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AN EVALUATION OF CHANGE MANAGEMENT IMPLEMENTATION AT
THE ZIMBABWE TECHNICAL ASSISTANCE, TRAINING AND
EDUCATION CENTRE FOR HEALTH (2018–2022)

BY

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Abstract

This study evaluates change management at Zim-TTECH, a Private Voluntary Organization in Zimbabwe, during organizational reforms from 2018 to 2022. Anchored in Lewin's three-stage model, the research found key change initiatives, assessed perceived success, examined implementation determinants, and formulated recommendations. An explanatory sequential mixed-methods single-case design was employed. Phase 1 surveyed staff; 136 usable responses were obtained from 180 invitations. Phase 2 included interviews with senior leaders and managers (n = 14) plus eight focus group discussions. Quantitative data were analyzed using descriptive and inferential statistics, and qualitative data were coded thematically. Findings show a high prevalence and concurrency of initiatives, notably migration to DHIS2, decentralized provincial hubs, reorganization of clinical and monitoring and evaluation reporting lines, governance localization, and an ISO 15189 laboratory accreditation drive. Outcomes were rated moderate to high, with the strongest gains in data quality, faster feedback loops, improved coordination, and donor confidence. Constraints included uneven internet and power reliability, inflation-related procurement delays, limited funding flexibility for surge capacity, and vendor and maintenance of bottlenecks. Enablers included visible leadership sponsorship, distributed decision-making, team cohesion, stakeholder social capital, and a strengthening learning culture supported by after-action reflection. The study contributes context-specific evidence on managing concurrent change in resource-constrained NGOs in Zimbabwe. Recommendations emphasized structured frontline co-design, staged training with job aids and coaching, targeted infrastructure hardening at critical nodes, and institutionalized after-action reviews linked to policy and onboarding.

Keywords: Change management; Lewin's three-stage model; Private Voluntary Organizations; DHIS2; Zimbabwe

Declaration

I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another university for the award of a degree.

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Dedication

This study is wholeheartedly dedicated to my family.

List of Acronyms and Abbreviations

ADKAR:	Awareness, Desire, Knowledge, Ability, Reinforcement
ANOVA:	Analysis of Variance
CEO:	Chief Executive Officer
C-suite:	Chief officer executive leadership team
DHIS 2:	District Health Information Software 2
FG / FGs:	Focus Group / Focus Groups
HO:	Head Office
AUREC:	Africa University Research Ethics Committee
ISO:	International Organization for Standardization
ISO 15189:	Medical laboratories: Requirements for quality and competence
IT :	Information Technology
I-TECH:	International Training and Education Center for Health
M and E / M&E:	Monitoring and Evaluation
MBA:	Master of Business Administration (Executive MBA in this study)
NGO / NGOs:	Non-Governmental Organization / Non-Governmental Organizations
Nvivo:	Qualitative data analysis software (QSR NVivo)
PVO / PVOs:	Private Voluntary Organization / Private Voluntary Organizations
SPSS:	Statistical Package for the Social Sciences
USAID:	United States Agency for International Development
UW:	University of Washington
Zim-TTECH:	Zimbabwe Technical, Training and Education Center for Health

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter introduces the study on an evaluation of the change management processes at Zim-TTECH, a registered PVO in Zimbabwe. The chapter provides the background against which the study is conducted. It articulates the research problem prompting the need to conduct the present study. The chapter also outlines the research objectives underpinning the inquiry as well as the corresponding research questions. Another key section housed under this chapter details the assumptions of the study. The chapter also provides a section on the significance of the study, providing rationale for the inquiry through identifying and explaining stakeholder groups that stand to benefit from the research's outcomes. The delimitations regulating the scope of the research are also detailed in this present chapter. It also specifies study limitations and mitigation measures the researcher adopts to overcome identified limitations.

1.2 Background to the study

Change management is a critical domain of organizational development that includes structured approaches, methodologies, frameworks, and interventions to move individuals, teams, and organizations toward their desired future state, according to Kinicki and Williams (2020). Change management is the methodical preparation, equipping, and support of human capital to successfully implement change, resulting in organizational success and outcomes (Cameron & Green, 2019). This multidisciplinary field develops organizational transition methods using

psychology, behavioral science, business administration, systems thinking, and project management (Stouten et al., 2018).

Planned change is a conscious, systematic intervention such as restructuring, merger, or digital-systems roll-out designed to achieve predetermined goals within a specified time. Unplanned (or emergent) change, by contrast, unfolds organically and often unpredictably as employees improvise responses to external shocks or day-to-day learning (Hussain et al., 2018). In practice, organizations rarely experience one type in isolation: formal initiatives can be derailed or accelerated by emergent events (e.g., a pandemic), while successful improvisations are often retrofitted into future planned programs. Consequently, effective change leaders must be adept at both designing structured interventions and harnessing emergent adaptations as opportunities for learning and refinement. (Hussain et al., 2018). Globalization, technological innovation, and increased competitiveness prompted more sophisticated organizational transition methods, which expanded the discipline in the 1980s and 1990s. Modern change management recognizes the complexity, interconnectedness, and rapid change of organizational contexts and uses agile methods, systems thinking, and digital transformation frameworks (Goldstein et al., 2019).

Convergent elements have made change management more important in the 21st century. The rapid pace of technological innovation, changing workforce demographics, changing regulatory environments, shifting geopolitical landscapes, and rising stakeholder expectations have transformed the organizational context, making adaptability not only beneficial but essential for survival (Lewis, 2019). While adapting to constant change, organizations must keep operational efficiency, employee engagement, and stakeholder satisfaction. The COVID-19 epidemic forced enterprises across numerous sectors to quickly reconfigure their operations, workforces, and

service delivery model (Weiner, 2020). This extraordinary global upheaval highlighted the importance of change management in organizational resilience and sustainability.

Change management principles apply to all organizations, but their implementation and effectiveness depend on the kind, sector, structure, and culture. Public sector organizations must overcome bureaucratic systems, political influences, and public accountability obligations to effect change (Ellis, 2019) . In private-sector firms, change initiatives are typically driven by goals of profitability, market share, and shareholder value; decision rights are often highly centralized, and success is measured primarily through financial and competitive metrics (Ellis, 2019). Multinational firms have complex challenges when implementing consistent change strategies in different operational, regulatory, and cultural environments. Multinational organizations must align change initiatives across diverse regulatory, cultural, and economic environments, managing tensions between global consistency and local responsiveness (Griffin et al., 2020). Small and medium firms sometimes lack resources to adapt to change (Griffin et al., 2020). SMEs generally lack slack resources, dedicated change departments, and formalized processes; their change efforts are therefore lean, opportunistic, and often led directly by owner-managers (Griffin et al., 2020). Healthcare businesses must balance quality and safety standards with innovation in clinical settings, presenting unique change management issues (Goldstein et al., 2019). Sectoral, size, and geographic contrasts matter because they shape the levers available for change and the risks of failure (Goldstein et al., 2019). For example, a profit-seeking conglomerate can fund an extensive IT overhaul from retained earnings, while a PVO must align such spending with donor-approved budgets. A single-country SME can pivot overnight without regulatory consultation, while a multinational hospital chain must secure approvals from multiple ministries of health. Recognizing

these contextual contingencies helps identify why off-the-shelf models often underperform when transposed uncritically across sectors and scales (Ellis, 2019).

Most change management research, theoretical development, and practical frameworks have been produced and proven in commercial, profit-oriented firms in developed nations (Ellis, 2019). These models and techniques may not fully address the unique characteristics, limits, and goals of non-profit organizations, especially those in emerging economies, creating a knowledge vacuum. NGOs and PVOs face unique challenges, such as mission-driven objectives that prioritize mission over profit, complex stakeholder relationships from donors to beneficiaries, resource constraints that limit their ability to change, governance structures that complicate decision-making, and operational contexts that may include political instability, economic volatility, and infrastructure limitations (Lewis, 2019). Contextual contingencies influence every phase of the change lifecycle. In the unfreezing stage, a PVO must build a mission-centered case for change that resonates with donors and beneficiaries, not just internal staff (Cameron & Green, 2019). During the moving stage, resource volatility demands adaptive sequencing—piloting low-cost prototypes before scaling—while compliance obligations require meticulous documentation (Cameron & Green, 2019). Also, in the refreezing stage, sustainability hinges on embedding new practices into grant reporting cycles and community accountability mechanisms rather than on profit incentives or shareholder oversight.

NGO change management is unique due to its operating model. Most established frameworks—Lewin’s three-step model, Kotter’s eight-step process, ADKAR, the McKinsey 7-S—were developed and validated primarily in Western, for-profit corporations (Stouten et al., 2018). When applied to mission-driven, resource-constrained PVOs, their linear sequencing, top-down communication assumptions, and reliance on financial incentives often prove insufficient.

Adaptation typically involves foregrounding participatory sense-making, aligning each step with donor requirements, and substituting intrinsic and mission-related rewards for monetary ones (Stouten et al., 2018). Unlike commercial organizations that measure performance by shareholder value and profitability, NGOs use more complex mission fulfillment measures (Cameron & Green, 2019). Their financial structures—grants, donations, and program-specific allocations—limit change initiative resource deployment. When making organizational reforms, NGOs must balance the needs of donors, beneficiaries, governmental bodies, partner organizations, and internal constituents (Stouten et al., 2018). Boards of trustees or directors with diverse backgrounds and opinions can also influence change approval, implementation, and supervision differently than corporate governance models.

Non-governmental organizations (NGOs) change management stakeholders go beyond commercial stakeholders. Organizational leadership teams set strategic directions and authorize major change initiatives; departmental or program managers implement strategic changes; frontline staff implement modified service delivery approaches; administrative and support function personnel adapt systems and processes; and volunteers may require different engagement approaches. Government entities that set regulatory frameworks and compliance requirements, partner organizations whose collaborative relationships may be affected by organizational changes, community stakeholders who receive help from NGO programs, and intended beneficiaries whose needs and feedback should inform service delivery modifications are external stakeholders (Lewis, 2019). Also mentioned are institutional and individual contributors whose financial preferences and needs may promote or hinder change.

Over decades of organizational research and practice, change management concepts and methods have evolved. Lewin's Three-Stage Model explains how change involves unfreezing old patterns,

implementing new ones, and refreezing new ones (Hussain et al., 2018). The more comprehensive Kotter 8-Step Process includes urgency creation, coalition building, vision development, communication, empowerment, short-term success, consolidation, and cultural anchoring. ADKAR promotes individual transformation through Awareness, Desire, Knowledge, Ability, and Reinforcement (Goldstein et al., 2019). Prosci's organizational change management technique prepares, manages, and reinforces individual and organizational transformation.

Stakeholder mapping and engagement planning, communication strategies across multiple channels and timeframes, training and capability development programs, resistance management approaches, leadership alignment and development activities, and monitoring and evaluation frameworks to evaluate progress and outcomes are used to facilitate change (Stouten et al., 2018). Change management approaches must be tailored to the organizational environment, change kind, stakeholder needs, and resource availability to succeed. NGO resource limits, complicated stakeholder connections, and mission-driven goals must be considered in this customization.

Despite theoretical frameworks, empirical research shows that NGOs struggle to undertake organizational transformation initiatives compared to commercial firms (Weiner, 2020). Studies in various nations and organizational types reveal that approximately 30-40% of NGO transformation projects achieve their goals and deliver the expected benefits (Lewis, 2019). Over half of non-profit organizational transformation executives report acceptance and implementation issues. The insufficient financial resources allocated to change management staffing and capacity building, the inconsistent visible commitment from senior leadership to reinforce the importance of change, the complexity of securing genuine buy-in from staff and middle management, and the challenges of balancing operational continuity with change implementation have contributed to this high failure rate (Ellis, 2019).

These challenges are especially difficult for developing-country NGOs. Over 75% of international and local NGOs in sub-Saharan Africa face change management issues due to variable external circumstances (Ellis, 2019). Political instability, unpredictable government relationships, varying donor interests, changing regulatory requirements, and economic volatility can worsen internal organizational inadequacies and impede change implementation. Resource restrictions often lead to a heavy reliance on temporary external consultants rather than a sustainable internal change management competence. These consultants may lack contextual awareness for culturally appropriate and lasting transformation.

Zimbabwean NGO operations and change management are challenging. Over the past two decades, Zimbabwe has experienced political shifts, economic volatility, including hyperinflation, shifting socioeconomic needs requiring programming modifications, and changing civil society organization regulatory frameworks (Griffin et al., 2020). Government data show that registered Private Voluntary Organizations (PVOs) have experienced significant volatility during economic crises and legislative changes. Organizational closures have increased significantly during these periods. This means that local NGOs and PVOs face constant external pressures that require considerable internal changes, but many struggle to implement them.

Zimbabwe's hyperinflation, financial instability, and cash shortages limit local NGOs' operations. Economic considerations need periodic organizational adjustments, influencing staff remuneration and program implementation expenditures (Griffin et al., 2020). Due to new registration, operational, and reporting requirements, Zimbabwean civil society organizations must adjust to a changing regulatory environment. Regulatory shifts sometimes occur with little notice, requiring rapid organizational responses (Lewis, 2019). Zimbabwe's health and social welfare needs have changed over time, requiring nongovernmental organizations (NGOs) to adapt their organizational

capacity and programming tactics to changing disease burdens, demographics, and social objectives.

Interviews with leadership from key foreign assistance agencies and donors that fund Zimbabwean NGOs and PVOs indicated organizational problems that hinder development. Due to outdated digital technologies, many grassroots organizations cannot work successfully in changing circumstances. Unfortunately, senior management's fluctuating focus and urgency often hinder changes in leadership. Cultural resistance or unwillingness from internal staff to adopt operational or programmatic changes sometimes undermines change projects. These obstacles prevent even well-designed change projects from being sustainable (Ellis, 2019).

Zim-TTECH is a notable example. Since becoming a Zimbabwean PVO from an international technical assistance initiative, Zim-TTECH has undergone many organizational changes. The shift from international support to local governance and management required major changes to organizational culture, operational systems, finance models, and governance structures. Zim-TTECH has had to adapt its programmatic initiatives to changing health goals, donor needs, and government partnerships in Zimbabwe (Goldstein et al., 2019). Internal structural changes and external adaptive requirements create a compelling backdrop for examining change management methods.

Change management difficulties threaten Zimbabwean civil society and non-profit organizations' sustainability, efficacy, and impact. Ineffective change procedures hinder these organizations' ability to get funding, meet beneficiary community impact goals, and meet important humanitarian and development needs (Stouten et al., 2018). Despite programmatic adaptations being discussed in international development literature, Zimbabwean NGOs and PVOs' organizational change

capacity is not professionally researched. Poor change management methods jeopardize local organizations' efficacy, adaptive agility, and survival in a demanding operating environment, according to government monitoring authorities and big international donors.

This research gap affects many stakeholders. Zimbabwean organizational leaders and change practitioners must use research-based guiding principles, diagnostic tools, and best practices to improve change planning, leadership development, resistance mitigation, resource allocation, and monitoring (Kinicki & Williams, 2020). Capacity development partners and donors need empirical knowledge to help NGOs transform. Policymakers benefit from understanding organizational adaptation problems when creating civil society regulatory frameworks and support mechanisms. Academic scholars need culturally grounded findings to understand change management in non-Western, non-profit environments.

This study addresses a critical knowledge gap by assessing change management processes at Zim-TTECH, a leading Zimbabwean PVO. Through analyzing the organization's experience with organizational change initiatives, the research will provide empirically grounded insights into the facilitators and barriers to effective change in Zimbabwean non-profit operations. These discoveries will improve theoretical understanding of contextual elements in change management and practical guidance for improving comparable firms' change capacity. Instead of blindly applying change management best practices from fundamentally different organizational contexts, the study will focus on Zimbabwean NGO challenges and opportunities to make locally relevant recommendations.

1.3 Statement of the problem

Between 2018 and 2022, Zim-TTECH transitioned from a University of Washington–supported technical assistance initiative to an independently registered Zimbabwean Private Voluntary Organisation, a process that required the simultaneous implementation of multiple complex organizational change initiatives, including migration to the DHIS2 digital platform, decentralization through provincial hubs, reorganization of clinical and monitoring and evaluation reporting structures, localization of governance, and pursuit of ISO 15189 laboratory accreditation (Griffin et al., 2020). These initiatives were implemented concurrently within a highly volatile operating environment characterized by economic inflation, unreliable power and internet infrastructure, constrained donor funding flexibility, and evolving regulatory requirements for civil society organizations in Zimbabwe (Ellis, 2019; Griffin et al., 2020). Despite the scale and strategic importance of these reforms, no systematic, empirically grounded assessment had been conducted to evaluate how the changes were planned, executed, and institutionalized, the extent to which they achieved their intended objectives, or the internal and external factors that facilitated or hindered their success. This absence of evidence limited organizational learning for Zim-TTECH leadership and staff and reduced insight for donors and government partners into the organizational processes underpinning program performance during institutional transition. Moreover, existing change management literature remains largely rooted in for-profit and Western contexts, offering limited guidance for locally registered, resource-constrained nonprofit organizations in sub-Saharan Africa (Stouten et al., 2018; Lewis, 2019). Consequently, there was a clear need for a context-specific, theory-informed evaluation of change management practices at Zim-TTECH to generate evidence-based insights and recommendations capable of strengthening organizational change capability in Zimbabwean nonprofit settings.

1.4 Research Objectives

The study is underpinned by the following set of objectives.

1.4.1 To identify the organisational change initiatives implemented at Zim-TTECH between 2018 and 2022

1.4.2 To evaluate the success or failure of each identified organisational change initiative against its stated objectives between 2018 and 2022.

1.4.3 To examine the factors that influenced the implementation of organisational change at Zim-TTECH between 2018 and 2022

1.4.4 To formulate recommendations for strengthening Zim-TTECH's organisational change management processes.

1.5 Research Questions

The following research questions are central to this inquiry.

1.5.1 What organisational change initiatives were implemented at Zim-TTECH between 2018 and 2022?

1.5.2 To what extent have the identified organisational change initiatives at Zim-TTECH succeeded or failed in meeting their stated objectives between 2018 and 2022?

1.5.3 What factors influenced the implementation of organisational change initiatives at Zim-TTECH between 2018 and 2022?

1.5.4 What recommendations can be formulated to strengthen Zim-TTECH's organisational change management processes?

1.6 Assumptions

This research into Zim-TTECH 's organizational change management process makes several assumptions regarding the context, access, respondent profiles, and analytical focus shaping investigation. These assumptions are listed below.

- 1.6.1 The organizational changes at Zim-TTECH stem principally from strategic intentions and initiative-taking leadership decisions rather than external necessities or unintended transformations
- 1.6.2 The researcher will be granted reasonable access within Zim-TTECH to key staff and documents to enable productive inquiry into the change management process.
- 1.6.3 Zim-TTECH 's organizational culture is open enough to allow transparent sharing of perspectives on structural and operational changes from participants without fear of workplace repercussions.
- 1.6.4 Anonymity and informed consent processes will achieve candid responses though full guarantee of no repercussions is impossible.
- 1.6.5 Internal records provided around restructuring details will be complete rather than partial.
- 1.6.6 Randomly selected staff participants will provide a representative profile of wider employee change experiences given diversity of roles and locations.
- 1.6.7 Participant self-reported experiences will accurately illustrate honest insider sentiments about the change management process.

1.7 Significance of the study

1.7.1 To the Academia

This study will be significant to scholars and experts in change management theory and practice. As Cameron & Green (2019) explain, there is a need for more empirical research assessing change models in real organizational contexts over time to refine understanding of success factors. This research conducts an in-depth evaluation of a major change initiative spanning structural reorganization, process redesigns, and culture shifts. Examining how Zim-TTECH's implementation matched or deviated from accepted change management best practices offers pragmatic insights to enhance scholarly research. Documenting and evaluating Zim-TTECH 's comprehensive change agenda greatly improves empirical knowledge of organizational change optimization in Zimbabwe and similar countries in a national context with little related research.

1.7.2 To the Industry

This study will benefit multiple industry stakeholders:

For Zim-TTECH leadership and employees, the research provides actionable feedback on how to refine change programs for better acceptance and integration. As Klein et al. (2019) discuss, organizational change involves determining new governance structures, roles, responsibilities, and operational processes - decisions which can profoundly impact organizational participants. The study will assess adjustments in Zim-TTECH 's culture, communication channels, and day-to-day operations from an insider perspective, revealing pain points and best practices.

For public health policymakers and governmental health agencies in Zimbabwe and comparable developing countries, Zim-TTECH 's approach to managing operational changes while continuing effective national healthcare interventions offers valuable lessons. As Ellis (2019) discusses, Private Voluntary Organizations (PVOs) play a vital role in supplementing government efforts; analyzing how Zim-TTECH adapted its structure has implications for supporting this crucial support network.

For development organizations and funders like USAID, analyzing change management efforts as the PVO transitioned to national ownership offers useful longitudinal and contextual insights on sustainable capacity building. The research results can direct development agencies on how to effectively organize technical help for organizational change management.

For corporate executives across Zimbabwe, this study provides awareness of possible risks and best practices for implementing operational and structural changes. As Griffin et al. (2020) note, common problems for businesses undergoing change include inadequate communication, resistance to change, productivity losses, and uncertainty over shifting tasks. Learning from Zim-TTECH 's experience can help business leaders implement pertinent change leadership, cultural integration, and staff engagement programs.

1.7.3 To the Researcher

For the researcher, this study provides an opportunity to apply theoretical knowledge to a real-world organizational change context. The process of investigating change management practices at Zim-TTECH will enhance the researcher's analytical skills, methodological ability, and understanding of change management principles. Additionally, the researcher will gain valuable

insights into the unique challenges and opportunities present in managing organizational change within Zimbabwe's specific socio-economic context. This experience will contribute to the researcher's professional development and position them as a knowledgeable contributor to the field of change management in developing economies.

1.8 Delimitations of the study

Subsequent sections detail the conceptual, geographical and time delimitations of the study.

1.8.1 Geographical Delimitations

The study features clear geographical delimitations by concentrating solely on Zim-TTECH 's change management process within Zimbabwe. Given Zim-TTECH origins from a University of Washington health capacity building program, the study does not try to evaluate any changes in impacts on I-TECH headquarters in Seattle. The emphasis lies exclusively on developments within Zim-TTECH as an autonomous Zimbabwe-based organization.

However, the study does capture Zim-TTECH 's national presence across Zimbabwe through its different regional offices and community intervention sites. Through examining program continuity across these dispersed sites alongside head Office changes in Harare, the research provides a comprehensive, nationwide perspective on how alterations have affected staff and service delivery countrywide. Still, the geographical scope remains firmly domestic without transnational comparative analysis. Any references to Zim-TTECH 's evolution from its former UW-supported status focus solely on changes enabling independent, localized operations in Zimbabwe rather than cross-country organizational structures.

1.8.2 Time Delimitations

In terms of time delimitations, this study concentrates on evaluating Zim-TTECH 's change management process during the transitional period from initial launch as an autonomous organization in 2018 through the present. This captures both the immediate shifts surrounding establishment as an independent entity along with longer-term changes in strategy, capabilities, and operations aligned to Zim-TTECH 's public health mission. While Zim-TTECH has its origins in University of Washington health programming since 2003, tracing organizational changes only starts from the formal registration as a fully Zimbabwean NGO.

The study is also time-delimited by concentrating principally on assessing the change implementation and adaptation process rather than long-range intervention outcomes. The research emphasizes Zim-TTECH 's progress in instituting structural, operational, staffing, and cultural transformations over the past five years more so than evaluating resultant public health impacts achieved thus far. There is some incorporation of performance data and examples of programming changes to provide contextual examples of real-world change outcomes. However, determining the downstream service quality and health indicators achieved due to Zim-TTECH 's changes is largely outside the study's analytical timeline. The focus is principally on establishing how change management processes and strategies have enabled organizational stability, role clarity, and service capacity.

1.9 Limitations of the study

It is important to note and establish that all research inherently faces constraints. As Weiner (2020) notes, limitations represent potential weaknesses outside a study's control, but which must be

addressed and minimized to preserve validity. This study on assessing organizational change management faces a number of limitations related to the single qualitative case focus, geographic realities, respondent biases, and analysis depth. However, acknowledging these barriers and incorporating associated precautions strengthens the accuracy of insight produced.

The first key limitation stems from centering investigation around a single organization. Examining several cases helps to provide better comparative study of how various settings affect crucial factors and outcomes, as organizational transformation scholars such as Lewis (2019) stress. Analyzing just Zim-TTECH limits more generalizability and knowledge of transformation dynamics across nations or sectors. Still, stressing depth over breadth offers a deeper context-specific viewpoint. Triangulating staff interview results with comprehensive internal documentation also increases validity.

Furthermore, concentrating only on Zimbabwe reduces transnational learning. Scholars Petrou et al. (2018) find that change model adaptations between North America and Sub-Saharan Africa vary greatly. The study cannot identify localized characteristics by comparison since little current domestic research on internal changes of Zimbabwean organizations exists. Yet, limiting research to Zimbabwe increases relevance for in-country organizations and legislators trying to promote better in-country policies.

Moreover, research subjects naturally have personal prejudices that affect their reactions to organizational strategies. As many scholarly authorities point out, interviews reveal more than just facts; constructive criticism of workplace reforms may encounter especially mistrust or reluctance.

Providing confidentiality assurances mitigates such reluctance but likely cannot fully negate subjective personal lenses. However, identifying consistent themes across different sample sub-

groups improves insight reliability. Similarly, the study cannot claim fully exhaustive assessment of all facets of change management execution. The focus on assessing strategy alignment, structural adaptation, culture integration and select capacity building means other important blind spots may lack coverage.

1.10 Chapter summary

In sum, this chapter introduces the study into Zim-TTECH 's organizational change management process. The chapter provides a detailed backdrop against which the study is staged, unpacking the global, regional, and local dynamics regarding change management with regards to NGOs. The chapter also articulates the research problem and the objectives which the study sets out to achieve. It further explains the study significance, limitations, delimitations as well as study assumptions. The succeeding chapter provides a comprehensive review of literature concerning this inquiry.

CHAPTER 2: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter presents the literature review for the study, critically analyzing change management research, focusing on nonprofit organizations. This chapter begins with a theoretical review of change management, focusing on Lewin's change model and its relevance within the context of nonprofit organizations. Change management is discussed next, highlighting distinctions in its manifestations for nonprofits versus for-profit organizations. The chapter thereafter discusses change implementation evaluation criteria and the main aspects that affect change management effectiveness. A conceptual framework is then developed which shows how independent and dependent variables affect nonprofit change management outcomes.

2.2 Theoretical Framework

The inquiry is based on Kurt Lewin's three-stage change paradigm. Kurt Lewin's three-stage model of change remain a key foundation for understanding organizational change. This 1940s paradigm states that transformation involves unfreezing, migrating, and refreezing (Muldoon, 2020). Lewin's model, developed decades ago, continues to illuminate organizational change's psychological and social processes. The first process, "unfreezing," involves realizing change is needed and removing old habits. The comfort people and organizations gain with routines and perspectives leads to resistance to innovative approaches. To change habits and try new things during the unfreezing period, psychological safety is needed (Burnes, 2021). This phase requires change agents to provide a persuasive case for change, highlighting the benefits of proposed alternatives and the

shortcomings of current methods. Two is "moving or changing." In this transitional phase, individuals try innovative approaches while organizational systems are reconfigured, which is uncertain. Lewin understood that this phase requires psychological changes as people develop new mental models and capacities (Sriram-Uzundal, 2021). Effective leadership throughout this era requires regular support, learning and adaptation opportunities, and clear direction.

Stabilizing and institutionalizing the new state is the final step, refreezing. This phase reinforces new behaviors to embed them in the company culture and processes. Without proper refreezing, organizations risk relapsing to their old habits, which will harm their change projects. New procedures, praising wins, and aligning reward systems with desirable behaviors might help refreeze. Sriram-Uzundal (2021) claims that Lewin's field theory, which recognized that an individual's psychological environment or "life space" affects their behavior, underpinned his idea of transformation. This perspective stressed the need to address both constraining and pushing forces to achieve change. Organizations can foster change by increasing propulsive forces and diminishing restraining forces. Burnes (2021) says Lewin's approach oversimplifies organizational change. However, its lasting relevance is in highlighting the psychological aspects of change and that sustainable change requires both destabilizing and consolidating patterns. In modern implementations, Lewin's model includes external contexts, organizational culture, and power dynamics.

2.3 Relevance of the Theoretical Framework to this Study

The study's primary objectives are directly supported by Lewin's change model, which offers an analytical framework that is exceptionally well-suited for evaluating change management at Zim-

TTECH. The three-stage model helps evaluate Zim-TTECH 's five-year transformation projects, identify crucial success factors, and make evidence-based recommendations.

Lewin's unfreezing stage can be used to assess Zim-TTECH 's organizational change projects' capacity to prepare staff and stakeholders for change. This includes how Zim-TTECH articulated the need for change, addressed equilibriums, and developed motivational techniques to overcome initial resistance. The refreezing stage examines the organization's policy formalization, training, and cultural reinforcement efforts to institutionalize changes, while the moving stage analyses implementation, resource deployment, and adaptation strategies (Muldoon, 2020).

In addition, Lewin's methodology provides a systematic assessment of change lifecycle outcomes and impact against objectives. The framework helps determine if change outcomes indicate successful progression through all three stages or if initiatives were halted due to initial resistance (unfreezing failures), implementation issues (moving challenges), or sustainability issues. This systematic assessment is useful because nonprofit outcomes require a careful balance between stakeholder satisfaction, operational performance, and goal fulfilment (Akingbola et al., 2019). Lewin's force field research helps discover crucial success elements that drove change. His hypothesis highlights Zim-TTECH's driving and restraining forces (Sriram-Uzundal, 2021) . Through mapping these conflicting forces, the study can reveal key implementation success elements like leadership, resource allocation, stakeholder engagement, and organisational mission and values.

Also, Lewin's model offers realistic advice on evidence-based treatments and recommendations to improve Zim-TTECH's change capability. Unfreezing informs stakeholder communication, motivation, and change readiness assessment suggestions. The moving stage guides resource allocation, implementation planning, and adaptive management. Refreezing supports policy

formation, performance monitoring, and cultural reinforcement for sustainability (MacDonald, 2023). Lewin's democratic and participatory approach is also congruent with nonprofit governance frameworks, which allow board members, workers, beneficiaries, and community partners to legitimately influence organisational choices (Terzieva et al., 2023). The framework is ideal for making recommendations that acknowledge Zim-TTECH 's collaborative context and improve its change management to reflect this alignment.

2.4 The Change Management Process

Change management is the organized technique businesses use to transition from existing to desired future states. Although core concepts apply to all organizations, nonprofits face challenges that affect change implementation (Akingbola et al., 2019) . This section examines the fundamentals of change management, focusing on nonprofits' unique issues.

2.4.1 Change Initiation and Need Assessment

Change usually begins with a disparity between the organization's existing performance and its anticipated results. Market prospects, financial indications, and competitive challenges in for-profit environments sometimes prompt this recognition (Ferrari, 2023). Nonprofits often change in reaction to social needs, finance, policy, or new knowledge of the best ways to solve social challenges (Pitowsky-Nave, 2022). Change needs are also assessed differently in nonprofits. For-profit organizations focus on financial metrics and shareholder value, while nonprofits consider mission fulfilment, social impact, stakeholder satisfaction, and financial sustainability (C. Lee,

2021). This complexity requires nonprofits to develop more advanced change evaluation methods that use quantitative and qualitative indicators across various domains.

In nonprofits, setting change priorities sometimes requires greater stakeholder consultation. In nonprofits, board members, staff, volunteers, beneficiaries, benefactors, and community partners help define change needs, unlike for-profit executives and shareholders (Akingbola et al., 2019). This participatory method is consistent with nonprofit objectives, but it may complicate consensus-building and delay progress. Pitowsky-Nave (2022) examined Israeli social service organizations' COVID-19 answers to show this unique nonprofit change pattern. These organizations have to balance service adaptability with long-term strategy while adhering to their social purposes. This contrasts with for-profit approaches that may focus solely on market positioning and business continuity.

2.4.2 Change Planning and Design

Change requirements are turned into strategies and implementation frameworks during planning and design. All organizations build measurement tools, allocate resources, develop implementation timetables, and define change objectives in this phase (Lauer, 2020). Nonprofits have distinct hurdles during this process. Resource limits affect nonprofit transformation planning. Compared to for-profit organizations, which allocate large resources to change initiatives with the expectation of financial returns, nonprofits have strict accountability constraints on resource use and funding flexibility (Parsa et al., 2022). Thus, nonprofit change planning must consider resource efficiency, which often requires innovative change implementation strategies that leverage existing competencies and involve volunteers or pro bono support.

Change planning presents unique issues for charities' organisational identities. If they improve profits, for-profit companies can change products, services, or business methods. Nonprofits must ensure any changes align with their mission and values to maintain credibility with stakeholders and maintain tax-exempt status (Gamble & Muñoz, 2022). Even when implementing business-oriented practices or technologies, organizations must build change plans that support their mission. Nonprofit planning often incorporates inclusion and equity, which for-profits may overlook. Velasco and Paxton (2022) highlight how LGBT nonprofits actively modified their planning language to better serve their varied constituencies. Nonprofit change planning often takes a value-based approach, as shown by this focus on marginalized communities. Nonprofits must also handle complex governance and power dynamics throughout planning. Board members, senior leadership, and program directors often share authority in nonprofits, unlike for-profits (Terzieva et al., 2023). This spread authority can complicate change planning, requiring additional communication and consensus-building to advance initiatives.

2.4.3 Change Implementation and Communication

Implementation turns plans into action through coordinated organization. Nonprofit and for-profit companies need stakeholder participation, adaptive management, resource deployment, and clear communication to implement (Karasvirta & Teerikangas, 2022). Nonprofits confront challenges and opportunities at this time. Nonprofits are mission-driven, thus communication techniques throughout change implementation are crucial. For-profit communication may prioritize financial rationales and outcomes, while nonprofit communication must assess how changes match the organization's values and social impact goals (Akingbola et al., 2019). Effective nonprofit change

in communication frames efforts as community benefit and purpose fulfilment, not just organisational benefits. For-profit and nonprofit organizations can have different implementation timetables. Resource constraints, stakeholder consultation, and volunteer nonprofit boards may delay implementation (MacDonald, 2023). Nonprofits must also synchronize implementation with grant cycles, donor reporting periods, and programmatic calendars, which create schedule limitations that for-profits rarely face.

Nonprofits face staff engagement problems throughout implementation. Many nonprofit personnel are driven by mission commitment rather than financial incentives, therefore change leaders must emphasize how initiatives enhance social impact goals (Akingbola et al., 2019). However, this mission orientation might help adopt changes if personnel believe they benefit the organization's social purpose. Nonprofits often lack IT infrastructure and technical expertise, making technological implementation difficult. MacDonald (2023) notes that nonprofits must have specialist skills to utilize impact measuring tools like Salesforce. This limitation sometimes necessitates external alliances or capacity-building investments in implementation planning. Nonprofits must manage more accountability connections throughout implementation than for-profits. The modifications must satisfy internal stakeholders, donors, regulators, community partners, and beneficiaries, who may have different expectations and measurements (C. Lee, 2021). Stakeholder management must be sophisticated throughout implementation to balance accountability demands.

2.4.4 Evaluation and Institutionalization

The final phase of change management involves institutionalizing successful changes in organisational processes and culture and evaluating results. This phase determines if the

improvements achieve their goals and become sustainable organisational practices. Nonprofits perceive this phase differently due to their operational circumstances. In addition to financial measures, nonprofit evaluations must consider stakeholder satisfaction, social impact, and mission development (Lee, 2021). Multidimensional evaluation requires NGOs to build assessment frameworks that include concrete and intangible outcomes across many dimensions, which offers methodological problems. Nonprofits must also comply with donor expectations and reporting standards, complicating the assessment process.

Nonprofit evaluation timelines are likewise varied. Instead of evaluating improvements based on quarterly or annual financial performance, NGOs sometimes need longer periods to evaluate social impact results, which may develop gradually and involve complex causal pathways (MacDonald, 2023). This long evaluation horizon can complicate change initiative continuation, modification, or abandonment decisions. Nonprofits face distinct organisational stability concerns when changes are institutionalized. Lee and Sullivan (2023) show how resource fluctuation causes nonprofit dissolution, emphasizing the precariousness of many organizations. This instability could compromise policy development, personnel training, and system integration. Therefore, NGOs may require stronger institutionalization strategies to withstand changes in the surroundings, different funding sources, and leadership changes. Due to fewer development opportunities and lower remuneration, nonprofits have more worker turnover than for-profits; so, knowledge management during institutionalization is challenging (Akingbola et al., 2019). To guard institutional learning from this attrition, nonprofits must create strong documentation systems and community-of-practice programs. Scaling successful reforms call for particular attention from nonprofits. While nonprofits may struggle with resource constraints and purpose bounds, for-profit businesses can grow ideas using market mechanisms and financial investment (Han et al., 2020).

Nonprofits must come up with innovative means to disseminate successful ideas include open-source model sharing, system-level acceptance of tested strategies, or alliances.

2.5 Evaluating Change Management Success

It is necessary to use a multidimensional evaluation approach measuring outcome efficacy and implementation quality to ascertain whether a change management process has reached its objectives. This assessment is quite difficult since organisational performance and goal development define nonprofit success (Lee, 2021). The main evaluation standards of nonprofit change management are investigated in this part.

2.5.1 Achievement of Planned Objectives

The achievement of change management's goals is the main measure of success. This criterion requires businesses to set precise, quantitative goals at the start of their change activities and rigorously evaluate their success (Lauer, 2020). Nonprofits typically aim for operational efficiency, financial sustainability, stakeholder involvement, and programmatic outcomes. Lee (2021) found that nonprofits use mission-related, client satisfaction, community impact, organisational capability, and financial measures. Effective change management evaluation must consider this multidimensional approach and assess if efforts improve organisational performance across various areas rather than emphasizing any single dimension. Objective attainment timeliness is another important evaluation criterion. Some flexibility in implementation timetables is necessary, but significant delays may indicate stakeholder engagement, resource allocation, or planning issues (Karasvirta & Teerikangas, 2022). Nonprofits with external accountability

pressures and resource restrictions must follow implementation schedules to measure change management performance.

2.5.2 Stakeholder Acceptance and Engagement

Change management success depends on stakeholders' adoption and participation in new methods. Even technically sound modifications can fail if implementers are resistant or apathetic (Ferrari, 2023). For nonprofits, stakeholders include personnel, volunteers, board members, donors, beneficiaries, and community partners. Akingbola et al. (2019) emphasizes the importance of staff change attitudes on NGO implementation outcomes. Perceived alignment between changes and corporate values, engagement in change processes, and leadership vision confidence influence these attitudes. Thus, to evaluate change management effectively, psychological acquiescence must be assessed together with behavioral compliance, as sustained change requires actual commitment rather than procedural conformance. Nonprofit stakeholder engagement also requires donor and funder acceptance. No matter their operational advantages, changes that upset funding relationships or donor expectations may threaten financial sustainability (Parsa et al., 2022). Thus, evaluation frameworks must assess whether change projects maintain or increase stakeholder connections necessary for organisational sustainability.

2.5.3 Operational Integration and Sustainability

Change management helps organizations adopt new methods. This criterion assesses whether changes are integrated into systems, processes, and culture rather than being standalone initiatives that use ephemeral structures or advocate for change. This integration is crucial for nonprofits with

limited administrative capability to survive. MacDonald (2023) stresses that NGOs must integrate operational procedures to develop impact measuring systems rather than create parallel monitoring systems that increase administrative overhead. This principle applies to all forms of change, and successful efforts blend into organisational routines. The persistence of new behaviors after initial implementation support is withdrawn, the integration of changes into formal policies and procedures, the allocation of ongoing resources to maintain new approaches, and the integration of change elements into onboarding and training processes for new organisational members can all indicate change sustainability (Lauer, 2020). These variables help determine if individual initiatives have become organisational practices.

2.5.4 Enhanced Organizational Capacity and Resilience

Effective change management helps an organization achieve its mission and overcome challenges. Well-designed change procedures meet immediate needs and build organisational capacities for long-term success (Tang, 2019). Nonprofits in volatile, resource-constrained contexts benefit most from this capacity augmentation. Pitowsky-Nave (2022) found that Israeli social service charities that survived pandemics were more adaptable, collaborative, and technologically advanced. These capacity gains helped businesses overcome future obstacles, showing that change procedures can strengthen organisational resilience beyond their immediate goals. Capacity enhancement evaluations consider decision-making and problem-solving processes, external partnerships and networks, staff skills and confidence, and organisational systems and infrastructure (Bruneel et al., 2024). These factors affect whether change initiatives help an organization achieve its objective in a complex and changing environment.

2.6 Factors Influencing the Effectiveness of a Change Management Process

Change management processes are affected by many aspects of different organizations. These aspects reflect nonprofits' unique operational environments, governance structures, and mission orientations. This section examines the main factors affecting nonprofit change management.

2.6.1 Leadership Approach and Capabilities

Change management efficacy depends on leadership vision, stakeholder involvement, resource allocation, and implementation oversight. Leadership is regularly regarded as a key factor of change outcomes across organizations (By, 2020). Nonprofit leadership has distinct traits that affect change management. Transformational leadership attributes like idealized influence, personalized consideration, and inspirational motivation, related to the organisational mission and values, enable change implementation (Akingbola et al., 2019). This link is especially important for nonprofits, where workers and volunteers are often driven by the mission. Leaders who frame changes as social impact goals can increase stakeholder support and implementation. Distributed leadership affects nonprofit transformation effectiveness. Unlike many for-profit businesses, nonprofits have decentralized authority across board members, executive leaders, program directors, and sometimes community stakeholders (Terzieva et al., 2023). Change leaders must use collaborative techniques with multiple authority figures rather than top-down instructions due to this distribution. Nonprofits have more leadership transitions than for-profits due to founder succession, exhaustion, or limited career advancement opportunities (J. Lee & Sullivan, 2023), which affects change outcomes. Change projects started under one leader may lose momentum or direction during leadership transitions unless succession planning expressly addresses them. This

highlights the need to institutionalize change beyond leadership roles. Technical and adaptive leadership talents both help change, but they handle different areas. Technical leadership abilities including project management, resource allocation, and performance monitoring help implement well-defined changes (Lauer, 2020). Adaptive leadership, including the ability to manage uncertainty, foster learning, and traverse complexity, helps businesses face the inevitable problems of major transformations (Karasvirta & Teerikangas,2022). Successful nonprofit change leaders use both capability sets throughout the change process.

2.6.1.1 Distributed Leadership and Change Implementation

The results of NGO change management are much influenced by distributed leadership—which distributes power, accountability, and decision-making across organisational levels and functions. Unlike hierarchical models that place change authority with executive leadership, distributed approaches include many stakeholders in organisational transformations (Terzieva et al., 2023).

Research indicates that distributed leadership influences change management via a number of key processes. It first increases change responsiveness by bringing decision power closer to front-line implementation settings. Akingbola et al. (2019) claim that organizations with distributed leadership systems find implementation challenges faster and suggest contextually suited remedies than those with centralized decision models. This responsiveness comes especially handy during transition when quick fixes are required to overcome implementation issues.

Second, distributed leadership increases the knowledge resources for change planning and execution. This approach combines views from several organisational levels and functions to leverage certain skills that top-down implementations might overlook. Distributed leadership for

change projects offers more implementation techniques, technical knowledge, and stakeholder understanding than executive-driven changes, Karasvirta and Teerikangas (2022) reveal.

Moreover, distributed leadership supports change for the whole organization. Involvement of all levels of stakeholders in change decisions promotes psychological ownership and implementation dedication. Through increasing staff participation in change results, distributed leadership approaches help to lower inert compliance, therefore influencing the application of hierarchical models in 2020.

Nonprofits have to deliberately foster distributed leadership by cultural and structural projects. Organizations can establish cross-functional implementation teams, share decision-making power, and establish feedback systems that enhance front-line knowledge. Executive leaders must be open to different ideas, show teamwork, and acknowledge contributions across organisational lines if they are to be successful culturally (Terzieva et al., 2023).

Coordination mechanisms affect distributed leadership's change management effectiveness. Without coordination, distributed systems can fragment, consist, and isolate implementation. Clear decision frameworks, agreed metrics, and balanced distribution and integration communication channels help successful organizations maintain coherence while harnessing multiple perspectives (Lauer, 2020).

2.6.2 Organizational Culture and Readiness

Organisational culture—the common beliefs, attitudes, and conventions that govern behavior—affects implementation and change. Research shows that cultural characteristics affect change management outcomes across businesses (Ferrari, 2023). Cultural traits affect nonprofits'

transition preparedness and implementation capabilities. The corporate culture's learning orientation affects transformation effectiveness. Structures that value constructive criticism, continual improvement, and experimentation are more adaptable to change (Tang, 2019). This mindset allows them to adapt implementation strategies to current information rather than sticking to earlier plans. Nonprofit organizations gain from this learning capacity since it enables them to conduct change, especially when they operate in challenging social settings with erratic dynamics. Moreover, influencing nonprofit change results in organisational culture is mission alignment. If staff members and volunteers find clear ties between their daily job and the mission of the company, they could assess suggested modifications for mission progress (Akingbola et al., 2019). This dynamic could enable the execution of significant social changes. It might also generate opposition to initiatives that deviate funds from activities considered to be mission critical. The change of receptacle of nonprofit organizations depends on their cultural openness to outside ideas and methods. Gamble and Muñoz (2022) underline how NGOs set their own principles and practices apart from other industries. Others are more transparent, embracing and changing corporate, government, and academic models. This permeability affects the response of companies towards projects involving external technological transformation or approach. Assessments of formal change preparedness expose cultural traits that could either facilitate or impede application. Usually during readiness evaluations, one evaluates stakeholder support, organisational flexibility, leadership credibility, communication efficacy, change experiences (Ferrari, 2023). Important stakeholder relationships, mission alignment, and values congruence—which influence nonprofit implementation efficacy—should also be considered in these readiness assessments.

2.6.2.1 Mission Alignment and Change Receptivity

Mission alignment is a key part of nonprofit culture and change management success. The extent to which change initiatives match with the organization's mission and values affects members' receptivity and commitment to execution (Akingbola et al., 2019). Since purpose fulfilment drives worker engagement more than financial incentives, this alignment is crucial for nonprofits.

Research suggests that mission alignment influences change management in several different ways. It first guides staff members and volunteers in assessing recommended improvements. Nonprofit staff members, according to Gamble and Muñoz (2022), give mission delivery top priority over operational or financial gains, which frequently results in demonstrations against changes that take funds away from core operations. This mission-centric approach helps to differentiate nonprofit change dynamics from for-profit ones, therefore justifying organisational changes depending on income and efficiency.

Aligning missions drives change execution. Change leaders who see activities as enhancing mission effect interact with the natural drive that attracts many charity employees. Compared to organizations who concentrated just on operational efficiency, C. Lee (2021) discovered that nonprofits that clearly linked technical modernism to client service had better staff involvement and lower resistance. This finding emphasizes mission-centered communication strategies for change.

Third, mission alignment affects change outcomes beyond implementation. Pitowsky-Nave (2022) shows that personnel institutionalize business processes by incorporating mission-enhancing adjustments into their understanding of "how we fulfil our purpose." Changes considered

secondary to purpose fulfilment may be abandoned if implementation support is diminished or organisational attention is redirected.

The transition process requires careful cultural mission alignment management. Change leaders must give a compelling story on how the proposed changes will improve mission impact during unfreeze. Early achievements should demonstrate mission advancement during implementation. They must use mission-centered metrics in evaluation frameworks during refreezing to link organisational purpose to changes (Akingbola et al., 2019).

Participatory procedures that involve staff in changing projects and organizations align their missions. Terzieva et al. (2023) suggest that frontline workers' engagement in effective results increases when they create implementation approaches, strengthening mission links to change efforts.

2.6.2.2 Learning Orientation and Adaptive Implementation

Learning orientation—the cultural inclination to acquire, process, and apply new knowledge— affects nonprofit change management effectiveness. Learning-oriented organizations react to feedback and new insights during change rather than sticking to established objectives (Tang, 2019). Nonprofits that manage complex social situations with unpredictable dynamics benefit from this cultural trait.

Learning orientation promotes change outcomes through many pathways, according to research. It first provides psychological safety, enabling honest evaluation during unfreeze. Ferrari (2023) shows that nonprofits with strong learning cultures may detect organisational issues and change

needs. Staff feel comfortable addressing performance issues without repercussions. This honest appraisal sets more feasible change goals and timelines.

Second, learning orientation aids movement adaptation. Karasvirta and Teerikangas (2022) show that learning-oriented organizations use real-time feedback methods to rectify implementation issues before they become significant issues. Nonprofits with limited resources cannot afford to set aside planning or implementation reserves, thus agility is crucial.

Third, learning orientation improves knowledge integration during refreezing. Bruneel et al. (2024) show that organizations with strong learning cultures are better at codifying implementation lessons into institutional memory, creating knowledge repositories for future change attempts. Nonprofits with high worker turnover benefit from this knowledge retention because it preserves organisational learning.

Organizations need structural and cultural changes to promote learning. Corporate structures might include cross-functional learning forums, data gathering systems, and regular reflection to gather implementation insights. Leaders can model learning behaviors by identifying uncertainties, adjusting strategies based on feedback, and applauding adaptive responses over flawless execution (MacDonald, 2023).

Transformation preparedness affects learning orientation both ways. Companies with strong learning cultures are more adaptable to change, and effective change experiences improve learning. Lauer (2020) shows that nonprofits who regard change as a chance for organisational learning create a virtuous cycle that increases their long-term flexibility by enabling further reforms.

2.6.2.3 Openness to New Practices and External Innovation

Openness to new practices, or organisational willingness to adopt external techniques, technology, and processes, affects NGO change implementation outcomes. An organization's ability to adapt to new practices and embrace innovation are influenced by its culture (Gamble & Muñoz, 2022).

Research reveals that change management is influenced by an individual's desire to accept new techniques in several ways. It initially expands planning solutions. MacDonald (2023) shows that NGOs that are more open to external practices are more likely to adopt cross-sector innovations, public sector methodology, and corporate technology adaptations. Expanded repertory increases the likelihood of finding effective organisational solutions.

Second, openness allows cross-sectoral implementation learning. Han et al. (2020) found that nonprofits who participated in cross-sector communities of practice were more successful in implementing digital transformation efforts by adapting private sector implementation methodologies. This information transfers accelerated implementation and reduced transition trial-and-error expenses.

Also, receptivity to new methods reduces the "not-invented-here" attitude, which often hinders progress. Parsa et al. (2022) found that nonprofits that valued external ability were less resistant to externally derived change initiatives, reducing implementation hurdles during the unfreezing and moving stages. This responsiveness is especially helpful when changing procedures intended for different organisational contexts.

Organisational transparency heavily influences implementation strategy choice. Limited-openness organizations benefit from change approaches that stress organisational co-creation and external practice adaptation. This strategy fosters stakeholder ownership through participatory changes. In

contrast, transparent businesses may use direct adoption strategies to quickly integrate established practices with minimal customization (Tang, 2019).

Nonprofits need exposure and evaluation to foster openness to innovative approaches. Organisational members learn about different approaches through learning communities, cross-sector forums, and external networks. Evaluation involves building assessment frameworks to objectively review external practices for mission compatibility and implementation feasibility rather than disregarding them based on their origin (Akingbola et al., 2019).

Mission fidelity and openness must be balanced through careful administration. Effective charities use selective permeability to evaluate techniques that may violate basic beliefs or goals while being open to practices that improve mission fulfilment. Gamble & Muñoz (2022) provide a balanced strategy that preserves an organization's identity and purpose while incorporating external innovation.

2.6.3 Resource Availability and Allocation

Change management in different companies is affected by resource limits. Often under budget constraints and accountability, non-profit organizations are much more influenced by these elements (Parsa et al., 2022). In NGOs, change efficacy is contingent on a number of resource elements. Financial resources influence manpower, technology, training, and outside help, so influencing implementation capacity. Unlike for-profit companies, which can fund change initiatives for a profit, nonprofit organizations usually have limited resources and funding (Han et al., 2020). These constraints force NGOs to create original resource reallocation strategies including targeted fundraising, volunteer participation, volunteer involvement, or pro-bonar

alliances. Personnel skills, time, and management ability decide how effectively implementation is conducted. Lean employment models—which force workers to multitask with limited administrative support—are used by nonprofits frequently (Akingbola et al., 2019). This implies that, without enough capacity, changing projects add responsibilities to already overburdened tasks, which can lead to implementation bottlenecks or quality problems. Staff shortages in change management could make nonprofits either internally capable development or outside assistance necessary. Technology is helping implement change by improving communication, data collection, process automation, and performance monitoring (MacDonald, 2023). Compared to for-profits, nonprofits often lack technological infrastructure and digital literacy, which makes technology-dependent reforms difficult. Successful implementation requires the development of skills, systems, and technology for effective use. Predictability and timing of resource availability affect implementation efficacy. Grant cycles, donor patterns, and contract renewals cause funding variations for nonprofits (Parsa et al., 2022). These changes can interrupt timelines if funding limitations coincide with resource-intensive implementation periods. Effective resource planning for nonprofit change programs must include contingency solutions for resource availability changes. The implementation of nonprofit transformation requires social capital, which includes reputational assets, networks, and stakeholder relationships. Bruneel et al. (2024) say organizations with strong stakeholder ties can use them to legitimize innovative ideas, get feedback on change, and get implementation assistance. This social capital can help NGOs make big improvements despite minimal funds.

2.6.3.1 Social Capital as a Critical Resource

Social capital, a crucial resource, affects nonprofit change management outcomes. Nonprofits build social capital through relational networks, trust, shared norms, and collective kindness among stakeholders, not financial or human capital (Bruneel et al., 2024). For organizations in the nonprofit domain, social capital takes many forms, and each contributes to change implementation. Through organisational cohesiveness and trust among staff and volunteers, internal social capital creates an environment where change attempts are met with less resistance and more collaborative problem-solving (Tang, 2019). When they trust their leaders and coworkers, employees are more likely to tolerate transitional uncertainty and try new things. High-trust settings help organizations quickly adopt new practices by improving knowledge sharing during change implementation.

Through external social capital—donors, affiliated companies, beneficiaries, and community stakeholders—nonprofits get implementation help beyond their own resources. Strong stakeholder relationships amongst NGOs should, according to Gamble and Muñoz (2022), be used to utilize pro bono knowledge, volunteer labor, and material resources to improve internal capacity throughout transition processes. These outside networks give essential input all through the implementation process, which lets companies modify their change strategies in response to stakeholder comments. Crucial social capital for mission-driven companies, reputation assets influence how crucial stakeholders view change operations. NGOs with strong stakeholder legitimacy may undertake structural or programming changes more readily, according to Velasco and Paxton (2022). Through means of legitimacy, businesses can leverage goodwill amid changes thereby enabling stakeholders to trust them even in times of uncertainty or turmoil.

Change management solutions that actively use social capital recognize its importance. During the unfreezing phase, strong social interactions enable honest discussions about organisational challenges and transformation. Network connections provide resources, information, and help throughout implementation, improving efficiency. Finally, social capital reinforces organisational community norms during refreezing, institutionalizing changes (Karasvirta & Teerikangas, 2022). Social capital may be the most accessible and renewable resource for resource-constrained nonprofits to support change activities. Even if financial constraints limit technological investments or staffing, organizations can strategically cultivate and deploy social capital through intentional relationship-building, transparent communication, and meaningful stakeholder engagement throughout the change process (Bruneel et al., 2024).

2.7 Conceptual Framework

Figure 2.1 shows the conceptual framework adopted for this inquiry with subsequent subsections discussing all variables depicted in the conceptual framework as they relate to the study.

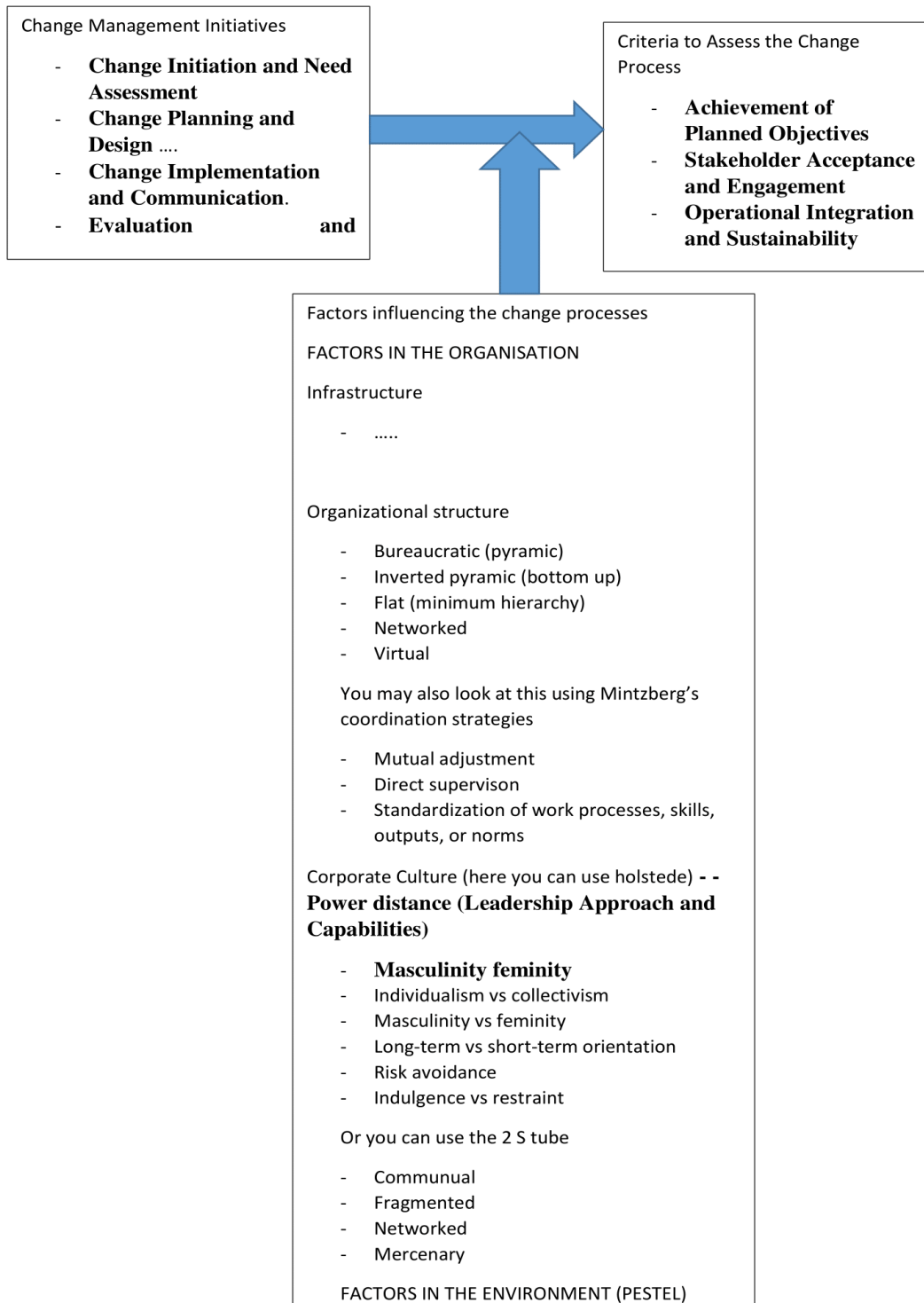


Figure 2.1: Conceptual framework

The conceptual framework synthesizes extant change management theory with empirical insights derived from nonprofit scholarship to explain how Zim-TTECH's organisational change initiatives interact with contextual moderators to generate specific outcomes. Drawing on Lewin's field theory, the model positions the quality of the change process as the primary independent construct, locate a bundle of organisational and environmental forces as moderating variables, and specifies three multidimensional success criteria as dependent variables that signal the effectiveness of any given intervention. Each variable is interrogated below.

2.7.1 Core Change-Management Process Variables

The framework treats the change process itself as a chain of four inter-locking managerial sub-processes that together make up the independent variable. Although analytically distinct, these sub-processes are mutually reinforcing and often iterative in practice, reflecting contemporary views that organisational change is rarely linear in turbulent contexts (Stouten et al., 2018).

2.7.1.1 Change initiation and need assessment.

Change initiation captures the moment at which organisational actors recognize a performance gap, frame that gap as problematic, and mobilize exploratory conversations about remedy. In line with contingency theory, the impetus in nonprofit settings often arises from misalignment between mission outcomes, donor expectations and shifting beneficiary needs rather than from profitability erosions typical in private firms (Akingbola et al., 2019). Effective need assessment therefore involves triangulating quantitative performance data, qualitative beneficiary feedback and

evolving regulatory signals to build a compelling case for action. Where diagnostic routines are weak, organizations risk launching poorly targeted programs that quickly exhaust scarce resources (Ferrari, 2023).

2.7.1.2 Change planning and design

Once urgency is proved, leaders translate diagnostic insight into an actionable blueprint. Planning encompasses goal setting, activity sequencing, budgeting, risk analysis and governance specification. For resource-constrained PVOs, design robustness rests on scenario testing across multiple funding contingencies and the integration of donor compliance milestones into the work breakdown structure (Parsa et al., 2022). Scholars emphasize that participatory co-design with frontline staff enhances realism and reduces covert resistance because those closest to service delivery surface operational blind spots that strategic planners may overlook (Karasvirta and Teerikangas, 2022).

2.7.1.3 Change implementation and communication

Implementation operationalizes design decisions, reallocates resources and reconfigures daily routines. Execution quality is largely contingent on multi-channel communication that explains the rationale, clarifies new role expectations and sustains morale during transitional disequilibrium (Hussain et al., 2018). In Zimbabwean NGOs, coordination constraints and dispersed field sites often complicate synchronous messaging, making digital platforms and cascading briefings essential complements to conventional town-hall formats (Ellis, 2019). Simultaneously, adaptive management norms encourage rapid problem-solving sprints when contextual volatility

undermines the original Gantt chart, thereby echoing Lewin's recognition that movement involves experimentation and real-time learning (Burnes, 2021).

2.7.1.4 Post-implementation evaluation and learning

The final sub-process institutionalizes reflective routines that compare actual results with planned objectives, diagnose variance and encode lessons for future cycles. Whereas many commercial evaluations fixate return-on-investment, nonprofit reviews must balance financial stewardship with mission impact and stakeholder equity considerations (Lee, 2021). Rigorous after-action reviews close Lewin's loop by informing refreezing mechanisms such as policy amendments, updated job descriptions and onboarding modules that embed new norms into organisational memory (MacDonald, 2023).

2.7.2 Contextual Moderators

Between the process chain and the outcome criteria sits a constellation of forces that can amplify or dampen change momentum. Consistent with field theory, these moderators are categorized as internal, organization-specific conditions and external, macro-environmental factors.

2.7.2.1 Internal organisational conditions

2.7.2.1.1 Infrastructure

Physical and digital infrastructure decides the technological ceiling within which change must work. Legacy systems with limited interoperability raise integration costs and elongate timelines,

while cloud-based platforms ease rapid configuration of new workflows (MacDonald, 2023). For Zim-TTECH, intermittent power supply and rural connectivity gaps create infrastructural drag that planning teams must offset through hybrid paper-digital solutions.

2.7.2.1.2 Organisational structure

Structural architecture shapes information flow, decision velocity and accountability clarity. Bureaucratic pyramids concentrate authority and may speed up uniform rollout but can suppress local adaptation. Flat or networked structures support improvisation yet risk coherence loss if coordination mechanisms such as Mintzberg's mutual adjustment are absent (Lauer, 2020). Empirical research in African NGOs suggests that semi-formal communities of practice often bridge headquarters–field divides more effectively than rigid reporting lines (Griffin et al., 2020).

2.7.2.1.3 Leadership approach and capabilities

Leadership constitutes the most potent proximal enabler of change because it frames meaning, secures resources and models desired behaviors. Transformational behaviors that connect the change narrative to mission advancement foster affective commitment among employees whose intrinsic motivation is purpose driven (Akingbola et al., 2019). Distributed leadership further enhances agility by moving micro-decisions to those with contextual knowledge, thereby shortening feedback loops and nurturing ownership (Terzieva et al., 2023).

2.7.2.1.4 Corporate culture

Culture, conceptualized as shared values and taken-for-granted assumptions, sets default interpretations of risk, learning and authority. A learning-oriented culture stimulates experimentation and tolerates honest error, which aligns with adaptive implementation logics (Tang, 2019). Conversely, high power-distance norms can mute upward dissent, allowing flawed

plans to go ahead unchecked. Mission alignment acts as a cultural litmus test: if staff perceive that change dilutes core purpose, latent cynicism can crystallize into active resistance (Gamble and Muñoz, 2022).

2.7.2.1.5 Resource availability and social capital

Financial liquidity, human competencies and donor-approved budget lines make up tangible resources, yet relational assets such as trust networks and reputational legitimacy often substitute for cash in nonprofit ecosystems (Bruneel et al., 2024). High internal social capital accelerates knowledge sharing and cushions psychological stress during transition, while strong external ties yield pro bono ability and bridge financing when grants are delayed.

2.7.2.2 External environmental forces

Macro-factors extrinsic to organisational control nonetheless recalibrate the feasibility space of change. Economic volatility, typified in Zimbabwe by currency instability and inflation spikes, compresses buying power and can derail procurement plans overnight (Griffin et al., 2020). Regulatory shifts, including amendments to the Private Voluntary Organizations Act, may introduce new reporting obligations that redirect staff attention from implementation to compliance (Lewis, 2019). Donor priorities function as another PESTEL vector; sudden thematic pivots in global health funding can truncate pilot projects before data maturity, illustrating the asymmetric dependency typical of PVO finance models (Goldstein et al., 2019). Finally, sociopolitical events such as pandemics impose exogenous shocks that simultaneously mandate operational change and constrain face-to-face training modalities, thereby intensifying complexity (Weiner, 2020).

2.7.3 Outcome Criteria

Three interrelated dependent variables operationalize change success within the nonprofit milieu. Each criterion reflects a distinct dimension of value creation and collectively they form a balanced scorecard that guards against single-metric myopia.

2.7.3.1 Achievement of planned objectives

Objective attainment assesses whether the intervention delivered measurable improvements against predefined targets. These targets may span cost-efficiency gains, service coverage expansion or quality-of-care enhancements. The criterion resonates with evidence that clarity of end-state significantly predicts implementation perseverance, because milestones supply behavioral reinforcement and legitimize continued investment (Lauer, 2020).

2.7.3.2 Stakeholder acceptance and engagement

Stakeholder acceptance measures cognitive endorsement while engagement gauges behavioral participation. For nonprofits, salient stakeholders include employees, volunteers, donors, government partners and beneficiaries. High scores on this criterion show that change narratives have successfully aligned with diverse interests, a prerequisite for sustainability when financial and reputational capital flow through pluralistic channels (Ferrari, 2023).

2.7.3.3 Operational integration and sustainability

Integration captures the extent to which new processes are woven into standard operating procedures, documentation repositories and performance dashboards, while sustainability interrogates whether adequate resources and competencies exist to support gains once launch energy dissipates (MacDonald, 2023). Persistent integration reflects successful refreezing in Lewin's vocabulary and signals organisational resilience through subsequent environmental turbulence.

2.7.4 Hypothesized Relationships among Variables

The conceptual model suggests that robust performance across the four change-management sub-processes will positively influence all three outcome criteria. However, the strength and direction of that influence are conditioned by the internal and external moderators described above. For example, transformational leadership is expected to magnify the link between implementation quality and stakeholder engagement by translating process transparency into emotional commitment (By, 2020). Conversely, severe economic shocks may weaken the relationship between objective attainment and long-term integration by drying up the operating funds needed to institutionalize new systems, illustrating a negative moderation pathway (Parsa et al., 2022). In keeping with Lewin's force-field logic, successful change therefore emerges when driving forces embedded in process competence and supportive culture outweigh restraining forces embedded in resource constraints and environmental volatility (Burnes, 2021).

2.7.5 Implications for Empirical Analysis

Anchoring the study in this framework enables systematic testing of how each sub-process performs, how moderators exert leverage, and which pathways most strongly predict success at Zim-TTECH. Quantitative survey items align with each variable, while qualitative probes trace the lived experience of staff as they navigate the dynamic interplay of forces identified here. Findings will thus illuminate which managerial levers merit reinforcement, which contextual frictions demand mitigation and how theory-informed diagnostic tools can be fine-tuned to fit Zimbabwean nonprofit realities.

2.8 Chapter Summary

In sum, the study's literature evaluation included a critical analysis of change management studies, with an emphasis on nonprofit organizations. This chapter begins with a theoretical analysis of change management, focusing on Lewin's change model and its relevance in current organizations. The change management process was then discussed, focusing on nonprofit and for-profit distinctions. After examining the criteria for successful change implementation, the chapter identified the important components that affect change management effectiveness. Additionally, a conceptual framework was provided to show how independent and dependent variables affect nonprofit change management outcomes.

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter provides a comprehensive overview of the research method selected to guide investigation into Zim-TTECH 's complex and multifaceted organizational change management process over the past five years. As scholars like Creswell and Clark (2023) explain, the method details the underlying research design framework and associated techniques used by the researcher to systematically collect and analyze data to answer the study questions. This chapter discusses in depth the explanatory sequential mixed methods approach blending qualitative and quantitative paradigms chosen as most aligned to produce an integrated understanding of this evaluative case analysis. Dedicated sections cover the explanatory sequential design structure, target population parameters and stratified then purposeful sampling techniques, quantitative and qualitative instruments development procedures encompassing extensive validity and reliability testing, thorough pilot testing protocol, controlled phased data gathering procedures, advanced statistical and thematic analysis methods, and strict ethical considerations governing all inquiry phases to achieve responsive participation, analytical rigor and authentic assessment.

3.2 The Research Design

This investigation adopts a single-case study design focused on Zim-TTECH as a bounded unit of analysis (Yin, 2018). The purpose is descriptive explanatory: first, to document what organizational changes have occurred and how successful they have been (descriptive element), and second, to uncover the underlying factors that explain those outcomes (explanatory element).

It is non-experimental because no variables are manipulated; causal inferences are sought from naturally occurring variation in practice (Maxwell, 2021).

To capture the complexity of the case, the study employs an explanatory sequential mixed-methods strategy (Creswell & Clark, 2023). In phase 1, a structured survey generates quantitative patterns on employees' awareness of change initiatives, perceived implementation success, and ratings of facilitating or constraining factors. These numerical findings address Objectives 1–3 directly and, crucially, guide the design of phase 2. In phase 2, semi-structured interviews and focus-group discussions probe unexpected or ambiguous survey results, illuminate causal mechanisms, and elicit concrete suggestions—evidence that feeds into Objective 4 on improving future change management. Thus, the qualitative strand is dependent on and purposefully informed by the quantitative strand, which is the defining hallmark of the explanatory sequential design (Fetters & Molina-Azorín, 2020).

Since the unit of analysis is a single organization and the researcher seeks to link numeric trends with rich contextual explanation, the case-study frame and sequential mixing together offer the most coherent route to answering the study's research questions while preserving internal validity through methodological triangulation (Taheri & Okumus, 2023).

3.3 Population and Sampling

Defined as the total group sharing common characteristics relevant to the research, the target population central to this organizational change management evaluation includes all full-time Zim-TTECH employees across departments and geographic locations who have experienced the internal strategic transitions initiated since the organization became independently registered in

Zimbabwe in 2018. Precise enumeration conducted in consultation with Zim-TTECH 's Human Resources division placed the total target population meeting these inclusion criteria at 230 staff currently operating nationwide. This population reflects the comprehensive range of experiences with and perspectives on the change process across head office strategic leads, regional operational implementers, frontline service delivery professionals and support teams.

To achieve statistically reliable representation aligning with standards articulated by quantitative research authorities, stratified random sampling methodology determined survey questionnaire participants across locations, positions, program roles and demographic traits (Creswell, 2024) . Stratified techniques divide the entire target population into noticeable non-overlapping segments based on important characteristics then use random selection within each segment to assign proportionate subgroups rather than rely on undifferentiated probability which risks imbalance (Hernández-Johnson & Bendixen, 2024). In this study, Zim-TTECH 's staffing ecosystem segmented across provinces, rural/urban sites, departments, management hierarchy and gender for survey respondent drawing.

Guided by Raosoft statistical sample size calculator set at a 95% confidence interval with a 5% acceptable margin of error suitable for human subject research, the minimum recommended representative survey sample was 126 employees. However, assuming a 70% response rate typical for internal organizational surveying predicted by literature, the initial sample frame increased to 180 staff members contacted to achieve a sufficiently powered sample (Holmberg, 2019). Mathematical randomization occurred by assigning all employees unique but confidential study identification numbers then utilizing Research Randomizer software to produce the quantitative phase one list. This rigorous plan supported generalizable explanatory measurement.

In phase two, qualitative sampling followed a purposive rather than statistical approach to capture targeted, detailed experiences. Criterion-based selection by the researcher identified information-rich participants with immense exposure to Zim-TTECH ‘s change planning and implementation ripe for deeper probing. This approach intentionally samples subject matter experts meeting specified criteria to achieve qualitative objectives (Scherman & Zimmerman, 2023). The interview schedule sample included 14 participants drawn from the pool of C-suite executives plus six departmental heads who spearheaded specific transitions for maximal strategic insight alongside provincial managers who faced localization adjustments at dispersed sites. To remove limiting biases, focus group discussions clustered by frontline job family rather than location across eight sessions mixing nurses, doctors, lab technicians, monitoring officers and related field staff from HQ and regional offices. This inclusive qualitative planning enabled intricate perspective gathering.

Table 3.1 Population and Sample Distribution

Organisational stratum	Target population (N)	Quantitative survey sample (n)	Qualitative sub-sample*
Head-office executives (CEO, directors)	10	8	8 in-depth interviews
Department / programme heads	20	16	6 in-depth interviews
Provincial / regional managers	25	20	– (included above)

Front-line clinical & field staff	120	90	4 focus-groups × 6 = 24
Support & administrative staff	55	46	4 focus-groups × 6 = 24
Total	230	180	14 interviews + 8 FGs (≈68 participants)

Source: Author’s illustration

3.4 Data Collection Instruments

The research was conducted in two interrelated but distinct phases and per each phase, a specific data collection instrument was adopted. These research instruments which the inquiry adopted included a self-administered online survey questionnaire and semi-structured interview schedules.

3.4.1 Self-administered online survey questionnaire

Phase one used a comprehensive self-administered online survey questionnaire to collect quantitative data from 180 Zim-TTECH employees who met the study criteria via their official organisational email addresses. SurveyMonkey links gave employees encrypted access to the instrument. For this questionnaire, the researcher heavily relied on organisational change assessment precedents from seminal scholarly literature, such as Petrou, Demerouti, and Schaufeli's (2018) validated construct measuring employees' job crafting behaviors that help or

hinder change adoption. However, most Zim-TTECH specific questions incorporated researcher-developed Likert scale evaluative rating items and multiple-choice categorical selections. These studies examined participants' change awareness, preparedness, implementation satisfaction, result effectiveness, and sustainability confidence in connection to Lewin's unfreeze, transition, and refreeze stages.

To aid organization, the survey design divided questions by stage headings. The instrument intentionally started with broad change awareness and readiness gauges before diving into more specific aspects like communication, training, resource adequacy, productivity impact, leadership commitment, and monitoring (Creswell, 2024). According to methodological scholars like Rao and Shiyabola (2022), meticulous screening and wording adjustments prevented ambiguity, repetition, prompting phrasing, and other methodological issues that distort respondent opinions or corrupt data integrity. Before thematic analysis, SPSS v25.0 was used to rigorously process the data with scoring and coding supplements. The comprehensive pretesting and pilot review in section 3.5 increased the questionnaire's validity and reliability. Overall, the instrument met scientific rigor.

3.4.2 Semi-structured interview schedule

In the second qualitative phase, semi-structured interview schedules for the eight senior management members who lead change initiatives and three regionally dispersed managers and focus group discussion guides for operations, clinical, and support staff affected by frontline changes were used to facilitate discussion. Eleven interview schedules and eight job-specific focus group descriptions covered all sessions. Based on qualitative methods, these instruments used

open-ended questions to start extensive discussions about major quantitative survey findings that needed elaboration, reconciliation, or exploration due to complexity, outlier responses, or ambiguity (Akter et al., 2022). However, some investigations focused on awareness and preparation, others on process frustrations, impact unpredictability, and sustainability. To balance consistency and emergent strand tracking, careful sequencing and adaptive, responsive prompting were used. Each participant received tailored queries before the session to encourage organic discussions and reflection. Researchers carefully created instruments to improve comprehension.

3.5 Pilot Study

An insightful small-scale pilot study used cognitive interviews and field tests to assess the rigor of the quantitative survey questionnaire, qualitative interview schedules, and focus group guides after design but before data collection. This critical validation step verified the instruments' prima facie face validity (substantive alignment with research objectives) and content validity (assessing the meaningful relevance of the questions selected to gain explanatory insight) (Rokooei, 2023). It also assessed flow, technological functionality on SurveyMonkey and NVivo 12, language understanding, completion duration, logical gaps or duplications, and receptionist reactions to determine acceptability.

Four non-study Zim-TTECH professionals answered the online questionnaire in a controlled simulation. While tracking completion times and system errors, testing revealed smooth technical operation. Cronbach's alpha tests with SPSS v25.0 showed inter-item reliability of > 0.80 , indicating substantial internal consistency for quantitative analysis. Relevance was measured by item-total correlations. Principal component analysis determined survey concept validity. From verbal, written, and observational criticism, reviewers identified phrases or parts that needed

simplification. Two senior executives pre-tested similar questionnaires and discussion guides. Each feedback adjustment increased the design's credibility and respondent receptivity. This prolonged piloting improved the instrument's dependability, which is crucial for reliable data collecting.

3.6 Data Collection Procedure

With institutional cooperation secured and instruments perfected for respondent clarity and analytical rigor through exhaustive development and pilot testing procedures, formal data collection unfolded in the systematic, ethical sequential phases dictated by the explanatory mixed methods design requirements. The first phase encompassed quantitative data gathering through the distribution of the online survey questionnaire to the initial sample frame of 180 Zim-TTECH personnel carefully selected by research randomizer technology based on a stratified plan proportionately representing all major locations, positions and program groupings. Emailed SurveyMonkey questionnaire links provided encrypted access with instructions to support confidentiality but increase transparency. The survey remained open during a three-week span of high internal traffic with the aim of achieving the targeted 70% minimum completion total from the recipient list to ensure a credibly powered sample size.

Gentle email reminders encouraged non-completing sample employees to take part while small mobile phone airtime incentives motivated earnest organization-wide response. Downloadable quantitative results underwent rigorous statistical analysis using the SPSS version 25.0 software package to find descriptive trends including means, frequencies and percentages around levels of change awareness, readiness, satisfaction with implementation and outcome effectiveness. Cross tabulation analysis and one way ANOVA tests compare site, job and demographic perceptions

while multivariate regressions modeled relationships between key change success indicators and adoption predictors like leadership commitment. This phase delivered the foundational explanatory markers of Zim-TTECH 's transition.

The subsequent second phase encompassed in-depth qualitative data gathering through thirty-to-sixty-minute semi-structured one-on-one telephonic interviews with all purposively selected departmental change catalytic leaders and regionally representative managers. The researcher digitally recorded all interviews with right permissions and later transcribed the exchanges for sophisticated NVivo 12 coding. Additionally, the researcher personally facilitated hour-long focus group discussions with eight clusters of operations, clinical and support staff significantly affected by organizational transformations in their daily routines. The same recording, transcription and analytical process followed. Semi-structured guiding questions delved deeper into key uncertainties, disagreements, implementation obstacles and sustainability considerations surfaced through phase one analysis to enrich explanatory understanding of monitored change at Zim-TTECH. Method and source triangulation improved result dependability.

3.7 Analysis and Organization of Data

The study used SPSS version 25 for rigorous statistical assessment and NVivo 12 for exhaustive qualitative coding in accordance with explanatory mixed methodologies' pragmatist goal of practical, real-world utility by combining complementary quantitative and qualitative data sources. First, descriptive statistics including means, frequencies, and percentages were calculated from numeric survey questionnaire responses using univariate analysis. This helped communicate respondent characteristics and central tendencies in change awareness, preparedness,

implementation satisfaction, and outcome effectiveness. Overall sample patterns were created using this descriptive foundation.

The more advanced bivariate methods included crosstabulation analysis, which found trend variances across demographic attributes, positions, and locales. One-way ANOVA testing for statistically significant mean rating differences between subgroups revealed the confidence level that group distinctions exceeded random chance. Finally, multivariate regression modelling was used to examine the relationships between change adoption success measures, as described by (Creswell & Clark, 2023) . These indicators include perceived leadership commitment, frontline preparation before implementation, change agent self-efficacy throughout transitions, and post-change monitoring strength after initiatives start. Predictive modelling strengthened CHANGE framework theoretical connections. These quantitative methods aided generalized assessment. Thematic analysis of interview and focus group transcripts using grounded theory allowed the exploration of emergent themes. This applied to qualitative data. Important participant statements and observer reactions from engagement recordings were captured using preliminary first cycle open coding. After annotative memoing linked codes to localized meanings, conceptual patterns were filtered into category buckets by regularity, coherence, and explanatory power (Hernández-Johnson & Bendixen, 2024). Second-cycle pattern coding filtered categories into themes. This formal codebook included definitions and sample quotations for these themes. The codebook methodically applied codes to the large qualitative dataset. This iterative process looked for a complete, insightful examination.

The mixed analysis combined employee change readiness, adoption barriers, and outcome confidence statistics with vivid discussions of personalized change experiences, leadership successes and failures that enforce priorities, and local sustainability considerations in relation to

culture. Methodological triangulation improved comprehension. We used explanatory narrative, comparison tables, chosen transcripts, and donor modelling to give a credible, evidence-based evaluation of organisational transformation at Zim-TTECH. Established replication processes enable future monitoring. Holistic data management made the evaluation multidimensional.

3.8 Ethical Considerations

The researcher used meticulous ethical controls that followed the university's human subject inquiry guidelines throughout all investigative phases to acknowledge the sensitive outreach across occupational and power dynamics needed to evaluate internal organisational changes that are still evolving amidst complex institutional cultures, settings, and histories. The informed consent tools came with an information sheet about the study's focus, requirements, hazards, and rights to prevent deceit. This ensured that participation was voluntary and understood, without pressure or incentives beyond mobile airtime. Confidentiality ensured data anonymization and separation from identifiers in all activities. Secure data processes encrypt and restrict access to prevent external modification. The approaches met professional norms before Africa University IRB approval, and Zim-TTECH leadership supported cooperative access.

Instead of compliance auditing, the project illustrates process development options to reduce internal transparency sharing tensions. The professional acquaintance with the organisational setting enabled the cultural fluency to express non-exploitation goals based on reciprocal empowerment through balanced partnerships (Akter et al., 2022). Adjustments were made to make frontline focus group employees' lives easier. The strong ethical standards that respected moral

commitments, utilitarian risk calculus, and rights and justice considerations laid the groundwork for solid research.

3.9 Summary

In sum, this chapter details the extensive methodology adopted in this study, providing a detailed overview of the tailored explanatory sequential mixed methods research design used to evaluate Zim-TTECH 's multifaceted and complex organisational change management process over the past five years, following Fetters and Molina-Azorin (2020) methodological guidelines. A staged approach included quantitative questionnaires from 180 statistically representative employees to assess change awareness, adoption, implementation, and sustainability. The instruments were rigorously pretest validated. After that, a thorough thematic analysis of qualitative interviews revealed senior leaders' strategic thoughts and frontline personnel experiences. Carefully designed discussion aids highlight statistical findings-related topics. The generalizable explanatory metrics, which assessed transitional effectiveness across groups, and the rich, emotive depictions of participants' related shift experiences across roles enabled solid methodological triangulation. All data collection, sample strategies, instrumentation, and analytical methods were conducted with procedural ethics standards to assure trustworthiness. In conclusion, a purposely integrated methodology that captured Zim-TTECH 's change narrative through mixed techniques yielded multiple authentic assessment results that can be easily translated into evidence-based organisational change leadership recommendations of great practical value.

CHAPTER 4: PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the study’s empirical findings and their implications for ZimTTECH. To contextualize the varied survey participants' opinions, the chapter begins with a detailed demographic analysis. Results for each research objective are then measured. Well-structured tables provide frequencies and percentages, and interpretive commentary explains how patterns affect the organization's change process. The qualitative component explains quantitative data through semi-structured interviews and focuses group discussions. Objective-based qualitative findings are presented in subject areas. The chapter finishes with a detailed discussion that incorporates both pieces, compares them, places them in current scholarly debate, and shows Lewin's unfreezing, moving, and refreezing heuristics' interpretative usefulness.

4.2 Demographic characteristics of study participants

The survey sample demographics affect staff views of change since they represent positions, regions, and tenure. As described in Chapter Three, the quantitative survey selected 136 staff members from 180 using stratified random sampling. The 75% response rate meets internal survey criteria and allows descriptive analysis. The sample's gender, age, workplace location, functional area, management level, and years of professional experience are listed below.

Table 4.1: Gender distribution of survey respondents

Gender	Frequency	Percentage
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Male	73	53.7
Female	63	46.3
Total	136	100.0

Source: Field data (2025)

Men predominate somewhat, but gender distribution is close. Maintaining this balance is crucial since gender can affect communication, training, and supervisory assistance during the shift. Close alignment reduces future gender bias. It supports the idea that attitudes and evaluations are gender-neutral and reflect organization-wide experiences rather than a disproportionately represented group.

Table 4.2: Age distribution of survey respondents

Age range	Frequency	Percentage
18 to 25	10	7.4
26 to 35	52	38.2
36 to 45	47	34.6
46 to 55	22	16.2
56 to 65	5	3.7
Total	136	100.0

Source: Field data (2025)

Age distribution is mostly 26–45, which matches career stages where people have practical experience and are ready to accept new systems and procedures. This distribution shows a skilled workforce that can examine conditions before and after modifications and find workflow efficiencies and barriers. The dataset's substantial number of over-45s suggests long-term employment due to institutional knowledge with legacy systems and reporting standards.

Table 4.3: Work location of survey respondents

Work location	Frequency	Percentage
Harare head office	41	30.1
Provincial office	61	44.9
District or field site	34	25.0
Total	136	100.0

Source: Field data (2025)

About half of respondents are in provincial offices, with significant representation from head office and field sites. This mismatch is noteworthy because the change portfolio under examination included central governance transitions and decentralized improvements to move decision-making and support closer to service delivery. Thus, the framework allows a disaggregated assessment of changes in provincial and field contexts, allowing a nuanced interpretation of perceived success that may be due to infrastructure conditions and resource availability beyond the capital.

Table 4.4: Functional area of survey respondents

Functional area	Frequency	Percentage
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Clinical services	39	28.7
Laboratory services	22	16.2
Monitoring and evaluation	29	21.3
Finance and administration	31	22.8
Other specified	15	11.0
Total	136	100.0

Source: Field data (2025)

The functional distribution is strong in healthcare services, monitoring and evaluation, and finance and administration. Laboratory services are proportional to their scope. These essential functions match the activities under consideration, including digital migration, clinical and reporting structure restructuring, decentralization, and laboratory accreditation. In substance, the distribution supports a comprehensive view of programme implementation, data infrastructure, and administrative procedures that underpin the change agenda.

Table 4.5: Management level of survey respondents

Management level	Frequency	Percentage
Senior manager	14	10.3
Middle manager	31	22.8
Supervisor or team lead	28	20.6
Front line staff	63	46.3

Total	136	100.0
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Source: Field data (2025)

About half of management level responses are frontline workers. Supervision, middle management, and senior leadership receive the rest. This allows the study to compare change authorizers and implementers with change recipients and implementers at the point of service. It also shows how supervision and middle management methods bridge or widen the gap between strategic goals and operational reality.

Table 4.6: Work experience of survey respondents

Work experience in years	Frequency	Percentage
0 to 3	21	15.4
3 to 6	36	26.5
6 to 9	32	23.5
9 to 12	24	17.6
12 to 15	13	9.6
Over 15	10	7.4
Total	136	100.0

Source: Field data (2025)

The tenure distribution shows that most respondents have three to nine years of employment, with a substantial proportion surpassing nine years. This profile shows that most survey participants have lived during the 2018–2022 period and can provide firsthand, authentic observations into the

changes' sequence and impact. Newer workers can also prove the success of integrating new procedures and regulations into induction and onboarding processes, proving new practices have stabilized.

4.3 Presentation of quantitative findings

This section presents the quantitative findings for each research objective. Each objective is introduced with a framing paragraph that clarifies the analytic focus and connects it to the relevant survey items. The results are then presented in tables that report frequencies and percentages.

4.3.1 Findings on organisational change initiatives implemented at Zim-TTECH between 2018 and 2022

The objective is to identify the organisational change initiatives implemented at Zim-TTECH between 2018 and 2022. The survey asked respondents to select all initiatives they experienced from a list reflecting the change portfolio documented in the instruments. A prevalence table is followed by a co-occurrence analysis showing how many initiatives staff members experience simultaneously. The section breaks down the most often reported changes geographically to discover which initiatives were more significant in which situations. This approach covers scope, simultaneity, and geographic dispersion extensively.

Table 4.7: Reported change initiatives implemented since 2018.

Change initiative	Selected	Percentage of sample
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Digital migration to DHIS 2 platform	121	88.9
Introduction of decentralized provincial hubs	104	76.5
Re organization of clinical and monitoring and evaluation	112	82.4
Transition from University of Washington to Local Board	96	70.6
ISO 15189 laboratory accreditation drive	58	42.6
Other specified	19	14.0
Total respondents	136	

Source: Field data (2025)

The prevalence table shows that digital migration to DHIS 2 and clinical and reporting structure restructuring were the most common initiatives, followed by decentralized provincial centers. Seventy percent of respondents indicated staff recognized the formal change in authority and accountability structures from external oversight to a local board. Due to its focus on laboratory operations rather than all program sectors, the laboratory accreditation project was less widely adopted. The low percentage of respondents identifying alternative efforts suggests local or program-specific changes made alongside the principal portfolio. The pattern shows that the organization made systemic, structural, and governance changes rather than a single change, creating constructive collaboration and excess risks.

Table 4.8: Co-occurrence of initiatives at respondent level

Number of initiatives experienced	Frequency	Percentage
One	7	5.1

Two	18	13.2
Three	41	30.1
Four	52	38.2
Five or more	18	13.2
Total	136	100.0

Source: Field data (2025)

The co-occurrence table reveals that almost four in ten respondents experienced four distinct initiatives, with a further three in ten experiencing three initiatives. This means that most staff were navigating multiple concurrent changes during the period of interest. This concurrence has practical implications. It involves compounded training and supervision demands, increased coordination needs across functional lines, and sustained attention to pacing to reduce cumulative fatigue. It also means that synergies could be captured where one change strengthens another, for example where digital migration and reporting line re-organization jointly improve data quality and decision cycles. The small proportion who experienced only one or two initiatives likely reflects staff in niche roles or in sites where some changes have not yet reached full deployment.

Table 4.9: Location distribution for the three most widely experienced initiatives

Initiative	Head office	Provincial office	District or field
DHIS 2 digital migration	38 of 41 (92.7%)	56 of 61 (91.8%)	27 of 34 (79.4%)
Clinical and M and E re organization	35 of 41 (85.4%)	53 of 61 (86.9%)	24 of 34 (70.6%)
Decentralized provincial hubs	29 of 41 (70.7%)	59 of 61 (96.7%)	16 of 34 (47.1%)

Source: Field data (2025)

The location cut shows that DHIS 2 migration and reporting line re organization were nearly universal at head office and provincial offices and somewhat less universal at field sites, which is consistent with connectivity constraints and phased deployment in remote areas. Decentralization by design is centered in provincial offices, hence its extremely high recognition there. The lower recognition at district or field sites is expected because the hub is a support structure rather than a unit at the field itself. The implication is that the structural effects of decentralization were most directly felt by provincial teams, while field staff may have experienced its support indirectly through faster services and approvals rather than as an explicit change label.

4.3.2 Perceived success or failure of each identified organisational change initiative against its stated objectives between 2018 and 2022

The objective is on concerned perceptions of success relative to each identified initiative’s stated objectives between 2018 and 2022. Respondents rated success on a five-point scale where five showed the highest success. This section reports item level distributions for each initiative. It then presents an overall outcome that asked whether the initiative achieved its stated objectives. To offer further resolution, the section adds a cut by work location for one of the initiatives to illustrate variation across settings.

Table 4.10: Perceived success ratings for DHIS 2 digital migration

Rating	Frequency	Percentage
One	3	2.2
Two	11	8.3
Three	32	23.7

Four	56	41.5
Five	33	24.4
Total	135	100.0

Source: Field data (2025)

Perceptions of the DHIS 2 migration skew positively, with roughly two out of three respondents rating success as four or five. The presence of nearly a quarter in the middle category suggests that integration challenges and infrastructure constraints tempered the experience for some, which is consistent with the qualitative accounts of connectivity and power reliability issues. The small minority in the lower categories signals discrete pockets where the migration was experienced as problematic, likely in sites with chronic last mile constraints or initial under provisioning of training and job aids.

Table 4.11: Perceived success ratings for decentralized provincial hubs

Rating	Frequency	Percentage
One	5	3.8
Two	14	10.6
Three	41	31.1
Four	48	36.4
Five	24	18.2
Total	132	100.0

Source: Field data (2025)

The decentralization initiative has a moderate to high success profile. Just over half of respondents rated success as four or five, while a third selected three. These signals are meaningfully perceived

benefits with residual unevenness likely linked to local administrative capacity, power and connectivity stability, and confidence in delegation of authority. The presence of about fourteen percent rating one or two highlights that some hubs experienced material operational friction that must be understood and addressed to lift the lower tail.

Table 4.12: Perceived success ratings for re-organization of clinical and monitoring and evaluation reporting lines

Rating	Frequency	Percentage
One	4	3.0
Two	12	9.0
Three	36	27.1
Four	56	42.1
Five	25	18.8
Total	133	100.0

Source: Field data (2025)

The re-alignment was perceived as favorable by about sixty percent of respondents who selected four or five. The middle category holds just over a quarter of respondents, showing persistent bedding down of roles and coordination routines in some units. The modest negative ratings point again to localized transition friction where legacy habits or uncertainties about escalation paths slowed the integration process.

Table 4.13: Perceived success ratings for governance transition to a local board

Rating	Frequency	Percentage
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One	6	4.8
Two	16	12.7
Three	35	27.8
Four	45	35.7
Five	24	19.0
Total	126	100.0

Source: Field data (2025)

Perceptions of the governance transition center on the moderate to high range. The ratings show that the formal shift in oversight and decision authority was largely successful, with a residual part in the middle that likely reflects the time needed to completely institutionalize new board routines, committee cycles, and stakeholder interfaces.

Table 4.14: Perceived success ratings for ISO 15189 laboratory accreditation drive

Rating	Frequency	Percentage
One	7	9.9
Two	12	16.9
Three	24	33.8
Four	20	28.2
Five	8	11.3
Total	71	100.0

Source: Field data (2025)

The accreditation drive has the flattest distribution. One in three respondents sits in the middle category, and just under forty percent in the top two. This spread reflects the demanding nature of

accreditation criteria, the criticality of equipment calibration and maintenance cycles, and the dependence on vendors and reliable utilities, which can slow progress. The ratings nonetheless show steady movement toward the target in many settings.

Table 4.15: Overall achievement of stated objectives G7 by work location

Work location	One	Two	Three	Four	Five	Total
Harare head Office	1 (2.4%)	5 (12.2%)	10 (24.4%)	17 (41.5%)	8 (19.5%)	41
Provincial office	2 (3.3%)	7 (11.5%)	17 (27.9%)	24 (39.3%)	11 (18.0%)	61
District or field site	1 (2.9%)	3 (8.8%)	7 (20.6%)	17 (50.0%)	6 (17.6%)	34

Source: Field data (2025)

The overall achievement item mirrors the initiative level patterns with small variation by location. Field sites show the highest proportion of the four categories, which may reflect appreciation for faster problem resolution and more responsive support following decentralization and real time data practices. Head office and provincial offices follow similar distributions with substantial shares in four and a consistent minority in five. The presence of roughly a quarter in the middle category across settings suggests that consolidation of new routines remains a work in progress and that the pace of refreezing varies by function and site.

4.3.3 Factors that influenced implementation of organisational change at Zim-TTECH between 2018 and 2022

The objective examined the factors that influenced implementation at Zim-TTECH between 2018 and 2022. The questionnaire included clusters of items on the case for change, planning and design, implementation practice, support and resources, sustainability and outcomes, and contextual

change areas. The subsections present item level distributions for each cluster, followed by interpretive narratives that link the statistics to the organization’s lived conditions. The section closes with a table that reports ratings for contextual areas, including leadership behaviors, approval layers, learning culture, resistance, donor demands, internet availability, inflation effects, power outages, and community stakeholder relations.

Table 4.16: Case for change items C1 to C6

Item and statement	One	Two	Three	Four	Five	N
C1 Clear data showed why this change was necessary	2	9	28	61	36	136
C2 Beneficiary feedback influenced the decision	5	16	41	50	24	136
C3 Regulatory or donor requirements referenced	3	10	22	61	40	136
C4 Multiple solution options evaluated	7	21	39	49	20	136
C5 Staff invited to question the rationale	10	24	43	41	18	136
C6 Overall case for change was convincing	3	12	29	59	33	136

Source: Field data (2025)

The case for change cluster shows robust performance on making a data grounded argument and referencing regulatory or donor requirements when announcing the change. More than two thirds of respondents selected four or five for these items. Items on engagement such as incorporating beneficiary feedback and inviting staff to interrogate the rationale are somewhat lower, with modal responses at three and four. The pattern suggests that while the instrumental argument was clear and persuasive, the deliberative processes could be deepened in future cycles to surface contextual realities more fully and widen psychological ownership before rollout. Evaluation of multiple

solution options sits similarly in the mid-to-high range, signaling that choice was considered but that the process was not widely visible to all staff.

Table 4.17: Planning and design items D1 to D7

Item and statement	One	Two	Three	Four	Five	N
D1 Objectives were specific and measurable	2	10	31	63	30	136
D2 Milestones were realistic given workload	6	22	44	46	18	136
D3 Risks were documented	7	19	42	50	18	136
D4 Roles and responsibilities clarified	4	16	35	57	24	136
D5 Budget covered planned activities	9	24	41	46	16	136
D6 Front line staff contributed to workflows	11	23	39	45	18	136
D7 Donor compliance checkpoints incorporated	3	8	30	61	34	136

Source: Field data (2025)

The planning cluster excels in setting clear goals and incorporating donor compliance criteria. Clarifying duties and responsibilities were also well-received. However, milestone realism received more intermediate ratings, suggesting task restrictions were often underestimated. Comprehensive risk documentation could be improved by expanding risk assessment and communication. Budget adequacy is lower due to the difficulty of making many changes with limited resources. This mid-range involvement of frontline staff to process design aligns with qualitative recommendations for earlier and more thorough co-design to avoid remediation after implementation.

Table 4.18: Implementation practice items E1 to E8

Item and statement	One	Two	Three	Four	Five	N
E1 Timely information about job implications	5	17	36	54	24	136
E2 Training prepared new tasks	6	20	39	49	22	136
E3 Supervisory feedback during rollout	7	18	35	54	22	136
E4 Technology and materials available	8	23	42	45	18	136
E5 Difficulties raised were resolved promptly	10	27	38	43	18	136
E6 Implementation stayed on schedule	9	25	41	44	17	136
E7 Unforeseen issues disrupted progress	6	21	39	49	21	136
E8 Overall implementation was professionally managed	4	16	37	56	23	136

Source: Field data (2025)

Implementation practice items report effective communication, training, and supervisory feedback. Technology and material availability, issue resolution efficiency, and schedule adherence are mid-range, showing procurement cycle constraints, vendor capacity limitations, and utilities reliability issues have limited execution. The distribution of interruption caused by unforeseen events shows constant interference from external variables like power outages or regulatory changes, requiring adaptive management. However, the overall management item implies respondents thought the company managed obstacles well.

Table 4.19: Support and resources items F1 to F8

Item and statement	One	Two	Three	Four	Five	N
F1 Senior leadership visibly championed	5	14	33	56	28	136
F2 Supervisors encouraged open discussion	6	15	34	58	23	136

F3 Teams supported each other	3	13	31	61	28	136
F4 Mistakes treated as learning opportunities	7	19	38	50	22	136
F5 Project funding sufficient	11	26	45	39	15	136
F6 Additional staff or overtime approved	13	28	43	36	16	136
F7 IT infrastructure functioned reliably	12	24	41	41	18	136
F8 External partners provided tangible support	6	18	40	52	20	136

Source: Field data (2025)

The support and resources cluster shows that leadership visibility, supervisory transparency, and team cohesion facilitate. Errors are also approached as learning opportunities. Funding adequacy, staff flexibility, and IT stability are ranked lower because concurrent adjustments taxed resources and infrastructure inconsistencies persisted. Mid-to-high tangible support from external partners indicates successful collaboration with donors, the Ministry of Health and Child Care, and allied institutions, as well as potential for future value.

Table 4.20: Sustainability and outcomes items G1 to G7

Item and statement	One	Two	Three	Four	Five	N
G1 Improved service quality for beneficiaries	3	12	33	58	30	136
G2 Increased operational efficiency	5	16	39	53	23	136
G3 Improved staff morale	8	22	46	42	18	136
G4 Improved data quality	3	10	28	59	36	136
G5 Enhanced reputation with donors	4	14	36	54	28	136
G6 Likely to be sustained over three years	6	18	41	50	21	136
G7 Achieved stated objectives	4	15	34	58	25	136

Source: Field data (2025)

The outcomes cluster highlights data integrity, service excellence, and donor reputation benefits. Efficiency gains are also noticeable. The emotional effort of change and contextual disruptions are reflected in morale's more uniform distribution and greater central tendency. Three-year sustainability confidence is mid-to-high, indicating that consolidation is possible if resource and infrastructural restrictions are controlled and learning processes are internalized.

Table 4.21: Ratings of contextual change areas from item 14

Area	One	Two	Three	Four	Five	Total
Transformational leadership behaviors	3 (2.2%)	10 (7.4%)	31 (22.8%)	58 (42.6%)	34 (25.0%)	136
Bureaucratic approval layers	8 (5.9%)	22 (16.2%)	39 (28.7%)	44 (32.4%)	23 (16.9%)	136
Organisational learning culture	2 (1.5%)	12 (8.8%)	34 (25.0%)	56 (41.2%)	32 (23.5%)	136
Staff resistance to change	7 (5.1%)	19 (14.0%)	47 (34.6%)	46 (33.8%)	17 (12.5%)	136
Donor reporting demands	4 (2.9%)	15 (11.0%)	40 (29.4%)	52 (38.2%)	25 (18.4%)	136
Availability of reliable internet	12 (8.8%)	26 (19.1%)	41 (30.1%)	38 (27.9%)	19 (14.0%)	136
Economic inflation affecting procurement	3 (2.2%)	8 (5.9%)	24 (17.6%)	55 (40.4%)	46 (33.8%)	136

Power outages at provincial sites	2 (1.5%)	9 (6.6%)	27 (19.9%)	52 (38.2%)	46 (33.8%)	136
Social capital with community stakeholders	3 (2.2%)	12 (8.8%)	38 (27.9%)	55 (40.4%)	28 (20.6%)	136

Source: Field data (2025)

Contextual assessments show that leadership and learning environments are favored. Bureaucratic levels are classified as three to four, showing progress while acknowledging potential for further enhancement. Staff resistance is mostly intermediate, proving change adaptability. Donor reporting is challenging yet achievable. Reliable internet varies by location but is always available. Inflation and power outages highlight macrostructural weaknesses. Social capital with community stakeholders is well-rated, showing that the organization's relational assets inside communities can support transformation.

4.3.4 Strategies for strengthening Zim-TTECH's organisational change management processes

The objective assessed staff preferences for future change management practice. The instrument presented statements about repeating the same approach, earlier involvement of front-line staff, more resources for training, digital communication channels versus face-to-face briefings, and inclusion of formal after-action reviews. Respondents indicated their agreement on a five-point scale. The section presents overall distributions and then offers two illustrative disaggregation, one by management level for earlier involvement, and another by location for digital channels, given that these preferences plausibly vary by role and connectivity realities.

Table 4.22: Preferences for future change design and execution

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	N
Repeat the same implementation approach next year	7	19	41	49	20	136
Involve front line staff earlier	2	5	18	64	47	136
Allocate more resources to staff training	1	6	16	61	52	136
Use digital channels rather than face to face briefings	9	22	39	46	20	136
Include formal after-action reviews	1	4	21	62	48	136

Source: Field data (2025)

The distribution is decisive on three points. Respondents strongly favor earlier involvement of front-line staff in change design. They also strongly favor allocating more resources to training. There is robust support for institutionalizing formal after action reviews. The statement about repeating the same approach receives qualified agreement, showing appreciation for current practice with appetite for refinement. The digital channels statement receives a majority agreement but with a sizeable neutral and disagree cluster, which shows a preference for blended communication rather than pure digital substitution, likely reflecting connectivity variability and the value placed on dialogue in face-to-face formats.

Table 4.23: Earlier involvement of front-line staff by management level

Management level	SDis	Dis	Neut	Agr	SAgr	Total
Senior manager	0	1	2	7	4	14
Middle manager	0	1	4	15	11	31
Supervisor or team lead	1	1	6	13	7	28
Front line staff	1	2	6	29	25	63

Source: Field data (2025)

The appetite for earlier involvement is shared across levels. Front line staff show the strongest concentration in the agree and strongly agree categories, which is expected. Middle managers also show dedicated support, reflecting their bridging role and recognition that early co design reduces downstream friction. Senior managers register support with fewer in the strongly agreed category, which likely reflects their role in balancing inclusivity with delivery timelines, yet the directional support remains clear.

Table 4.24: Preference for digital channels by work location

Work location	SDis	Dis	Neut	Agr	SAgr	Total
Harare Office	2	5	10	17	7	41
Provincial office	4	9	17	22	9	61
District or field site	3	8	12	7	4	34

Source: Field data (2025)

Location differences are visible. Head office and provincial offices show majority support for digital channels, with larger neutral groups that likely reflect preferences for mixed modalities. The field sites show more disagreement and neutrality, which is consistent with fluctuating connectivity and a desire to protect face to face briefings where substantive dialogue is needed. The overall pattern supports a blended communications approach that flexes by site and topic.

4.4 Presentation of qualitative findings

The qualitative findings deepen the quantitative patterns through accounts from semi structured interviews with executives and managers and focus group discussions with front line personnel. For each objective, themes appeared that explain how the initiatives were experienced, what made them work, what constrained progress, and what respondents want changed in future cycles.

4.4.1 Organisational change initiatives implemented at Zim-TTECH between 2018 and 2022

This study sought to find which change initiatives were undertaken and to illuminate their scope, sequence, and interdependence from the vantage point of those who led, supervised, and enacted them. The themes below capture the pervasiveness of the DHIS 2 migration, the pragmatic logic and operational realities of decentralized hubs, and the rationale and consequences of re organizing clinical and monitoring and evaluation reporting lines.

4.4.1.1 Theme 1: Digital migration to DHIS 2 scope, phasing, and the reshaping of data practice (2018–2022)

The interviews repeatedly highlighted the breadth of the DHIS 2 migration and emphasized that it was not experienced as a narrow software swap but as a deep restructuring of data capture, validation, use, and accountability. The testimonies show initial strain, mid-course adjustment, and eventual benefit when aligned with visible value in decision making.

According to Participant 3:

"The DHIS 2 rollout went far beyond installing a new platform. It forced a more disciplined way of thinking about data from the point where information is recorded in a clinic register right up to how it appears in monthly and quarterly dashboards. Those of us in monitoring and evaluation had to re-engineer validation routines. We found that the first quarter was heavy going because we were battling with mapping old categories to the new ones, fixing historical backlogs, and convincing colleagues that real time entry is not a luxury but part of our core work. By the middle of the year the turnaround started to show. Supervisors brought dashboards into weekly meetings and suddenly the conversation changed from compliance to learning. That is when staff began to see the point."

Participant 11 reflected with pragmatic specificity:

"For laboratories the change affected us at two levels. We had to harmonize our own spreadsheets and templates, which had grown up in slightly diverse ways across sites, and we had to ensure clinicians were coding visits consistently so that laboratory outputs matched patient level data. The historical data cleaning took place many weekends and late nights, and we had to work across functional lines. It was challenging work, but once

the data began to sit properly, we could trace trends in turnaround times and error rates in ways we never could before. That evidence helped us argue for targeted fixes."

Participant 18 submitted the following account with a frontline focus:

"From a clinical point of view, the biggest change was the shift in rhythm. We were used to end of month batching and then waiting for monitoring and evaluation to get back to us later. With the innovative approach the expectation was real time or near real time entry, which meant every time the internet went down or the power cut, we felt the pinch at once. The training helped at the start, but the refresher sessions a month later were actually even more important because they caught all the issues that only became visible after we had tried to use the system under real field conditions."

Participant 2 also shared a reflective leadership view:

"The team initially underestimated that this migration was a change in culture as much as a change in technology. There is a tendency to think of systems as technical projects. What unlocked adoption was not a technical tweak. It was when the field teams started to see their own data in visuals that made sense to them and when they could use those visuals to redirect mentoring and fix patient flow issues. The moment people experience data as a tool for their own problem solving and not as a stick to police them, resistance falls away. That shift took deliberate effort and time."

Participant 26 offered a detailed record of coping strategies:

"On many days the biggest issue was not the system but the environment. When network coverage drops or we have outages, we fall back to paper. The discipline we developed was to write on paper in a way that mirrors the system as closely as possible so that when

we catch up later our error rate is low. We also learned to flag problematic entries early in the week so supervisors could resolve them before month end. This is the sort of practice you only learn by doing with support."

The essence of these accounts is that the DHIS 2 migration reconfigured routines at multiple levels, required sustained coaching and reinforcement, and delivered value where the system's outputs were integrated into supervisory and peer problem solving. Adoption grew when the platform was framed as a tool for local problem solving rather than as a compliance instrument.

4.4.1.2 Theme 2: Decentralised provincial hubs and proximity to decision and support (2018–2022)

Participants experienced decentralization as a strategically sensible move that brought approvals, problem solving, and service support closer to the point of delivery. The testimonies also called attention to the importance of reliable infrastructure, clear delegations of authority, and sufficient administrative staffing to realize the full benefits.

Participant 7 argued in concrete terms:

"The hub model made sense immediately to those of us outside Harare. The ability to approve small procurements locally and to address staff needs without waiting for central responses saved time and reduced frustration. The place where we struggled was in the basics. When the internet was unstable or when we had power cuts, the hub could not provide the service we needed. We also needed enough administrative hands, trained and confident in the delegation rules, so that approvals did not stall because of fear of making a mistake."

According to Participant 26 the everyday benefits were practical:

"Before the hub we sent devices to Harare for fixes. Those meant delays. After the hub opened, fixing tablets and getting replacements became quicker because the coordination was managed locally. That said, there were days when the hub itself struggled with power and we all reverted to paper. We learned to keep sensible paper backups longer than planned to protect the work. The proximity is a benefit, but it only performs if infrastructure is stable."

Participant 14 observed the learning curve in compliance:

"We adjusted budget controls and delegations to suit the hub structure. It took time for colleagues to be comfortable exercising the limits that policy allowed. Some preferred to escalate everything to head office even when it was within their scope. We ran short clinics on the new delegation matrix and started guided practice sessions. Confidence improved once people saw that correct decisions were supported and that audits recognized adherence rather than punishing initiative."

Participant 31 stated a change in integration:

"A hidden gain of the hub was the regular cross functional meetings. We stopped chasing numbers in isolation and started discussing patterns with monitoring and evaluation at the same table. When we saw a data dip in a facility, it was easier to coordinate a clinical mentoring visit and an administrative fix. That is a cultural change as much as a structural one."

Participant 22 added an operational nuance:

"Vendors were more responsive when they knew the provincial team would inspect deliveries and confirm quality. The hub created accountability closer to the delivery point. That cut down on rework and helped us maintain momentum during rollouts."

These accounts show that decentralization increased function coordination and responsiveness. Its performance depended on infrastructure stability, staff confidence in delegated authority, and cross-functional procedures that helped teams detect and resolve difficulties.

4.4.1.3 Theme 3: Re-organisation of clinical and monitoring and evaluation lines to integrate purpose and practice (2018–2022)

Reorganization was described as a purposeful approach to harmonize program objectives and reduce classification. The experience required communication investment and new roles and paths to avoid repetition and ambiguity.

Participant 4 offered a candid appraisal:

"The organisational reality before was that clinical teams and monitoring and evaluation often did similar work from different angles without a shared plan. The new structure forced joint planning and made data and clinical work belong to the same performance conversation. It worked where we modelled that behavior as managers. Where we did not, people reverted to the old pattern. It was not automatic. We had to be explicit about who owned data quality checks versus clinical mentoring and how issues travelled across the new lines."

Participant 21 added a pragmatic routine:

"Weekly joint reviews became one of the best habits we adopted. They reduced the time between detection and action. Even so, some colleagues kept using the old escalation routes out of habit. We had to put the escalation paths on a simple one-page aid and remind people gently and consistently. It sounds small, but it mattered. The little frictions are what slow an otherwise good design."

Participant 29 stated an outcome at facility level:

"Bringing the targets together had an influence on how I plan a week. When I see a trend in the numbers, I know which mentor to call, and I also know what I can fix within the team. The job aids that explained the new forms and who does what made me feel less anxious during the first months. Clarity is what reduces stress."

Participant 1 commented on modelling:

"The aim was to collapse silos, but the structure is only half the story. Where managers rewarded joint problem solving and attended the joint reviews themselves, the teams aligned. Where managers did not change their behavior, the structure was less effective. Leadership behavior translated the organogram into daily practice."

Participant 35 observed a benefit in accountability:

"The new structure made it easier to see when an issue was systemic and when it was local. That improved fairness in how we held people accountable and also improved the way we asked for resources to fix the system issues."

The theme distils to a simple lesson. Structural re-organization is necessary but not sufficient. Integration is sustained when roles are clarified, routines are codified, and managers model the desired behaviors in how they meet, decide, and recognize performance.

4.4.2 Perceived success or failure of each identified organisational change initiative against its stated objectives between 2018 and 2022

The second objective investigated the extent to which the change initiatives succeeded or failed in meeting their stated objectives between 2018 and 2022. The themes focus on concrete benefits achieved in data quality and speed of feedback, measured efficiency gains alongside persistent bottlenecks, the dynamics of staff morale and cultural shift, and perceived improvements in donor confidence and compliance maturity.

4.4.2.1 Theme 1: Data quality improvements and faster feedback loops as signature outcomes

Participants consistently linked the DHIS 2 migration and the integration of clinical and monitoring and evaluation functions with tangible improvements in data integrity and the speed with which teams could recognize and respond to issues.

Participant 9 stated a systematic shift:

"The change can be seen in hard numbers. Error rates in routine reports fell because the system enforced validation at the point of entry and because supervisors brought dashboards into weekly conversations. It meant that instead of discovering problems at the

end of quarter , we detected them within days. The psychological shift was that people began to trust the data because they were part of making it clean."

According to Participant 25 the clinical routines changed for the better:

"The feedback rhythm accelerated. Previously, it could take weeks before facility teams saw feedback, often after the moment had passed. Now the provincial team shares data within the same week, and we discuss it in our clinical huddles. That changed the way we think about quality because it became a live topic, not a retrospective audit."

Participant 32 submitted an observation about culture:

"The new process allowed us to ask better questions. When a number moved unexpectedly, the conversation shifted from blaming the source to asking what changed in the process. That might seem obvious, but it is new in practice. It makes people less defensive and more curious."

Participant 5 concluded with a strategic reflection:

"The clearest win is the speed and accuracy of decision support. It enabled targeted mentoring, faster re-allocation of limited resources, and better conversations with donors and government counterparts because we could explain trends and actions with evidence rather than narratives."

Participant 33 added an operational outcome:

"Our stockouts reduced because we could see consumption trends earlier and adjust orders. That is a knock-on benefit of better data and faster feedback. It is not only about reports, but it also affects patients directly."

This theme is that better data quality and faster feedback cycles created concrete benefits at multiple levels, shortened the detection-to-correction period, reduced retrospective revision, and increased external credibility. The effect was greatest when data was integrated into supervisory and peer learning methods.

4.4.2.2 Theme 2: Efficiency gains alongside persistent bottlenecks in coordination, maintenance, and approvals

Respondents acknowledged that workflows were streamlined and duplication reduced, yet they also flagged persistent constraints in coordination, equipment maintenance, vendor response, and donor approval cycles that slowed parts of implementation or required workarounds.

Participant 13 reflected on structured efficiency and structural constraint:

"Our turnaround times for small value requests improved because the hub had authority to act. Circuits were shorter. However, some delays were outside our reach, especially with vendors who could not deliver on time because of foreign currency shortages or import delays. We had to build more realistic buffers and escalate earlier to protect the programme from these externalities."

Participant 24 observed the maintenance burden:

"Standard operating procedures and checklists reduced repeat errors and saved time. At the same time, equipment maintenance cycles took longer than planned because service providers were stretched, and sometimes spares were not in country. That means that for laboratory accreditation, we could not compress timelines even if we did everything right on our side."

Participant 30 stated a resource nuance:

"The re organization eliminated duplicated reporting and reduced confusion, but during peak activities like mass reviews or large training, staff still felt stretched. Without temporary backfill or pre-approved overtime, the extra burden falls on the same people who are already carrying the change."

Participant 17 added a compliance perspective:

"We streamlined internal workflows and improved forecasting, yet donor approvals for budget revisions could slow urgent adjustments. The relationships are positive, but the cycle times are not always aligned with the speed of operational need."

Participant 41 added a coordination point:

"Inter department coordination improved, but some forms and tracker tools still required duplicate entries across two systems. Harmonizing those would yield another round of efficiency gains."

Process integration and redundancy elimination showed real efficiency gains. External environmental conditions and resource flexibility were the main restraints. Through better planning and escalation, the company minimized difficulties, but structural limits required focused tactics beyond process design.

4.4.2.3 Theme 3: Staff morale, adaptation burden, and the emergence of a learning culture

Morale improved when leadership promoted continual learning, open conversation, and pragmatic deadline adjustments. Stress increased during outages and peak cycles when detection and surge support were lacking.

Participant 8 shared a narrative of initial strain and subsequent improvement:

"The first months felt relentless. It was change after change, and we were still expected to keep up service standards. The difference came when supervisors started to ask how things were going and listened. When we saw results in our own work, like reduced rework and fewer last-minute scrambles, morale improved. We felt we were solving problems, not being blamed for them."

Participant 28 noted the role of recognition and surge support:

"We needed a more structured way to recognize the extra effort during rollout. Many of us worked late to catch up when the network went down. Where overtime was not approved or where there was no arrangement to share the load, it affected motivation. Recognition matters, even if it is small and timely."

Participant 16 observed a dynamic safety:

"Psychological safety increased when leaders admitted that some of the timelines had been too ambitious and adjusted. That simple admission made it easier to say when a process was not working and to propose alternatives without fear of being seen as negative."

Participant 27 said with practical clarity:

"The joint reviews reduced the blame game. Still, in weeks with repeated outages and when we were under pressure to report, stress levels were high. That is when managers who helped prioritize and protect the team made the biggest difference."

Participant 44 added a perspective on inclusion:

"When support services were included early, we could align logistics and communications better. That reduced last minute stress for everyone and improved morale because we felt respected."

In sum, morale was a function of leadership behaviors, recognition practices, and the realities of the operating environment. Where learning and support were normalized, the culture moved toward constructive problem solving and away from blame. Where surge support was limited and disruptions frequent, stress spiked, which calls for structural solutions in resource planning and infrastructure.

4.4.2.4 Theme 4: Donor perception and compliance confidence as enablers of flexibility

Respondents showed that donor trust improved with visible governance localization, embedded compliance routines, and the quality of performance reporting. This in turn enabled more substantive dialogue and flexibility.

Participant 6 stated a relational outcome:

"Donors responded positively to the local board's visibility and to the quality of our quarterly dashboards. It communicated maturity. That opened space to propose adaptive

changes without the sense that we were asking for permission to fix avoidable mistakes. The tone shifted from policing to partnership."

Participant 22 explained a process outcome:

"We embedded compliance checkpoints in the planning process and did internal pre audits. That simple discipline reduced last minute scrambles. Reviews with donors became more focused on results and less on chasing documents. It reduced anxiety in the teams."

Participant 12 shared a perception from government partners:

"Provincial authorities increasingly saw us as dependable because our reporting was consistent and we were transparent about problems and fixes. That meant we could secure joint planning time more easily, which helps everything downstream."

Participant 35 added a cultural angle:

"Compliance is no longer an afterthought. It is part of how we plan. That took pressure off at reporting times because we were prepared. It also improved how we feel about our work because there were fewer surprises."

Participant 57 emphasized credibility:

"Trust compounds. Once funders see that learning and compliance are normal parts of our practice, they are more willing to accommodate the realities we face, like when the grid fails or when a vendor defaults. That flexibility is invaluable."

The theme shows that governance and compliance maturity improved the quality of external relationships and created a platform for adaptive management. This is a virtuous cycle that should be nurtured continuously.

4.4.3 4.4.3 Factors that influenced the implementation of organisational change at Zim-TTECH between 2018 and 2022

The third objective examined the enabling and constraining factors that shaped implementation outcomes at Zim-TTECH between 2018 and 2022. The themes that follow foreground leadership and distributed decision making, the realities of resources and infrastructure, and the rise of learning routines and psychological safety as mechanisms for adaptation.

4.4.3.1 Theme 1: Leadership behaviors and distributed decision making as accelerators of adoption.

Participants drew a clear line between visible sponsorship, consistent messaging, distributed authority, and the speed and confidence with which teams adopted new practices.

Participant 10 observed the effect of senior presence:

"It mattered that directors came to sites and spoke about why the change was important. They did not only send emails. They answered questions on the ground. It signaled that this was not a fad and that leadership would stand with us through the learning curve. Supervisors amplified that message by making it normal to ask questions without fear of being labelled difficult."

Participant 15 stated the value of delegated authority:

"The delegations for hubs meant we could solve many issues on the spot. That cut days and sometimes weeks off problem resolution. When we had to escalate, we got quick responses"

because priorities were clear and because the weekly rhythm of check ins created accountability without drama."

Participant 20 explained the role of structured touch points:

"The weekly touch points created a predictable rhythm for problem solving. Leaders used those meetings to remove obstacles rather than to collect updates. That shaped the culture. It became normal to come with a problem and leave with a plan and the authority to act."

Participant 33 added a control perspective:

"We learned to push micro decisions down to those closest to the work. The way we maintained coherence was through shared metrics and clear escalation triggers. It is not a chaotic situation. It is disciplined empowerment."

Participant 52 offered a learning note:

"The leadership also admitted when early decisions needed adjustment. That humility created trust and made it easier for everyone to align without feeling forced."

The testimonies adhere around a leadership practice that combines presence, clarity, empowerment, and disciplined rhythm. This combination appears to shorten adoption cycles, raise ownership, and reduce the sense of coercion often associated with top-down change.

4.4.3.2 Theme 2: Resource adequacy, technology reliability, and infrastructure resilience as persistent determinants of implementation experience

Respondents repeatedly returned to the constraints posed by funding elasticity, staffing surge capacity, power reliability, and connectivity, and to the practical workarounds that were developed.

Participant 19 commented on the fatigue of catch-up work:

"When the internet is down, everything slows down and we revert to paper. That is manageable for a day, but when it is multiple days, the catch up is heavy. We worked late and on weekends to close gaps. That takes a toll. It is not a matter of willingness. It is a matter of human limits."

Participant 23 noted last mile variability:

"The core system held up well. The bottleneck was the last mile. Some hubs had stable power and connectivity. Others did not. Loan devices helped when hardware failed, but the real issue was getting reliable power and a connection. That is not something a helpdesk can fix on its own."

Participant 34 stated a budget nuance:

"We had enough funds to cover the base plan. The difficulty was surging needs during rollout. Getting overtime approved or hiring temporary backfill was not always prompt. The result was predictable. The same committed staff picked up the load, which is not sustainable."

Participant 36 observed the accreditation sensitivity:

"For accreditation, reliable calibration, maintenance, and external quality assurance are non-negotiable. Planning covers these cycles, but budgeting for them in this environment is difficult. Vendor capacity and import delays swim against your timelines. Managing that without damaging morale is an art."

Participant 50 added a targeted investment insight:

"Where hubs had robust power backup and dual connectivity options, everything felt easier. We should prioritize those nodes because they carry the system. Once those are stable, the rest of the network benefits."

This theme makes clear that the limiting factors were structural and recurrent. Staff ingenuity and commitment mitigated, but the cost was high. Targeted investments in infrastructure and pre-approved surge resources would likely yield disproportionate benefits.

4.4.3.3 Theme 3: Learning orientation, psychological safety, and after action sensemaking as mechanisms of consolidation

Participants described the emergence of a more explicit learning culture that legitimized reflection, supported error analysis, and translated insights into adjustments in tools and routines.

Participant 37 explained a concrete practice:

"We started to do short after-action reflections at the end of each month. We asked what went well, what did not, and what we should change before the next cycle. It was simple, but it made a difference because we caught small issues early and prevented them from becoming big."

Participant 38 submitted an account of non-punitive learning:

"The tone shifted. Errors were treated as learning opportunities. That did not mean people got away with negligence. It meant we looked at the system first, adjusted the form, changed a step, or clarified a message. People were less afraid to speak up when they knew the goal was improvement."

Participant 40 stated the effect on voice:

"The honest conversations improved the process. Staff felt safe to say that a step was not working and to suggest alternatives. Before, that would be seen as complaining. Now it is understood as part of our work to make the system better."

Participant 41 reflected on codification:

"We saw more staff generated suggestions, like simplified checklists. When we adopted them quickly and gave credit, it reinforced the behavior. The result was faster consolidation of new routines."

Participant 54 connected learning to governance:

"We began to link the after-action findings to policy updates and onboarding content. That is how learning becomes institutional. Otherwise, the knowledge sits with a few people and disappears when they move."

The theme shows that learning routines and psychological safety are not abstract ideals. They are pragmatic disciplines that help organizations stabilize after changes, reduce repeated errors, and build institutional memory that reduces future change costs.

4.4.4 Strategies for strengthening Zim-TTECH organizational change management processes.

The final objective asked what should be done differently in the next change cycle. The themes reflect a strong endorsement of earlier co design with implementers, a call for training designed as a journey rather than a single event, targeted investments to harden critical infrastructure nodes, and the institutionalization of after-action reviews and adaptive governance pathways.

4.4.4.1 Theme 1: Earlier co-design with front line staff to improve fitness and ownership.

Participants expressed a clear preference for involving implementers earlier in the design of workflows, forms, and support arrangements, not to veto change but to ensure contextual fit and reduce downstream rework.

Participant 42 noted a design learning:

"If we had been involved in designing the new forms at the very start, we would have avoided some of the confusion. Co design is not a luxury. It saves time later because you discover where a field misses information or where an instruction is ambiguous. It also gives us ownership. We commit more when we have shaped the tool."

Participant 43 added a field-testing point:

"Prototype testing with field staff would have surfaced network coverage gaps and informed choices about offline options. We know where the connectivity is weak because we work there. Bringing that knowledge into the design room helps avoid ideal plans that struggle in reality."

Participant 44 stated an alignment logic:

"Involving administration early helps align procurement lead times and communications with rollout schedules. We can flag where vendors are struggling, build buffers, and prepare support materials in time. That reduces the last-minute rush that burns people out."

Participant 45 explained the spirit of co-creation:

"This is not about saying no to change. It is about shaping it so that it works where it matters. Early involvement makes implementation smoother and results stronger, and it signals respect for the knowledge of the people who will carry the change."

Participant 29 offered a voice perspective:

"When we are asked early, we feel seen. That alone boost morale. It also makes it easier to lead our peers through the change because we can explain the logic and the choices made."

The theme consolidates a clear recommendation. Early co design with implementers improves feasibility, accelerates adoption by increasing ownership, and reduces rework and frustration.

4.4.4.2 Theme 2: Strengthen training depth, cadence, and job aids to embed competence.

Participants advocated for modular, spaced, and practical training supported by high quality job aid, recognizing that competence is built through cycles of practice and reinforcement rather than a single event.

Participant 46 stated a cadence insight:

"One off training at the start is not enough. We need short refreshers a month later when we have tried to use the system and know where we are stuck. Those sessions are efficient because they are targeted at real problems we have encountered."

Participant 47 observed the value of job aids:

"Job aids and quick reference guides made a bigger difference than we expected. When the network is down or when a rare scenario comes up, people rely on those aids. They must be clear, concise, and accessible. We should invest time in making them excellent."

Participant 48 added a pedagogical note:

"For accreditation, scenario-based drills worked better than lectures. We applied the procedures, and then we received feedback. That is what builds muscle memory for critical steps. We need more of that."

Participant 49 explained the design of a training journey:

"We should plan training as a journey with checkpoints and assessments. Start with a firsthand session. Follow with a thirty-day check, then a ninety-day clinic to consolidate. Tie the journey to coaching and job aids. That is how skills stick."

Participant 31 underlined the link to supervision:

"Training only embeds when supervisors coach in the workflow. The best learning happens in the real task, not the classroom. We need to support supervisors to be coaches."

The theme is unambiguous. Training should be designed as a sequence with deliberate reinforcement and with materials that support performance in context. Supervisory coaching closes the loop.

4.4.4.3 Theme 3: Invest strategically in power backup, connectivity, and device lifecycle to harden critical nodes.

Participants repeatedly asserted that targeted investment in infrastructure at hubs and high-volume sites will deliver outsized benefits because these nodes anchor the network's performance.

Participant 50 noted a prioritisation logic :

"The difference between sites with stable power and connectivity and those without is night and day. Where stability exists, everything else flows. We should prioritize those nodes that carry the most load. If the hub is down, the whole province slows down. A modest investment in solar backup and a second connectivity option there pays for itself in saved time and reduced errors."

Participant 51 stated a lifecycle point:

"Devices fail. That is normal. What we need is a lifecycle plan that includes maintenance, replacements, and spares. If a tablet fails mid cycle and we have no replacement, the backlog created is not only frustrating, but it also compromises data quality."

Participant 52 shared an intervention that worked:

"Solar backup at selected sites prevented lost days. It was a targeted intervention, not a blanket approach, and it proved the point. We need a plan that scales that logic to other critical nodes."

Participant 53 added a vendor diversification insight:

"Connectivity providers have different strengths. Some are better in urban areas; others have stronger rural coverage. We should diversify contracts to match our footprint and not rely on a single provider everywhere."

Participant 14 underscored the budgeting need:

"We need to plan for these investments deliberately, not ad hoc. That means creating a ring-fenced budget line for infrastructure hardening so that we can act when the opportunity arises."

The theme signals a tight business case. Investments should focus on critical nodes where stability yields systemic benefit. Vendor diversification and lifecycle planning complement capital outlays.

4.4.4.4 Theme 4: Institutionalize after action reviews and adaptive governance to turn learning into policy and practice.

Participants endorsed a formal practice of after-action reviews and requested governance channels that translate lessons into policy, job aids, and onboarding to prevent regression.

Participant 54 reflected on discipline:

"After action reviews should be standard, with outputs that are acted upon. They create accountability for learning. Without them, we risk repeating the same mistakes or losing hard won knowledge when staff move on."

Participant 55 observed a decision flow:

"When we had a clear forum and template to propose changes, approvals were faster and better justified. Adaptive governance is not chaos. It is disciplined adjustment in response to evidence."

Participant 56 stated the link to refreezing:

"Linking reviews to policy updates and onboarding is what makes change stick. If inexperienced staff are trained in the old ways, the organization slides back. The materials must be updated as a matter of routine."

Participant 57 concluded with an external validation:

"Donors appreciated seeing lessons documented and acted on. It built confidence and even helped us secure small flexibilities in budgets and timelines because funders could see that we managed learning seriously."

Participant 41 added an operational mechanism:

"We kept a simple action register of after-action items, with owners and deadlines. That small act made a big difference because it created continuity and accountability."

The theme confirms a strong appetite for structured reflection and for governance mechanisms that translate learning into the durable artefacts and routines by which the organization operates. This is the heart of refreezing.

4.5 Discussion of findings

This section integrates the quantitative and qualitative strands and examines their relationship to contemporary scholarship. The discussion is organized by objective and articulates how the

findings align with or diverge from the literature and how Lewin's model provides a coherent interpretive frame for the Zim-TTECH experience. The narrative demonstrates not only conceptual fit but also practical utility by showing where and how the organization can strengthen performance based on the evidence.

4.5.1 Organisational change initiatives implemented at Zim-TTECH between 2018 and 2022

The first objective identified the major change initiatives implemented between 2018 and 2022 and revealed their prevalence and concurrency. According to Burnes (2021), the unfreezing stage demands a credible case that disrupts the comfort of the status quo and mobilizes effort toward a new state. The remarkably high ratings for C1 and C3, which show that clear data and regulatory or donor references were used to justify change, show that Zim-TTECH managed unfreezing with persuasive clarity. The qualitative accounts of senior leaders visiting sites to explain the rationale and of supervisors anchoring the change in weekly conversations confirm that the case was both cognitively and socially enacted, which is critical for unfreezing to be effective in practice rather than in policy.

Lauer (2020) emphasizes that planning credibility rests on specific objectives, realistic milestones, clarified roles, and integrated compliance checkpoints. The quantitative data shows robust performance on objective specificity and compliance integration and moderately robust performance on role clarity. The lower ratings for milestone realism and budget sufficiency show tension between ambition and capacity. This tension is unsurprising in resource constrained nonprofits but must be managed deliberately to protect momentum. Karasvirta and Teerikangas

(2022) argue that in planned changes, design must anticipate adaptation because turbulence is normal rather than exceptional in complex organizations. Phased DHIS configuration, targeted joint reviews, and delegated approvals support this adaptive approach and show that Zim-TTECH uses a hybrid unitary design with iterative refinement. This accurately portrays Lewin's moving stage in modern times as a time of experimenting and learning rather than plan implementation.

Complex organizational change often involves multiple overlapping efforts, which increase cognitive demands and require careful pacing and disciplined communication, according to Creswell and Clark (2023). Co-occurrence data showing that most workers worked on three or four initiatives at once confirms that the time under evaluation was demanding. The experiences of initial excess followed by acceptance after benefits highlight the importance of pace and obvious early accomplishments in building confidence. By 2020, leadership must manage urgency and tiredness. The staff preference data for earlier co-design and more complete training suggests that succeeding cycles should begin with broader debate, phased implementation, and sufficient reinforcement to protect energy and improve absorption. Established literature supports this recommendation.

The regional distribution of major initiatives is also useful. Griffin et al. (2020) note that African organizations have different head office, provincial, and field settings due to infrastructure and coordination. The small acknowledgement of DHIS 2 migration and reporting line restructuring at field locations and the focus on provincial decentralization reflect these structural realities. Field locations were not eliminated, but connectivity and the hub-centric structure influenced rollouts and labeling. Customized communication that delivers design principles successfully is crucial for local relevance.

4.5.2 Perceived success or failure of each identified organisational change initiative between 2018 and 2022

The second objective evaluated perceived success. The strongest successes were recorded for digital migration and reporting line integration, with decentralization and governance transition in the moderate to high range, and accreditation in the moderate range. According to Lee (2021), nonprofit performance must be assessed through a multidimensional lens that blends operational, stakeholder, and mission-oriented measures. The pattern of outcomes in G1 to G7 and the qualitative accounts align with this view. Improved data quality and faster feedback loops were signature wins that translated into faster clinical and administrative problem solving and enhanced credibility with donors and government partners. MacDonald (2023) argues that digital change succeeds when measurement is embedded in routine operations and when feedback is integrated into supervisory work. The testimonies that dashboards became part of weekly meetings and that facility huddles discussed data support this proposition and indicate that the moving stage was accompanied by the beginnings of refreezing through regular routines.

Perceived efficiency improvements and persistent bottlenecks coexisted. Parsa et al. (2022) demonstrate that nonprofits face an overhead squeeze that constrains administrative elasticity, making surge needs during change difficult to fund. The ratings for funding sufficiency and staffing elasticity, and the accounts of delayed overtime approvals and limited backfill, are textbook instances of this squeeze. The organization mitigated through streamlining and by normalizing compliance within planning, as shown by D7, which both improved internal efficiency and enhanced donor trust. Weiner (2020) conceptualizes readiness as including both commitment and efficacy. The case for change and leadership behaviors cultivated commitment, while constraints in infrastructure and vendor cycles limited efficacy in some domains, particularly

laboratory maintenance and rural connectivity. This diagnostic explains why many staff rated success as four rather than five. It also indicates that lifting the ceiling requires structural interventions beyond process design.

According to Ferrari (2023), readiness is heightened when cynicism is confronted through credible action, consistent messaging, and visible improvements. The qualitative testimonies of supervisors encouraging questions, leaders admitting missteps, and concrete wins in reduced error rates add up to a credible reduction in skepticism and increased willingness to engage. Karasvirta and Teerikangas (2022) caution that transitions carry emotional labor and that pacing and recognition are essential. The staff call for structured recognition and for surge support are practical ways to respect that reality. Lee and Sullivan (2023) warn that nonprofit fragility often lies in resource volatility and leadership churn. The governance transition and the improved donor confidence described by participants potentially increase stability if supported, as they place the organization in better standing to negotiate small flexibilities that cushion shocks without undermining compliance integrity.

Donor perception and compliance confidence improved markedly. Parsa et al. (2022) find that governance quality can relieve the overhead squeeze by building funder trust that, in turn, relaxes micro control tendencies. The narrative that funders responded positively to local board visibility and to embedded compliance routines supports this mechanism. Feters and Molina Azorín (2020) argue that implementation science benefits from learning loops that connect evidence to action. Zim-TTECH 's shift to routine dashboards and after-action reviews exemplify such loops and likely underpins the more constructive relationship with funders noted by participants.

4.5.3 Factors that influenced the implementation of organisational change at Zim-TTECH between 2018 and 2022

The third objective interrogated the drivers and constraints of change implementation between 2018 and 2022 at Zim-TTECH. Leadership behaviors, supervisory openness, and team cohesion emerged as strong enablers. According to By (2020), effective leadership in change combines direction with empowerment, and escapes the crisis of detached exhortation by enabling teams to act. The qualitative evidence of visible senior presence, regular problem-solving forums, and delegated decision rights operationalizes this guidance. Terzieva et al. (2023) suggest that distributed leadership in nonprofits increases organisational responsiveness by putting decision authority closer to the point of service. The hub model and the way delegations were used match this premise and explain the reported reductions in turnaround times for local issues. Lauer (2020) emphasizes that success factors include collaborative planning and role clarity, which the data confirm in items D4 and D7 and in the narratives about joint reviews.

Resource constraints and infrastructural reliability were the primary restraints. Griffin et al. (2020) describe the environment in Zimbabwe as characterized by economic volatility, inflationary pressure, and infrastructural gaps. The high ratings for the impact of inflation and power outages substantiate this characterization and find many bottlenecks beyond discretionary managerial control. Digital projects should be founded on pragmatic infrastructure evaluations and gradual stability investments, according to MacDonald (2023). This recommendation is supported by participants' focus on power reserve, varied connection, and device lifecycle management. Han et al. (2020) note that nonprofits can stabilize investment cycles and reduce inequities with social finance and strategic partnerships. The organization can negotiate within grant frameworks to win

modest financial allocations for reinforcing essential nodes using staff business case logic, even though these instruments are limited.

Learning routines and psychological stability aid consolidation. Bruneel et al. (2024) argue that nonprofit entrepreneurial orientation involves organized learning that captures experiential knowledge. After-action evaluations, shortened action registers, and policy and onboarding improvements show that Zim-TTECH has moved from ad hoc adjustments to institutional learning. Refreezing is an active process that absorbs new behaviors into old systems, according to Muldoon (2020) and Burnes (2021). To support progress throughout staff turnover and unexpected disruptions, the staff focus on integrating review outcomes with policies, job aids, and induction materials should be institutionalized.

4.5.4 Strategies for strengthening Zim-TTECH 's organizational change management processes.

Fourth objective gathered staff preferences for future changes. Zim-TTECH has a clear operational agenda due to the need for earlier frontline participation, employment aid-enhanced training, strategic infrastructure investment, and institutionalized after-action reviews. Lauer (2020) states that collaborative design with implementers improves contextual alignment, reduces covert resistance, and reveals obstacles early on, predicting success. The near-unanimous support for earlier participation across positions supports this data and provides a clear path to better results. Including frontline information in sequencing and risk mitigation techniques increases execution, according to Karasvirta and Teerikangas (2022). Staff recommendations on offline alternatives, procurement lead times, and vendor limits make this notion realistic for design.

Change efficacy depends on sequential and reinforced capability development, according to MacDonald (2023). Staff suggest a journey model of training that follows modern adult learning concepts and fulfills fieldwork needs. Weiner (2020) highlights that readiness is built not only by will but also by skill and that these can be developed through well designed training and coaching. The preference for job aids and scenario-based drills reflects an understanding that performance supports tools and contextual practice embed competence more effectively than once of lectures.

Fetters and Molina Azorín (2020) advocate for learning loops that are formalized through mechanisms such as after-action reviews and that are tied to governance processes. The staff requests for standardized after action reviews, action registers, and linkages to policy, job aids, and onboarding are therefore not merely preferences but evidence-based practices that sustain change by institutionalizing learning. Taheri and Okumus (2023) further suggest that communication in complex service organizations is most effective when multiple channels are used. The mixed views on digital channels show that a blended approach is proper, with careful attention to site specific connectivity realities and to the importance of two-way dialogue that face-to-face briefings often help.

In sum, the staff preferences align closely with the literature and provide a practical blueprint to enhance future change capability. They also provide proper levers to deepen the refreezing of recent gains by making co design, training reinforcement, infrastructure hardening, and learning governance standard features of change.

4.6 Chapter summary

In summation, this chapter has presented a comprehensive account of Zim-TTECH 's change portfolio, implementation experience, outcomes, and staff preferences for future cycles. The demographic profile confirms a robust and representative sample across gender, age, location, function, management level, and tenure. The quantitative results showed that the most widely experienced initiatives included DHIS 2 migration, decentralization through provincial hubs, and reorganization of clinical and monitoring and evaluation reporting lines, with governance transition and laboratory accreditation following. Perceived success clustered in the moderate to high range, strongest for digital migration and integration of clinical and data functions, with notable benefits in data quality, feedback speed, service quality, and donor confidence. Efficiency was improved, although bottlenecks persisted in coordination, maintenance, and approvals. Leadership visibility, supervisory openness, team cohesion, and emergent learning routines enabled progress, while funding elasticity, staffing surge capacity, and infrastructure reliability constrained it. Staff asked for earlier involvement in co design, deeper and spaced training with strong job aids, targeted infrastructure investments at critical nodes, and institutionalized after action reviews linked to policy and onboarding. The discussion showed that the findings are compatible with change management research and that Lewin's unfreeze-move-refreeze paradigm can help Zim-TTECH improve its change capabilities. These findings form the basis for the last chapter, which draws conclusions and makes actionable recommendations with clear accountability.

CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter combines the empirical findings into a comprehensive summary, articulates conclusions on the current state and future direction of change management at Zim-TTECH, and presents detailed recommendations specifying the responsible entities for implementation. The chapter closes by identifying targeted areas for further research that will extend and deepen the knowledge base necessary to strengthen organizational change capability in Zimbabwean nonprofit settings.

5.1 Summary of findings

The study confirmed that Zim-TTECH implemented a portfolio of strategic changes between 2018 and 2024 that affected systems, structures, and governance. The most widely experienced initiatives included digital migration to DHIS 2, re organization of clinical and monitoring and evaluation reporting lines, and the introduction of decentralized provincial hubs. Governance transition from external oversight to a local board and a laboratory accreditation drive were also prominent features of the period. Most staff experienced three to four initiatives concurrently, signaling a complex change environment that demanded carefully paced rollout and robust support for absorption.

Perceived success was strongest for DHIS 2 migration and for integration of clinical and monitoring and evaluation functions, both of which delivered improvements in data quality and

the speed of feedback and correction. Decentralization and governance transition achieved moderate to high success ratings and improved responsiveness, cross-functional cooperation, and credibility. Despite staff efforts, the laboratory accreditation endeavor achieved moderate scores due to high requirements and infrastructural and vendor limitations. Evaluations showed improved service quality, operational efficiency, donor reputation, and goal achievement. Leadership normalized learning offered supportive supervision, and pragmatically altered deadlines to boost staff morale, while interruptions and peak cycles worsened stress.

The factors analysis showed that credible cases for change, visible leadership sponsorship, distributed decision making through delegations to hubs, supervisory openness, and team cohesion were decisive enablers. Planning strengths included clear objectives, role clarity, and embedded compliance checkpoints. The principal constraints included insufficient funding elasticity to support surge needs, limited staffing backfill and overtime approvals, and uneven reliability of power and internet connectivity. The contextual environment of inflation and vendor constraints also slowed procurement and maintenance cycles. Learning routines such as after-action reviews and a cultural shift toward psychological safety emerged as accelerators of consolidation by translating tacit lessons into explicit policy, job aids, and onboarding content. Staff preferences for future change practice were clear. Respondents requested earlier involvement of front-line staff in co design, modular and spaced training supported by high quality job aids and supervisory coaching, targeted infrastructure investments to stabilize critical nodes, and institutionalized after action reviews as a formal governance discipline. Staff also supported the use of digital communication channels as part of a blended approach rather than as a replacement for face-to-face briefings.

5.2 Conclusion

The results demonstrate that Zim-TTECH has developed a credible and functioning change capability that has delivered substantive benefits in data integrity, service quality, and external credibility while navigating a challenging macro environment. The organization succeeded in unfreezing entrenched routines by presenting a data grounded and compliance aligned case for change and by making leaders and supervisors visible sponsors and facilitators. It moved through an adaptive implementation that combined structured planning with delegated authority and disciplined problem-solving rhythms. It has begun to refreeze in those domains where new routines have been codified through dashboards, joint reviews, policy updates, and updated induction content. Sustainability over the next three years is likely if the organization institutionalizes learning disciplines and if it undertakes targeted structural interventions to strengthen infrastructure reliability and surge resource availability. The residual fragilities in power and connectivity, in vendor capacity, and in funding elasticity do not negate the progress. They show where attention must be placed to support trajectory and protect staff morale. The organization's relationships with donors and government partners have strengthened and can be leveraged to secure modest flexibilities that enable adaptive governance in the face of contextual shocks. In sum, Zim-TTECH's change capacity is sound and can be made resilient through deliberate investments in co design, training reinforcement, infrastructure hardening, and after-action governance.

5.3 Recommendations

Against the backdrop of study findings, the following set of recommendations are therefore prescribed.

5.3.1 The organization should institutionalize front line co design at the inception of every major change initiative by establishing structured design sprints that include implementers from clinical services, monitoring and evaluation, laboratory services, finance and administration, information technology, and coordination. The Executive Director, working through the Director of Programs and the Director of Operations, should mandate that each change charter includes a documented co design phase with clear participant lists, agendas, and outputs. Provincial hub managers should coordinate site level representation to ensure that urban and rural realities are incorporated, including the presence of facility staff from remote sites. The co design phase should include early prototype testing of workflows and forms in at least one urban and one rural site before broader rollout. The Procurement Unit should participate to align lead times and vendor capacity with the planned sequence. The Information Technology Unit should model offline contingencies where connectivity gaps are likely. The Board of Directors, through its Programme and Strategy Committee, should receive a brief on co design outputs for major initiatives to reinforce accountability for inclusive design. The Ministry of Health and Child Care should be invited to nominate a liaison to participate in co design for changes that affect provincial or district interfaces, to align expectations and reduce subsequent approval friction.

5.3.2 The organization should adopt a training as a journey model, replacing one off training events with a sequenced plan including firsthand training, a thirty-day reinforcement clinic, and a ninety-day consolidation workshop, all supported by concise job aids and supervisor coaching guides.

The Human Resources and Organisational Development Unit should lead this reform in partnership with the Information Technology Unit for system related content and with the Monitoring and Evaluation Unit for data related content. The training plans should include practical drills and scenario-based exercises that reflect real field conditions. Supervisors should receive coaching on the job reinforcement techniques and on using dashboards in routine feedback. The Provincial Hub Managers should be responsible for scheduling reinforcement clinics and for ensuring that staff who missed initial training receive catch up sessions. The organization should allocate a dedicated budget line for the development of high-quality job aids, including design support, printing, and digital distribution mechanisms. The Executive Director should request that major donors include training reinforcement budgets in grant agreements to avoid squeeze during implementation. The Ministry of Health and Child Care should be engaged to align training content with national reporting standards and to explore opportunities for joint training where appropriate to reinforce interoperability.

5.3.3 The infrastructure enhancement strategy should prioritize power backup, diverse connectivity, and device lifecycle management at provincial centers and other high-volume nodes. To identify key nodes, the IT Unit should quickly assess demand, outage history, and strategic importance. Based on this assessment, the Operations Directorate should create a phased investment strategy that prioritizes solar backup at high-tier nodes, secures secondary connectivity agreements to diversify service providers, and implements a device lifecycle policy with maintenance schedules, spare parts, and replacement criteria. The Finance Department should create an infrastructure budget line and present a business case for capital allocation to the Board's Finance and Audit Committee, citing expected benefits including reduced downtime, improved data quality, and staff efficiency. This study suggests collaborating with donors to secure modest

capital allocations through infrastructure enhancement grants. To improve coverage in crucial locations, the organization should cooperate with the Postal and Telecommunications Regulatory Authority of Zimbabwe and major network operators. Using the Zimbabwe Electricity Transmission and Distribution Company's infrastructure, the Executive Director will review provincial center outage trends and load control measures.

5.3.4 The company should standardize monthly and quarterly after-action evaluations and incorporate the results into policy, job aid, and onboarding updates. The Executive Director should approve a brief after-action review policy that defines project team and operational cycle scope, responsibilities, and structures. The Monitoring and Evaluation Unit should keep a central repository of after-action outputs and work with the Human Resources and Organisational Development Unit to ensure that relevant changes are incorporated into induction materials and supervisor coaching guides within a defined timeframe. The Operations Directorate should keep a simple action register that assigns owners and deadlines to after-action items and produces a dashboard for the Executive Team. The Board of Directors should request a quarterly summary of after-action findings and organisational responses through the Programme and Strategy Committee to embed oversight. The Grants and Compliance Unit should document after action review practices and outputs in donor reports to reinforce the organization's learning posture and to secure flexibility in micro revisions to timelines and budgets when evidence warrants. The Ministry of Health and Child Care should be invited to cohost after action reflections for joint programs to accelerate system wide learning.

5.3.5 The organization should strengthen surge capacity during rollout windows by creating a pre-approved pool for overtime and short-term hiring that can be activated by Provincial Hub Managers within defined thresholds. The Human Resources and Organisational Development Unit

should develop a surge staffing protocol that defines criteria, roles, and delegation levels for approving overtime and temporary backfill during predetermined implementation periods. The Finance Department should model expected surge demand and ring fence a modest budget to cover this pool, ensuring rapid availability without repeated high level approvals that slow response. The Executive Director should secure donor approval for the surge pool within grant budgets to show that rapid surge support reduces implementation delays and boosts staff morale. Monthly pool usage reports from Provincial Hub Managers increase openness and improve forecasting accuracy. It will reduce cumulative weariness among the same staff and protect performance and morale.

5.3.6 The organization should improve provincial center delegation of authority matrices and apply this knowledge into induction and supervisory coaching to guarantee confident and consistent decision-making at the right level. The Operations Directorate should review the delegation matrix for clarity, comprehensiveness, and consistency with the organization's risk appetite and then distribute it in a user-friendly format with one-page reference sheets. Human Resources and Organisational Development Unit should include delegation training in hub administrator, finance officer, and programme leader inductions, using scenarios to measure comprehension and boost confidence. Supervisors should be trained to recognize and use delegated power to reduce unnecessary escalations that delay response times. Instead of punitive audits, Internal Audit could include delegation in normal reviews and provide developmental comments to foster learning. The Finance and Audit Committee of the Board should receive frequent updates on delegation protocol compliance and any necessary changes to improve effectiveness. This strategy will boost accountability and decentralization-induced responsiveness.

5.3.7 A blended communication approach for change should include succinct digital briefings, engaging virtual sessions, and targeted in-person town hall meetings at key milestones, using a

unified script and frequently asked questions to ensure consistency across all locations. The Communications Unit should develop a change communications guide that defines channels, cadence, and roles for spokespeople at headquarters and provincial level. The guide should ensure that key messages are repeated in multiple formats and that two-way dialogue opportunities are built in, particularly for staff in sites with connectivity variability. Provincial Hub Managers should host short, well-timed town halls at the start and at key midpoints of implementation to reinforce understanding and to collect feedback. The organization should use zero rated platforms where available and should archive recordings of virtual sessions for staff to access asynchronously. The Executive Director should model message discipline by aligning leadership communications to the guide and by reinforcing that supervisors are responsible for local dialogue. The Ministry of Health and Child Care should be kept informed through aligned briefs for provincial health authorities to support coherence and reduce confusion at the interface.

5.3.8 The organization should negotiate with major donors to establish a standing flexibility protocol that recognizes the value of embedded compliance checkpoints and documented learning, thereby enabling faster micro revisions to timelines and budgets when contextual disruptions occur. The Executive Director, supported by the Grants and Compliance Unit, should propose a protocol that shows the conditions under which micro changes can be pre-approved within a tolerance band, the documentation needed to justify such changes, and the reporting format to ensure transparency. The protocol should be grounded in evidence from after action reviews and in the reliability of routine compliance indicators. The Board of Directors should endorse this approach to signal organisational commitment to disciplined adaptability. The organization should use quarterly review meetings with donors to refine the protocol, with the aim of reducing cycle times for small but consequential approvals. The Ministry of Health and Child Care should be

copied into such arrangements where programme impacts intersect with public service delivery, to keep alignment and trust.

5.4 Areas for further research

Future investigation should examine, through a longitudinal design, the durability of data quality gains associated with DHIS 2 migration and the association between dashboard use in supervisory routines and clinical outcomes at facility level across diverse districts. This would require integrating routine data with targeted clinical audits to trace causal pathways and quantify effects. A cost effectiveness analysis of targeted infrastructure hardening at hubs, comparing sites that receive power backup and dual connectivity to matched sites without such investments, would provide a compelling business case for capital allocation under constrained budgets. Comparing decentralization approaches in comparable Zimbabwean organizations would reveal structural design factors that improve responsiveness, coherence, and compliance. A prospective analysis of after-action review adoption, focusing on how review outputs are integrated into policy, job aids, and induction materials and how this integration affects refreezing speed and quality, would reveal how learning disciplines help change. Finally, examining donor flexibility protocols as a governance innovation in Zimbabwean nonprofits, including funder perspectives, would help explain how compliance maturity can create adaptive space that improves outcomes without compromising accountability.

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APPENDICES

APPENDIX A : QUESTIONNAIRE

QUESTIONNAIRE FOR EMPLOYEES

Consent Form: Participation in ZIM-TTECH Organisational Change Study

You are invited to take part in a study on how organisational changes at Zim-TTECH (2018–2024) were planned and implemented. Participation is voluntary; you may skip any question or stop at any time without penalty. The anonymous survey collects no names; interviews/focus groups will be confidential and any quotations anonymized. Data will be stored securely and reported in aggregate. Risks are minimal (possible discomfort discussing workplace issues); there is no payment. Potential benefits include improved communication, training, resources, and change management. The survey takes about 10–15 minutes; interviews/focus groups about 45–60 minutes.

By ticking the box below, you give your consent to participate in the study:

I give my consent to participate in the study,

A. Demographics

1. Gender

Male Female

2. Age

18-25	26-35	36-45	46-55	56-65

3. Work location

Harare HQ	Provincial office	District / field site

4. Functional Area

Clinical services	Laboratory services	Monitoring & Evaluation	Finance & Administration	Other (specify)

5. Management Levels

Senior manager	Middle manager	Supervisor / team lead	Front-line staff

6. Work Experience (in years)

0-3	3-6	6-9	9-12	12-15	Over15

7. Which of the following change initiatives were implemented at Zim-TTECH?

Change initiative (2018–2024)	
Digital migration to DHIS-2 platform	
Introduction of decentralized provincial hubs	
Re-organization of clinical and M&E reporting lines	
Transition from University of Washington oversight to Local Board	
ISO 15189 laboratory accreditation drive	
Other (please specify)	

8. In your view were these changes implemented successfully? Kindly rate the success of the implementation of these initiatives from 1 to 5 (5 being the highest and 1 the lowest)

Change initiative (2018–2024)	1	2	3	4	5
Digital migration to DHIS-2 platform					
Introduction of decentralized provincial hubs					
Re-organization of clinical and M&E reporting lines					
Transition from University of Washington oversight to Local Board					
ISO 15189 laboratory accreditation drive					
Other (please specify)					

9. In your view, to what extent did the following processes contribute to the success of the change initiatives? ((5 being the highest and 1 the lowest)

Item	Statement	1	2	3	4	5
C1	The organization presented clear data showing why this change was necessary.					
C2	Beneficiary feedback influenced the decision to pursue the change.					
C3	Regulatory or donor requirements were explicitly referenced when the change was announced.					
C4	Multiple solution options were evaluated before a final decision was made.					
C5	Staff were invited to question or challenge the rationale.					
C6	Overall, the case for change was convincing.					

10. During the planning and design stage to what extent did the following processes contribute to the success of the change initiatives? (5 being the highest and 1 the lowest)

Item	Statement	1	2	3	4	5
D1	Objectives for the initiative were specific and measurable.					
D2	Implementation milestones were realistic considering workload.					
D3	Risk mitigation strategies were documented.					
D4	Roles and responsibilities were clarified prior to rollout.					
D5	Budget allocations covered all planned activities.					
D6	Front-line staff contributed to designing workflows.					
D7	Donor compliance checkpoints were incorporated into the plan.					

11. **During the implementation process, to what extent** did the following processes contribute to the success of the change initiatives? (5 being the highest and 1 the lowest)

Item	Statement	1	2	3	4	5
E1	I received prompt information about what the change meant for my job.					
E2	Training prepared me to perform new tasks competently.					
E3	Supervisors provided constructive feedback during rollout.					
E4	Required technology and materials were available when needed.					
E5	Difficulties raised by staff were resolved promptly.					
E6	Implementation stayed broadly on schedule.					
E7	Unforeseen contextual issues (e.g., power cuts, policy shifts) disrupted progress.					
E8	Overall, the implementation phase was professionally managed.					

12. **How would you rate the support and resources which were available during the change management process?**

Item	Statement	1	2	3	4	5
F1	Senior leadership visibly championed the change.					
F2	Immediate supervisors encouraged open discussion of concerns.					
F3	Team colleagues supported each other in adapting to new ways of working.					
F4	Mistakes made while learning were treated as learning opportunities.					
F5	Project funding was sufficient throughout implementation.					

F6	Additional staff or overtime were approved when workload increased.					
F7	IT infrastructure functioned reliably.					
F8	External partners (donors, MoHCC, universities) provided tangible support.					

13. How would you rate the sustainability of the outcomes of the change management process?

Item	Statement					
G1	The initiative has improved service quality for beneficiaries.					
G2	The initiative has increased operational efficiency.					
G3	Staff morale has improved because of the change.					
G4	Data quality has improved.					
G5	The change has enhanced the organization's reputation with donors.					
G6	I believe the initiative will be sustained over the next three years.					
G7	Overall, the initiative achieved its stated objectives.					

14. How would you rate the change that took place as result of the change management process in the following areas? (

	1	2	3	4	5
Transformational leadership behaviors					
Bureaucratic approval layers					
Organisational learning culture					
Staff resistance to change					
Donor reporting demands					
Availability of reliable internet					
Economic inflation affecting procurement					
Power outages at provincial sites					
Social capital with community stakeholders					

15. What would you recommend for the future if another change was to be initiated?

Item	Statement					
	If Zim-TTECH launches a major change next year, the organization should repeat the implementation approach used this time.					
	Future changes should involve front-line staff earlier.					
	More resources should be allocated to staff training.					

	Digital communication channels should replace face-to-face briefings.					
	Changing projects should include formal after-action reviews.					

APPENDIX B: SEMI-STRUCTURED INTERVIEW GUIDE

Semi-Structured Interview Guide

(For executives, departmental heads and provincial managers)

Section A: Introduction

The interviewer thanks the participant for agreeing to take part in this confidential study on Zim-TTECH 's organisational change processes. The purpose of the conversation is explained as gaining deeper insight into recent change initiatives so that the organization can strengthen future efforts. Voluntary participation, the right to withhold any answer, and the measures in place to ensure anonymity are clearly stated before verbal consent is recorded.

Section B – Key Demographic Details

Male Female

1. Age

18-25	26-35	36-45	46-55	56-65

2. Work location

Harare HQ	Provincial office	District / field site

3. Functional Area

Clinical services	Laboratory services	Monitoring & Evaluation	Finance & Administration	Other (specify)

4. Management Levels

Senior manager	Middle manager	Supervisor / team lead	Front-line staff

5. Work Experience (in years)

0-3	3-6	6-9	9-12	12-15	Over15

Section C – Contextual Questions

1. Kindly tell us about organisational changes undertaken at **Zim-TTECH** from 2018 to date?
2. Was the change process implemented successful?
3. In case the change management process was successful which factors lead to success?
4. In case the change management process failed which factors led to the failure?
5. What would you suggest if **Zim-TTECH** was to undertake another change management process?

APPENDIX C: FOCUS GROUP DISCUSSION GUIDE

Focus-Group Discussion Guide

(For front-line clinical, laboratory, M&E, and support staff)

Section A: Introduction

The facilitator welcomes participants and reiterates that the session forms part of a study aimed at improving how Zim-TTECH manages organisational change. Ground rules—respectful listening, voluntary speaking, and confidentiality—are reviewed, and verbal group consent is obtained.

Section B – Key Demographic Details

Each participant is briefly asked to state:

1. Gender

Male Female

2. Age

18-25	26-35	36-45	46-55	56-65

3. Work location

Harare HQ	Provincial office	District / field site

4. Functional Area

Clinical services	Laboratory services	Monitoring & Evaluation	Finance & Administration	Other (specify)

5. Management Levels

Senior manager	Middle manager	Supervisor / team lead	Front-line staff

6. Work Experience (in years)

0-3	3-6	6-9	9-12	12-15	Over15

Section C – Contextual Questions

1. Kindly tell us about organisational changes undertaken at **Zim-TTECH** from 2018 to date?
2. Was the change process implemented successful?
3. In case the change management process was successful which factors lead to success?
4. In case the change management process failed which factors led to the failure?
5. What would you suggest if **Zim-TTECH** was to undertake another change management process?

APPENDIX D : AUREC APPROVAL LETTER



AFRICA UNIVERSITY
A United Methodist University Institution
"Investing in Africa's future"

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 Website: www.africau.edu

Ref: AU4023/25

23 October, 2025

TSERAYI KUPFUMA

C/O Africa University
Box 1320

MUTARE

RE: AN EVALUATION OF CHANGE MANAGEMENT AT ZIM-TTECH, ZIMBABWE

Thank you for submitting the above-titled proposal to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

- a) Research proposal
 - **APPROVAL NUMBER** AUREC 4023/25
This number should be used on all correspondence, consent forms, and appropriate documents
 - **AUREC MEETING DATE** NA
 - **APPROVAL DATE** October 23, 2025
 - **EXPIRATION DATE** October 23, 2026
 - **TYPE OF MEETING:** Expedited
After the expiration date, this research may only continue upon renewal. A progress report on a standard AUREC form should be submitted a month before the expiration date for renewal purposes.
 - **SERIOUS ADVERSE EVENTS** All serious problems concerning subject safety must be reported to AUREC within 3 working days on the standard AUREC form.
 - **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
 - **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.



Yours Faithfully

MARY CHINZOU

FOR CHAIRPERSON

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE

APPENDIX E : ORGANISATION APPROVAL LETTER



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Belgravia
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Tel: +263 242 730585/701500/7923
Web site: <http://www.zimtech.org>
Registered Private Voluntary Organization in Zimbabwe, registration number PVC012523

24 July 2025

The Chairperson
Africa University Research Ethics Committee
Africa University
Mutare

RE: CONSENT TO UNDERTAKE RESEARCH PROJECT

We are pleased to inform you that Zimbabwe Technical Assistance, Training & Education Center for Health (Zim-TTECH) granted approval for Tserayi Kupfuma to conduct research activities as part of his dissertation titled "An Evaluation of Change Management at Zim-TTECH, Zimbabwe."

The organisation has no financial obligations, and neither should it render any further assistance in the conduct of the research. The researcher is requested to submit a copy of the research to the undersigned so that the employees of the organisation can benefit from it. The research should not be used for any purpose other than the study purpose specified.

In conducting the research, we expect that all data collection activities are conducted with the utmost respect for confidentiality, privacy, and consent of all participants involved.

Yours faithfully,

For and on behalf of Zim-TTECH

G. Matashura
For and on behalf of Zim-TTECH
Director Finance and Operations
gmatashura@zimtech.org

Striving towards sustainable, high-quality health care for all Zimbabweans.