reaching the organization goals (in serving our clients), but it safeguards the development of Plan International Vietnam in general, keeps the organization ahead in the market and will also make sure all members
can keep on improving our performance in the future. The difference in talents and motivation are important input for actual differences in performance. Therefore, it is a challenge to benefit from the diversity of talents and motivation of the human capacities available within Plan International Vietnam. To be able to gain an insight in the relationship between behavior, knowledge and skills, talents and motivation are needed. To achieve this it is absolutely necessary that a system of competency profiles should be done to be cornerstone for competency assessment in Plan International Vietnam. It’s over of the thesis scope to build a complete competency assessment process. So there are only some recommendations for further research that:

- Cd’s are responsible for the organization of the implementation of the competency management;

- The competency assessment is drawn up annually in November/December by the supervisor, and discussed during the appraisal & PRDP meeting.

The following HR instruments and approaches can be used in the implementation of competency management:

- 360 degree feedback instrument
- STAR interview
- Assessment/ development annually

4.2.2. Training need Assessment Annually

Every year Plan International Vietnam conduct capacity building needs assessment for staff through the annual performance appraisal.
Last year the need assessment also has been done through “Capacity building need analysis” should be done with not only Plan International Vietnam staff but also Plan International Vietnam partners though workshops and questionnaire in all Das and country office.

In the workshop for TNA, participatory method including presentation and discuss will take a key tool to have a full participation and contribution of staff and partners in the analysis. By this method, it was given a space and room to express idea and need for their capacity building.

Plan International Vietnam members will be divided into many small groups. All groups will discuss within group first to identify and agree about major need for capacity building of partner according to actual program activity that members of the group are in charge now. The discussion should follow below steps:

Step 1: review all program activities that members of the group are in charge with relevant and required knowledge, experience and skill. Do it by flipchart.

<table>
<thead>
<tr>
<th>Program activity</th>
<th>Knowledge, experience required</th>
<th>Skill required</th>
</tr>
</thead>
<tbody>
<tr>
<td>No 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No 2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Step 2: to do assessment on the gaps between required knowledge, experience and skill and an actual one. This need to be done with full participatory of all group member and come from their actual responsibility to Plan International Vietnam program activity.

Color cards will be provided to each group members first for their individual self-
assessment.

Step 3: then group assessment will be finalized by combining all individual assessment in to one “Group’s need” flipchart also must be in comparison with the first “required flipchart”

Final idea will use to present and share to other group for debating. Facilitation for the workshop has been done by core group to include HROD manager, DA Manager or Partner representative and one DA’s staff.

Questionnaire is also useful method in order to get comprehensive answer information.

Together with two mentioned above methods which should be conducted with staff at all level, there is one more kind of questionnaire that was sent to all senior managers and senior project officers for information gathering on estimated budget and in house training resources according to the finding needs.

4.2.3. Coaching and Training for Managers

For every organization not only in Plan International Vietnam, managers still play a key role in managing change. Furthermore, the direct manager has more influence over a staff’s motivation to change than any other person at work. Thus, proposed recommendations are blow:

- Diffuse the new strategy, new organizational changes to managers, ensure that all of them have right understanding and follow organization’s direction;

- Equip required tools and skills for the managers that will help them to identify,
understand and assess change environment and raising issues also (See Appendix C for detail):

- Coaching HR function to all managers as decentralization HR into department and unit. The HR-OD department should take the key role in this process.

- Final proposal is the need for training manager as a trainer. These managers take a role as direct trainer to their staff, thus, prepare coaching and training capability is important make sure a success changing process.

4.2.4. Rationalization of Activities in Line with Staff’s Capacity

Staff’s fear of unable originates in self-confident of their capacity. To decrease the loss of productivity during change, the Plan International Vietnam managers need to make sure their staff has the necessary skills to adopt.

Training must be seen as a top priority. Training is the cornerstone for building knowledge about the change and the required skills. The staffs will develop training requirement based on the skills, knowledge and behaviors necessary to implement the change. The time invested in training will pay off increased service quality. Training helps to alleviate the stress common during change. To ensure rationalization of activities in line with staff’s capacity, it’s recommended that Plan International Vietnam manager should have these below training-related questions in mind:

- What is the needed level of competence to support the change?
- What training will be needed to bring them up to that level of competence?
- During the time needed for training, how would they maintain their current workload?

As mentioned above, it is beyond the scope of work of this review to assess the
capacity of the staff and the activities undertaken by them. Furthermore, without updated job descriptions, it would be difficult for anyone to assess whether the workload is reasonable for a staff at his/her current position. Although lacking a set of quantitative evidence, it is worth noting that heavy workload or almost all the staff interviewed have mentioned overload. Therefore, it is recommended that:

- After a standardized set of JDs is put in place, a quick audit of staff capacities and tasks be undertaken to verify the “overload” situation; and

- Plan International Vietnam management should pay due care to staff’s current duties and responsibilities before allocating further tasks to avoid the dissatisfaction of tasks performed by related parties.

4.3. Restructuring the Plan International Vietnam

Plan International Vietnam does not stand still, the organization constantly change in its approach, its scope of activities, its technical areas and also its people. The need to have an organizational diagram that can picture as much changes as possible has been felt by the organization. In this type of organization, a staff is required to report to both a functional manager and the manager of a specific project. In adopting the matrix approach, the organization expects to gain several advantages:

First, matrix design permits flexible use of an organization’s human resources. Staff within functional departments can be assigned to specific projects as the need arises and then return to their regular duties when this task is completed; second, matrix design offers Plan International Vietnam an efficient means of responding quickly to a changing environment; and third, such design can held to enhance communication among
senior project officers who literally force their managers to discuss and agree on many matters. This could create frustration and caused by having report to two different supervisors. However, in Plan International Vietnam situation in which decentralization is promoted, this issue can be lessened. In a matrix design, Plan International Vietnam organization can be seen as below.
Chapter 5 Conclusions and Suggestions

Change is the one constant in turbulent environment today. A non-governmental organization as Plan International Vietnam also must functions and attempt to flourish under conditions that are complex, rapidly changing, and in some respects unprecedented.

Through a process of identifying, assessing, evaluating the reality of Plan International Vietnam, it recognized four significances change, concluding: change approach from service delivery to rights based, change approach from direct operations to partnership with government line agencies and NGOs, subscribe to decentralization and devolution of decision-making authority and responsibility, and engage in larger operating area.

5.1. Conclusions

The thesis also recognizes that there are still issues during the Plan International Vietnam transition process. They are issues of internal communication, psychology of staffs, organizational structure, clarity and consensus HR-OD department and the decentralization of HR function.

5.2. Contribution and Organization Implications

Applying the organizational change management theory in the beginning of the thesis and the reality condition of Plan International Vietnam, the proposed recommendations was summary follow three major ideas: firstly, strengthening internal
communication-foster open communication; secondly, building required capacity for managers and staffs; and thirdly, restructuring the current Plan International Vietnam organization.

These conclusions hoped that will the lead to some applications for the future development of theory in this area, as well as, implications for other international non-governmental organizations that operating in developing countries socio-economic environments as Vietnam in the future.

5.3. Future research suggestions

This study has shown a new idea on the management of organizational change. This research is a very important role for the development of institutions in the new era, the era of knowledge economy. With the results found by this study, especially from the survey results, interviews participants, so author would like to suggest future research focused on three points: improving advanced communication relationships in organizations, building capacity for standards organizations and individuals in the organization, organizational restructuring and adjustment strategies, organizational development plan to suit individual conditions circumstances. Later research should use both quantitative and qualitative research methods and survey more widely in some different organizations to received exactly data for analysis.
References


[18] Velerie Illes and Kim Sutherland, *Organizational Change*.

Appendix A

Questionaire for Plan International Vietnam Structure and Management Assessment

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clarity and Consensus exists on organization’s vision and goals which are operationalized</strong></td>
<td></td>
</tr>
<tr>
<td>Vision and goals are written in the organization’s constitution or policy</td>
<td></td>
</tr>
<tr>
<td>The executive members can explain the organizational vision and goals</td>
<td></td>
</tr>
<tr>
<td>Staff/members have received training/orientation on the vision</td>
<td></td>
</tr>
<tr>
<td>Organization reflects/reviews the results of the programme in relation to its vision/goals</td>
<td></td>
</tr>
<tr>
<td>The organization has established good reputation among stakeholders</td>
<td></td>
</tr>
<tr>
<td><strong>Decisions are made in a participatory way</strong></td>
<td></td>
</tr>
<tr>
<td>Senior staff/members are involved when major decisions are made</td>
<td></td>
</tr>
<tr>
<td>Staffs know the decisions making process/channel</td>
<td></td>
</tr>
<tr>
<td>Even unpopular but important decisions are made</td>
<td></td>
</tr>
<tr>
<td>Decisions are made independent of undesired external pressure such as political pressure</td>
<td></td>
</tr>
<tr>
<td>Staff respect decisions made at different levels</td>
<td></td>
</tr>
<tr>
<td>Annual plans and budgets are approved by general assembly</td>
<td></td>
</tr>
<tr>
<td>General Assembly meets at least once every year</td>
<td></td>
</tr>
<tr>
<td>Responsibilities and authority levels of executive members/senior staff are clearly defined</td>
<td></td>
</tr>
<tr>
<td><strong>Delegation of authority occurs</strong></td>
<td></td>
</tr>
<tr>
<td>Are senior staff allowed to make their own decisions?</td>
<td></td>
</tr>
<tr>
<td>Does the Chairperson Director have to</td>
<td></td>
</tr>
</tbody>
</table>
approve all decisions made by other staff?
Does the Chairperson/Director involve
other staff before making decisions?
Are there sub-committees to carry
out/decide different issues?
What are the examples to show that the
Director/Chairperson stands by the
decisions made at the various levels even
though s/he may not agree with it?

**Personal Policies and procedures exist, practiced and are gender sensitive**

Written personnel policies exist and are updated regularly
The organization has a written onogram
Staff/members are provided with training to improve capacity
All available positions are fulfilled based on open advertisement
Staffs performance is appraised formally (either written or oral)
Does the Chairperson/Director involve other staff before making decisions?
Are there sub-committees to carry out/decide different issues?
What are the examples to show that the Director/Chairperson stands by the decisions made at the various level even though s/he may not agree with it?
Enhances mutual development among other NGOs based on the premises that they are partners and not competitors
It ensures funds are always used for their intended purpose
It is transparent about what they do
Endeavours to achieve high standards in the organization’s work
It is independently managed and is not seen as an extension of another agency
Staff/members are required to treat each other with respect and equality

**Communications are open and spontaneous**

Regular meetings are held
Information is shared with staff/members through letters, reports, bulletins, memos,
verbally, etc and dedication
Enhances mutual development among other NGOs based on the premises that they are partners and not competitors
It ensures funds are always used for their intended purpose
It is transparent about what they do
Endeavours to achieve high standards in the organization’s work
It is independently managed and is not seen as an extension of another agency
Staff/members are required to treat each other with respect and equality
Relevant information are provided to the target people in time
Executive committee members and senior staff are easily accessible

A programme supportive administration (Procurement, inventory and Admin) exists
Registration with Social Welfare Council and/or respective district office exists and is up-to-date
Organization has a constitution and by-laws
Procurement is done through competitive pricing emphasizing quality goods and services
A simple inventory of all major assets, material and equipment is maintained
Office building, equipment and vehicles are properly maintained
Electricity and telephone bills are reasonable and regularly paid
All related legal contracts of the Organization funding agreements
Organization (funding, agreements, rent, etc) exists and are updated in time
Meeting minutes are up-to-date
Correspondence/reports/documents are kept systematically in files
Records are made available regularly to all concerned such as donors, staff, and executive committee member beneficiaries
### Appendix B

Questionaire for Plan International Vietnam Change Assessment

<table>
<thead>
<tr>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In recent times has your organization engaged in organizational change; what are they?</td>
</tr>
<tr>
<td>2. What were the driving forces for these changes?</td>
</tr>
<tr>
<td>3. Can you detail the particular nature of the changes you have undertaking?</td>
</tr>
<tr>
<td>4. How long has the change been going on?</td>
</tr>
<tr>
<td>5. Are these changes positive or negative?</td>
</tr>
<tr>
<td>6. How has your organization been responding to these forces of change?</td>
</tr>
<tr>
<td>7. What is the expected goal of the change effort?</td>
</tr>
<tr>
<td>8. What has been the impact of the changes on staffs?</td>
</tr>
<tr>
<td>9. Have the organization adequate resources to successfully complete the changes it has embarked upon?</td>
</tr>
<tr>
<td>10. How has the organization’s response affected the way staffs are organized and the management strategies the organization has adopted?</td>
</tr>
<tr>
<td>11. How have staff appreciated management activities?</td>
</tr>
<tr>
<td>12. In what particular ways has the change processes affected management activities?</td>
</tr>
<tr>
<td>13. What’s your opinion? Do they need or not?</td>
</tr>
</tbody>
</table>
## Appendix C

### Approach for Overcoming Resistance to Change

<table>
<thead>
<tr>
<th>Approach</th>
<th>Commonly used in situations where</th>
<th>Advantages</th>
<th>Drawback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education + Communication</td>
<td>There is a lack of information or inaccurate information and analysis</td>
<td>Once persuaded, people will often help with implementation of change</td>
<td>Can be very time consuming if lots of people are involved</td>
</tr>
<tr>
<td>Participation + Involvement</td>
<td>The initiators do not have all the information they need to design the change and others have considerable power to resist</td>
<td>People who participate will be committed to the implementation of change</td>
<td>Can be very time consuming if participators design an inappropriate change</td>
</tr>
<tr>
<td>Facilitation + Support</td>
<td>People are resisting because of adjustment problems</td>
<td>No other approach works as well with adjustment problems</td>
<td>Can be very time consuming, expensive and still fail</td>
</tr>
<tr>
<td>Negotiation + Agreement</td>
<td>Someone or some group will clearly lose out in a change and where that group has</td>
<td>Sometimes it is a relatively easy way to avoid major change considerable power to resist</td>
<td>Can be too expensive in may cases if it alerts other to negotiate for compliance</td>
</tr>
<tr>
<td>Manipulation + Co-optation</td>
<td>Other tactics will not work or are too expensive</td>
<td>It can be relatively quick and inexpensive</td>
<td>Can lead to future problems if people feel manipulated</td>
</tr>
<tr>
<td>Explicit + Implicit coercion</td>
<td>Speed is essential and where the change initiators possess considerable power</td>
<td>It is speedy and can overcome any kind of resistance</td>
<td>Can be very risky ad leave people made at the initiators</td>
</tr>
</tbody>
</table>
Appendix D
List of Interviewees

<table>
<thead>
<tr>
<th>No</th>
<th>Interviewee</th>
<th>Position</th>
<th>Interview Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ramesh Jung Khadka</td>
<td>Country Director</td>
<td>Individual</td>
</tr>
<tr>
<td>2</td>
<td>Nguyen Tat Quan</td>
<td>Northern Regional Manager</td>
<td>Individual</td>
</tr>
<tr>
<td>3</td>
<td>Nguyen Quang Minh</td>
<td>IA&amp;SL/SPO</td>
<td>Individual</td>
</tr>
<tr>
<td>4</td>
<td>Lam Phuong Nga</td>
<td>Senior HROD Officer</td>
<td>Individual</td>
</tr>
<tr>
<td>5</td>
<td>Bui Phuong Anh</td>
<td>OD Manager</td>
<td>Individual</td>
</tr>
<tr>
<td>6</td>
<td>Nguyen Huyenn Minh</td>
<td>Senior Accountant</td>
<td>Individual</td>
</tr>
<tr>
<td>7</td>
<td>Ta Van Tuan</td>
<td>Senior Pro.Officer</td>
<td>Individual</td>
</tr>
<tr>
<td>8</td>
<td>Pham Kieu Oanh</td>
<td>Gender Coordinator</td>
<td>Individual</td>
</tr>
<tr>
<td>9</td>
<td>Tran Ngoc Tue</td>
<td>Head of Finance &amp; Admin</td>
<td>Individual</td>
</tr>
<tr>
<td>10</td>
<td>Hong Phuong Thao</td>
<td>Fund &amp; fundraising Manager</td>
<td>Individual</td>
</tr>
<tr>
<td>11</td>
<td>Pham Van Ngoc</td>
<td>PRAD Manager</td>
<td>Individual</td>
</tr>
<tr>
<td>12</td>
<td>Le Quang Duat</td>
<td>Southern Regional Manager</td>
<td>Individual</td>
</tr>
<tr>
<td>13</td>
<td>Le Phuong Thuan</td>
<td>Programme Support Officer</td>
<td>Focus Group</td>
</tr>
<tr>
<td>14</td>
<td>Tran Thi Thu Hien</td>
<td>Fundraising Officer</td>
<td>Focus Group</td>
</tr>
<tr>
<td>15</td>
<td>Tran Lan Huong</td>
<td>Accountant</td>
<td>Focus Group</td>
</tr>
<tr>
<td>16</td>
<td>Do Thi Thinh</td>
<td>Admin. Assistant</td>
<td>Focus Group</td>
</tr>
<tr>
<td>17</td>
<td>Nguyen Hoai Chau</td>
<td>Advocacy &amp; Policy Officer</td>
<td>Focus Group</td>
</tr>
<tr>
<td>18</td>
<td>Tran Nguyet Que</td>
<td>Communication Officer</td>
<td>Focus Group</td>
</tr>
<tr>
<td>19</td>
<td>Truong Quoc Can</td>
<td>Senior Pro.Officer</td>
<td>Focus Group</td>
</tr>
<tr>
<td>20</td>
<td>Ngo Duc Hinh</td>
<td>IT Officer</td>
<td>Focus Group</td>
</tr>
</tbody>
</table>