



Executive Directorship Change at FACT

A Transition plan of action adopted for a smooth change over at FACT

1. Introduction	1
2. FACT overview (with emphasis on Mr Mundondo's achievements).....	1
3. Possible scenarios post Mr Mundondo's resignation (focus on most likely scenario) 1	
4. Change for FACT: an inevitable but manageable process.....	1
5. FACT Executive leadership transition project process and its purpose.....	1
6. Identified tasks and responsibilities (i.e. activities for the transition plan).....	1
7. Transition plan – time frames	1
8. Recommendation	1

1. Introduction

This document presents a detailed transition plan for Executive Directorship change at Family Aids Caring Trust (FACT) from the current Executive Director (ED), Mr Jephias Mundondo, to the proposed new Executive Director, Dr Vhumani Magezi.

The plan is structured in the following format:

- First, it briefly reviews FACT's achievements focusing on achievements under the leadership of the current ED who is about to step down;
- Second, it briefly presents possible scenarios that might arise as a result of the change but with particular focus on most likely scenario;
- Third, it indicates the change framework that underpins the process, namely that change is inevitable but manageable;
- Fourth, it outlines the goal and process of the transition project;
- Fifth, it points out the activities/tasks and roles that should be transferred during the transition process period;
- Sixth, it indicates clear timeframes when each activity or role transfer should be completed; and
- Seventh, presents summary CVs of the proposed incumbents, their commitment and recommendation.

2. FACT overview (with emphasis on Mr Mundondo's achievements)

FACT was founded in 1987 by Paediatrician, Dr Geoff Foster. While practising at Mutare Provincial Hospital in 1987, Dr Foster noticed an increasing number of children infected with HIV. Being influenced by his Christian background, he felt guided by God to develop a Christian based response to the epidemic. He initiated HIV and AIDS awareness and mobilised Christians to get involved in HIV and AIDS voluntary work. The inaugural meeting of Family Aids Counselling Trust (FACT), which later changed to Family Aids Caring Trust (FACT), as it is known today, was held in January 1988. Origins

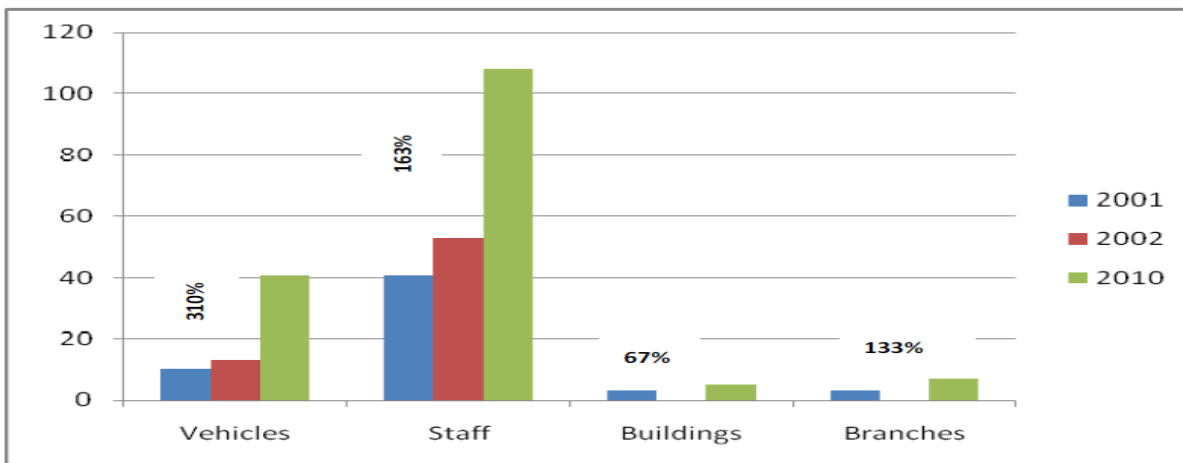
For the first 4 years (1988 to 1991), FACT operated from a single office employing a small team of three staff members and volunteers. Its budget in 1988 was Z\$120000 (about US\$4000). FACT has amazingly grown to become arguably one of the most progressive and leading HIV and AIDS organisations in Zimbabwe. It presently has a staff compliment of 108 people and its budget has grown from a mere US\$ 4,000 in 1988 to over US\$ 4,500,000 in 2010. From this humble beginning, FACT has developed a reputation of being a community-oriented non-governmental organisation (NGO) with an ability to learn through its own programmes to continually improve. Owing to this learning attitude, FACT has extended its operations to manage programmes in all Manicaland districts, namely, Mutare, Makoni, Mutasa, Buhera, Chimanimani, Chipinge, Nyanga. Furthermore, it has extended to Chiredzi, Masvingo as well as Mozambique. Thus, the impact of FACT to people's lives in these target communities cannot be exaggerated. FACT has indeed impacted people's lives in enormous ways. From volunteers to national

FACT has been evolving since its inauguration in 1988 to present (2010) as it seeks to be relevant and effectively respond to the epidemic and serve communities. Notably, FACT's success is largely owed to smooth leadership transition of men who have passion and vision for HIV and AIDS work. The founder, Dr Foster, was the first **FACT leadership succession** Executive Director. He assumed this role from 1988 to August 2000. He was succeeded by Mr Lovemore Magwera, the second Executive Director, who served from September 2000 to August 2001. Mr Magwera was succeeded by Mr Jephias Mundondo, the third and current Executive Director, who joined FACT in September 2001.

The contribution of these Directors to FACT development, particularly Dr Foster, in his capacities as founder, first Executive Director and currently as Board Chairperson, is worth highlighting as he has evidently contributed **Contribution of directors** selflessly to the organization. However, as our focus is to recount the developments and achievements during the leadership of the current Executive Director (Mr Mundondo), we restrict ourselves to the period from September 2001 to 2010.

As Mr Mundondo is about to step down as FACT Executive Director after 10 years, it is important to outline some of FACT's key achievements under his leadership. This will enable FACT leadership to manage the transition in an informed manner to ensure a smooth transition and avoid potential shocks that might negatively impact the organization. Furthermore, the outline will provide insight on possible scenarios that may arise as a result of the change in Executive directorship.

Below is a table that summarises some of the achievements.



When Mr Mundondo took over as ED in 2001, FACT had 10 vehicles (including motor cycles) and presently (2010), FACT has 41 vehicles. This indicates a 310% increase in vehicle assets. FACT in 2001 employed 41 staff members but is currently employing 108 people, indicating an increase of 163%. In 2001 FACT owned 3 buildings and had 3 branches but currently

Summary of FACT growth from 2001-2010
Vehicles – 310%
Staff – 163%
Buildings – 67%
Branches – 133%

it owns 5 buildings and has 7 branches representing a growth of 67% and 133% respectively. There are over 1400 volunteers participating in FACT programmes and the programmes are reaching a total of over 80,000 beneficiaries.

Certainly, there are other achievements worth recounting but these few developments suffice to conclude that, indeed, Mr Mundondo made a significant contribution to the growth and development of FACT. In view of Mr Mundondo's pending departure from FACT, the achievements should be consolidated, maintained and provide a basis for further organisational growth and community impact. Therefore, it is critical to reflect on the possible scenarios that might arise as a result of his resignation in order to strategically plan for FACT's future.

3. Possible scenarios post Mr Mundondo's resignation (focus on most likely scenario)

Scenario planning is defined as a strategic planning method that organizations use to make flexible long-term plans based on generating a number of "what if" situations and then options on how they might respond to the situation. Non-profit organisations and many other organisations have for years generated "what if" budgets using a best case, worst case and most likely projections for fundraising and strategic planning. Reflecting on Mr Mundondo's departure, the scenarios presented in the table below based on external environment scan and present organisational dynamics can be generated. Our planning, however, should be informed by the most likely scenario.

ORGANISATIONAL ASPECT	BEST CASE	WORST CASE	MOST LIKELY
Donors	Donors view the change positively and significantly increase funding.	Donors view the change negatively and reduce or worse, stop funding FACT.	Donors will remain positive about the work of FACT and maintain or increase their funding.
Finance	Funding increases and FACT raises enough money to fund all its activities and invest.	Funding significantly decreases and FACT fails to raise sufficient money to cover its operations.	Funding will remain stable and gradually increase as global funding environment improves. There will be adequate funds to implement activities with marginal increase in reserve.
HR/staff	Skilled and experienced staff are motivated and effectively perform their functions	Skilled and experienced staff are demotivated and perform poorly.	Staff will remain motivated and focused, and performance maintained.
Stakeholders (other NGOs and UN agencies, government, communities)	Stakeholders view FACT change as favourable leading to increased support and smooth operations.	Stakeholders view change at FACT negatively leading to reduced support.	Stakeholders will remain positive about FACT and continue to support its work.
Service providers	Service providers view FACT favourably and continue doing business with it.	Service providers view change at FACT negatively and stop doing business with it.	Suppliers will remain positive about FACT and continue to support its work.
Board responsiveness	Board is motivated and provides support to management	Board is uncertain about the change and is less supportive of the change and new ED.	Board will have reservations about the change at first but supportive of the change.

4. Change for FACT: an inevitable but manageable process

Noting the above scenarios that could be triggered by the change of Executive directorship at FACT, it is important to briefly discuss change process.

Change is inevitable and constant¹. Because change is inevitable, it will happen with your help or without it. Change may be delayed but it will certainly happen. One may not like change or even resist it but it won't stop. Hence, to be effective managers, executives or stewards of organisations, we must strive to understand change and use the benefits of it to the organisation's advantage. The causes of resistance to change include: fear that the new way may not work; comfort in the present situation, which makes people reluctant to give that up; not perceiving a need for change; uncertainty on the change process; limited knowledge on the change process; lack of trust on the new order; personal preferences that make it difficult for some people to accept change; general fear of the unknown and reluctance to learn.

Understandably, considering the achievements of FACT under the leadership of the current Executive Director, fear and uncertainty could be justified. The achievements made under his leadership are significant. However, the possibility of identifying a replica Director in particularities is impossible as human beings are unique and have different strengths that equally contribute to the same organisational vision, goal and purpose. An individual with attributes that maintain FACT's organisational vision and contributes to its organisational growth could easily be identified. The scepticism and fear is compounded by the prevailing global financial challenges, which have caused general reduction in donor funding. For this reason, managing change means managing the fears of people particularly FACT Advisory Board, which is the target of this document.

Notwithstanding the fears associated with change, change is a manageable process. Change management is a structured approach to transitioning individuals, managers, teams, and organizations from their current situation to a desired future state. Change management planning revolves around a specific, well-defined, measurable, realistic, and achievable project. Managing change starts at the beginning – during the planning stage – and runs through a project's conclusion, addressing the gradual transition and ongoing support of employees charged with implementation. Thus, this framework will inform FACT's ED change process project to which we now turn.

5. FACT Executive leadership transition project process and its purpose

FACT Executive leadership project "plan" has been developed to provide a structured transition from the current Executive Director, Mr Jephias Mundondo to the proposed successor, Dr Vhumani Magezi. Included in the project (but implicit) is a similar transition

¹ <http://www.quotedb.com/quotes/2960>

process of the proposed Deputy Director, Mrs Gertrude Shumba, who will fill Dr Vhumani Magezi's position of Deputy Director.

The project clearly outlines in detail the specific roles, tasks and responsibilities that should be transferred from the current Executive Director to the proposed new Executive Director, precise time-frames for responsibilities transfer and future involvement of the current Executive Director with FACT after his resignation to preserve institutional memory. This project will provide a specific, well-defined, measurable, realistic, and achievable transition plan.

It is envisaged that this Executive transition project plan will ensure a smooth change-over of FACT Executive leadership in a manner that limits and significantly reduces potential organisational shocks.

6. Identified tasks and responsibilities (i.e. activities for the transition plan)

- 6.1** Official written notice of resignation by Mr Jephias Mundondo as Executive Director (effective 31 March 2011);
- 6.2** Official announcement and notice of Mr Jephias Mundondo's departure to FACT staff;
- 6.3** Signing of official appointment letter by Dr Vhumani Magezi as new Executive Director and Mrs Gertrude Shumba as Deputy Director (effective 1 April 2011);
- 6.4** Transfer of executive powers;
- 6.5** Communication with donors and attendance of donor meetings;
- 6.6** Attendance of board meetings;
- 6.7** Communication with the board about FACT business;
- 6.8** Communication with stakeholders (external relations);
- 6.9** Holding special monthly board meetings during the transition phase;
- 6.10** Human Resources overall oversight;
- 6.11** Sharing and passing on of organizational documents;
- 6.12** Reduction of official FACT working days from 5 days to 2 days per week;
- 6.13** Reduction of official FACT working days from 2 days to 1 day per week;
- 6.14** Assumption of advisory role by Mr Jephias Mundondo (1 April 2011- Dec 2011 and on call assignments from 1 Jan 2012 onwards);
- 6.15** Dr Magezi one-on-one meeting with Board Chairperson; and
- 6.16** Mr Mundondo and Dr Magezi joint tour and meeting with stakeholders.

7. Transition plan – time frames

Tasks/Responsibility	Time frame				Reason and explanation for the task or activity
	Jan'11	Feb'11	Mar'11	Apr'11	
7.1 Official written notice of resignation by Mr Jephias Mundondo as Executive Director (effective 31 March 2011)					Mr Mundondo officially tenders a resignation from FACT as ED (which will be effective end March 2011) to pave way for a transition management process to commence.
7.2 Official announcement and notice of Mr Jephias Mundondo's departure to FACT staff					Mr Mundondo officially informs FACT staff of his departure by the end of March 2011. This provides an opportunity and sufficient time and space to manage staff anxiety and fears regarding the future of FACT.
7.3 Signing of official appointment letter by Dr Vhumani Magezi as new Executive Director and Mrs Gertrude Shumba as Deputy Director (effective 1 April 2011)					Dr Magezi and Mrs Shumba officially sign appointment letters as ED and DD (effective 1 April 2011). This reduces anxiety and fear regarding the change over process and uncertainty regarding Mr Mundondo's successor.
7.4 Transfer of executive powers					Mr Mundondo transfers executive powers to Dr Magezi e.g. official representation (signatory) of FACT in contractual agreements or any other legal representation that may need to be processed to represent and act on behalf of FACT. Final transfer should be concluded on or before end March 2011.
7.5 Communication with donors and attendance of donor meetings					Mr Mundondo should entrust Dr Magezi with all donor communication and relations. Mr Mundondo should monitor and advise on communications as a way of mentoring Dr Magezi to instil donor confidence as well as systematically sensitising donors of the change-over process.
7.6 Attendance of board meetings					Beginning the month of January 2011 to March 2011, Mr Mundondo and Dr Magezi should jointly attend FACT board meetings. This will gradually introduce and prepare Dr Magezi on the expectations of the FACT board when he officially takes over in April 2011.
7.7 Communication with the board about FACT business					Beginning January 2011 to March 2011, official communication between the ED and FACT board about FACT business should be copied (cc) to Dr Magezi to expose him to the discussions that will be happening. And where possible he should be allowed to input to the discussion.
7.8 Communication with stakeholders (external relations)					Beginning January 2011 to March 2011, external relations and communication with stakeholders should be done by Dr Magezi while Mr Mundondo plays the role of advisor and consultant.
7.9 Holding special monthly board meetings during the transition phase					Beginning January 2011 to April 2011, the board should make effort to hold short monthly board meetings to review the transition process and provide support to the process. Where meetings are impossible due to commitments, e-mail discussion should be done.
7.10 Human Resources overall oversight					Beginning January 2011 to March 2011, Dr Magezi should perform overall HR oversight while Mr Mundondo plays the role of Advisor and Consultant.
7.11 Sharing and passing on of all organizational documents					Beginning January 2011 to March 2011, Mr Mundondo should expose, share and pass on organisational documents to Dr Magezi.
7.12 Reduction of working days from 5 days to 2 days per week					Beginning January 2011 to February 2011, Mr Mundondo reduces his official FACT working days from 5 days to 2 days per week.
7.13 Reduction working days from 2 days to 1 day per week					For the month of March 2011, Mr Mundondo reduces his official FACT working days from 2 days to 1 day per week.
7.14 Assumption of advisory role by Mr Jephias Mundondo (1 April 2011-Dec 2011 and from 1 January 2012 onwards on call assignments)					Upon Mr Mundondo's resignation as ED, he will assume the role of Advisor to Dr Magezi (new ED) on all FACT business matters as well as assist as a key informant in the process of documenting FACT story for institutional memory until Dec 2011. From January 2012 he will continue in his role as Advisor on call assignments.
7.15 Dr Magezi one-on-one meeting with Board Chairperson					From January 2011 to April 2011 Dr Magezi and the Board Chairperson should hold at least one-on-one meeting per month to develop rapport and familiarisation with one another.
7.16 Mr Mundondo and Dr Magezi joint tour and meeting with stakeholders					From January 2011 Mr Mundondo and Dr Magezi should jointly tour FACT operational areas and stakeholders – Mr Mundondo introducing Dr Magezi as his successor.

8. Recommendation

8.1 The transition is not only inevitable (it's just a matter of time) but necessary for every organization.

8.2 FACT is privileged that:

8.2.1. Mr Mundondo in his wisdom felt that he has made a contribution and should move on, which lacks in many leaders who live to bask in their success.

8.2.2 The advantages and disadvantages of the change have been carefully considered and appropriate interventions to mitigate any potential shocks instituted.

8.2.3 Mr Mundondo will remain part of the FACT system for some time to ensure confidence and stability where necessary. He will be available to give guidance.

8.2.4 The people who are being appointed are familiar with FACT. They are part of the system and are currently part of Mundondo's team, which has enabled them to learn important lessons from him for continuity.

8.2.5 The board remains intact to continue giving sound guidance to the organization.

8.2.6 FACT finances are very sound with effective policies and systems, which facilitate smooth transition and reduce anxiety among staff.

8.2.7 Current political and economic stability means the new incumbents will devote their time to FACT's work without diverted attention to manage political issues. This will enable them to ground themselves in the work.

8.2.8 Importantly, Dr Magezi has been part of the donor communication process for the past 10 months and has demonstrated wisdom and skill in donor management.

8.3 The proposed incoming ED, **Dr Vhumani Magezi [PhD, MTh, BA, BPhil, DipEd, DipTR, MBA (in progress)]** brings the following to the organization:

- Over 14 years experience in HIV and AIDS related work;
- Proven resource mobilization skills as evidence from the past 10 months, where he has successfully broadened donor base and raised over \$1 million (ERF, EED, and SIDA) and maintained current donors enthusiastic about funding FACT work;
- Strong communication skills that have enabled him to win donor confidence and respect;
- Strong financial management skills and attention to detail, which is critical for this consolidation phase of the organisation;
- Strategic thinker with immense ability to develop, oversee, review policy and drive organisational vision;
- Multifaceted skills, which include: decisiveness, critical thinking, team player, consultative, multi tasked, discerning and sensitive communicator.
- Extensive research and project management skills necessary to provide overall implementation of organisational activities.

8.4 The proposed Deputy Director, **Mrs Gertrude Shumba [MSc (MPLG), BA, DipEd]**, brings to the organization:

- Over 10 years experience in HIV and AIDS work, of which the last four years have been with FACT. During these four years, she successfully managed the biggest FACT grant of over \$5 million funded by UNFPA and Global Fund.
- Her key strengths, among others, include the following:
 - Advanced skills in stakeholder management (all government line ministries, networking with national bodies such as NAC, FBOs, community leaders and structures);
 - Strong HR management as evidence through successful management of Provincial Behaviour Change programme with staff compliment of 41;
 - Project management and management of expenditure within UN and Global Fund frameworks; Management of big budgets of over \$5 million;
 - Experience in developing and managing operational systems; and
 - Team player and result focused with appealing personality.

8.5 Recommendation: In view of the above analysis of FACT the complementary skills possessed by the individuals proposed to fill the positions of ED and DD namely Dr Vhumani Magezi and Mrs Gertrude Shumba respectively, I (Jephias Mundondo – current ED) unreservedly recommend the adoption of this plan.

8.6 Dr Magezi and FACT's vision and strategic goal: FACT's vision is to be a renowned, result focused, quality organisation that facilitates sustainable programmes on mitigation of the impact and works towards the elimination of new incidences of HIV and AIDS pandemic. And the 2010 to 2012 strategic goal is to improve the provision of holistic prevention, care and support to communities through sustainable HIV and AIDS interventions by creating strategic partnerships, adopting a result based approach and effective organisational management systems. *This vision has been internalised by Dr Magezi and he has committed to pursue and oversee the fulfilment of this vision. Hence, he is a strategic fit for the Executive Directorship position.*

8.7 Commitment: Dr Magezi and Mrs Shumba commit themselves to the work of FACT for not less than three years.