

**EVALUATING MANAGEMENT OF STRATEGIC CHANGE AT
KENYA REVENUE AUTHORITY**

BY

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

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ABSTRACT

There has been an acceleration of the magnitude and pace of change across the globe in the last decade. These changes, whether political, economic, social and technological are necessary for companies to remain competitive. The approach which Kenyan companies use to initiate and implement strategic changes is not clear. Evaluating management of strategic change is an important process to stimulate effective management of organizations. Kenya Revenue Authority has over the years undertaken many strategic changes in response to the changes in its environment. As such this study sought to evaluate the management of strategic change in Kenya Revenue Authority. The research adopted a case study research design. Qualitative data was collected from Kenya Revenue Authority managers and supervisors through an interview guide. Content analysis technique was used to analyze data. The study established that need for efficiency and effectiveness in delivering services are the major forces of change at Kenya Revenue Authority. Technological change necessitated change at the organization in order to face out low automation levels and equipment obsolescence. The study found that strategic changes at Kenya Revenue Authority are planned and not emergent. In-depth interview revealed that there is a clear line of sight to a future desired state. It was established that behavioral resistance (caused by employees, managers and stakeholders), staff resistance, resistance of reducing financial resources and resistance of organizational culture brought resistance of management strategic change at Kenya Revenue Authority to a great extent. The study established that strategic planning gives explicit recognition to the organizations outside environment and places an emphasis on the organization's strategic advantage in meeting the contingencies in the environment. Kenya Revenue Authority is taking a step change in a proactive manner in recognition of the need for pre-emptive change given potential threats that may arise in the future, or in a reactive manner in response to an immediate need, such as a direct competitive threat, technological change, change in legislation or financial needs.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

As open systems, organizations are highly engaged with their environments (Scott, 2003). Successful organizations develop characteristics and perform processes that allow them to adapt to constraints, threats, and opportunities. Nauheimer (2005) defines change management as the process, tools and techniques to manage people side of change process, to achieve the required outcomes, and to realize the change effectively within the individual change agent, the inner team and the wider system. Evaluating management of strategic change is therefore an important process to stimulate effective management of organizations. Evaluation is a process of systematic inquiry to provide sound information about the characteristics, activities, or outcomes of a program or policy for a valued purpose (King & Stevahn, 2013).

Management of strategic change is anchored on a number of theories among them are the Systems theory (Scott, 2003), Complexity theory (Mason, 2007), and Organization Development (Schein, 2006). Systems theory views organizations as open systems which are influenced by their environment. In the process of conducting their business, they influence and change with their external surrounding while at the same time being influenced by external changes in local and global environments (Bastedo, 2004). Complexity theory refers to the organization as a complex system (Schieve and Allen, 1982). The increasing complexity causes systems to self-organize and adapt. It is a response to changes that may reduce the efficiency of the system's behavior. Byeon

(2005) states that adaptation is the overall responsive behaviors of a system to changes in its environment. Organization Development is an attempt to change an organization in totality by changing the organization structure, technology, people and tasks (Bradford and Burke, 2005).

Kenya Revenue Authority has over the years undertaken many strategic changes in response to the changes in its environment. As such this study is going to evaluate the management of strategic change in Kenya Revenue Authority. The rising demand for services and expectations of quality of these services by customers has placed extreme pressure on the top management of Kenya Revenue Authority to introduce various strategic changes in response to these demands. This has therefore depicted change as a continuous episode in the life of Kenya Revenue Authority since when it was de-linked from National Treasury. How these strategic changes have been managed has determined their effectiveness in attaining the set strategic objectives. It is therefore paramount that strategic change in Kenya Revenue Authority is effectively managed so as to achieve the set strategic objectives of the organization.

1.1.1 Management of Strategic Change

Management of strategic change is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state (Hill & Jones, 2001). It is an important aspect in organizations as a systematic approach to deal with changes. Todnem (2005) defines it as the process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of

external and internal customers. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment. It involves the activities of defining and instilling new values, attitudes, norms and behaviors that support new ways of doing work within an organization and overcome resistance to change; building consensus among customers and stakeholders on specific changes designed to better their needs; planning, testing and implementing all aspects of the transition from one organizational structure or business process to another (Song, 2009).

According to Burnes (2009), effective management of strategic change involves curbing resistance to change. Introducing change without recognizing and dealing with the legitimate fears of managers and staff is one of the major mistakes that an organization can make. Kotter and Schlesinger (2014) have suggested six different styles of managing change. These styles may be used to overcome resistance, to make employees compliant to change or to motivate them to commit to the proposed change. They include education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and cooptation, and explicit and implicit coercion. The choice of method to be used depends on the organizational context.

1.1.2 Evaluating Management of Strategic Change

Evaluation refers to a periodic process of gathering data and then analyzing or ordering it in such a way that the resulting information can be used to determine whether an

organization or program is carrying out planned activities, and the extent to which it is achieving its stated objectives and anticipated results (Martinez, 2005). Evaluating the management of strategic change is a form of knowing about the change program's impact on an organization (Butler *et al.*, 2002). It is concerned with value. Effective evaluation will establish the use made of resources in terms of delivered benefit and this information will allow a more accurate focus on value in change management. Evaluation involves assessing strategies, procedures and policies and identifying areas that need adjustment, providing a framework for reporting on progress, identification of key lessons, and improving the programming of new interventions and strategies (Butler *et al.*, 2002).

Skinner (2004) argues that evaluation is an integral part of both effective change and that effective learning is the reflection on experience. It is the evaluation of process and outcomes that enables informed progression to the next stage. Evaluation provides information that can improve decision making, create new insights and mutual understanding, lead to a wider acceptance and commitment to change initiatives, develop innovation, and provide opportunity for reflection prior to undertaking further change (O'Connor, 2006).

1.1.3 Kenya Revenue Authority

Kenya Revenue Authority is a semi-autonomous state corporation which was established by an Act of Parliament, Chapter 469 of the laws of Kenya which became effective on 1st July 1995. Its mandate is to collect revenue on behalf of the Government

of Kenya. The functions of Kenya Revenue Authority are to assess, collect and account for all revenues in accordance with specific laws set out in the first schedule of the Kenya Revenue Authority Act Chapter 469 of the laws of Kenya. It also advises on matters relating to the administration of, and collection of revenue under the written laws or the specified provisions of the written laws. It also performs such other functions as the Cabinet secretary of Finance may direct (KRA, 2012).

Kenya Revenue Authority's mission is to promote compliance with Kenya's tax, trade, and border legislation and regulations by promoting standards set out in the taxpayers' charter and responsible enforcement, by highly motivated and professional staff thereby maximizing revenue collection at the least cost for the socio-economic well-being of Kenyans (KRA, 2012). The organization is headed by Commissioner General who is assisted by commissioners in charge Departments.

In the recent past Kenya Revenue Authority has been implementing a number of change programs. Among them are implementation of the Simba 2005 system, Customs oil stocks information system, Electronic cargo tracking system, Integration of domestic taxes that is, merging of Income tax and Value added tax departments, elevation of large taxpayers' office, Introduction of withholding Value added tax system, Electronic tax register, broadening of the tax base by introducing advance tax on public service vehicles crew, introduction of Turnover tax system, Roll out of Integrated Tax Management System and the I tax system, automating the revenue collection function, online motor vehicle registration, and cash receipting system (KRA, 2010).

1.2 Research Problem

Change is unavoidable in the world today. Organizations use the permanent vision of change as they aspire to compete in today's competitive and global economy (Rezvani *et al.*, 2012). Organizational change should be appropriate and purposeful in order to succeed in meeting the intended objectives of the organization. It is therefore imperative to evaluate the management of strategic change by these organizations so as to determine the merit of the change programs being undertaken (Ristic and Balaban, 2006).

In seeking to achieve its strategic goals articulated in the various corporate plans developed, Kenya Revenue Authority has had to adjust itself in a number of ways such as merging some departments, accelerated automation processes, partnering with other stakeholders, expanding its tax base, and re branding of its corporate image. It is important for Kenya Revenue Authority to manage the strategic change effectively so as to be able to achieve its business objectives and sustain its competitive advantage. It is important therefore that management of strategic change at Kenya Revenue Authority has to be evaluated.

Many studies have been done on change management in Kenya and abroad including Odero (2013) who studied Evaluating management of strategic change in HIV-Research laboratory at the Kenya medical research institute and found out that the management of HIV Research laboratory averagely performed on how they handled the change process. Odundo (2007) studied change management practices adopted by Kenya Revenue

Authority in its Reform and Modernization and concluded that the organization should foster and encourage determination and persistence in the on-going change, continuing to highlight achievements and future milestones. Flesch (2003) did an evaluation of the effectiveness of change management models utilized by organizations in the East Cape motors industry cluster and found out that organizations in the Eastern Cape did not follow any specific theoretical model for managing change and very few organizations followed a formal change management policy. Guerreiro, Pereira, and Frezatti (2006) did a study on evaluating management accounting change according to the institutional theory approach and found out that new management accounting concepts have been effectively institutionalized and converted into new values, habits and routines in the organizations.

From these studies, there have been studies on management of strategic change but the researcher is not aware of any study on evaluation of management of strategic change at Kenya Revenue Authority. This study seeks to address this gap as a concern because the organization has been implementing many strategic change programs in the recent past. Evaluating management of strategic change has been studied on other organizations but not on Kenya Revenue Authority. This leaves a contextual gap which the study intends to bridge. Odero (2013) did a longitudinal study between years 2003 to 2013 as compared to this study. Therefore there is a methodological gap that needs to be addressed by undertaking this study. It sought to assess the management of strategic change at Kenya Revenue Authority which leads to the research question: How has strategic change been managed by Kenya Revenue Authority?

1.3 Research Objectives

The objective of the study was to evaluate management of strategic change at Kenya Revenue Authority.

1.4 Value of the study

To scholars and students of strategic management, this study will contribute to the existing body of knowledge in the area of strategic management by presenting the various ways of managing strategic change .Other scholars who wish to carry out further research in the field of strategic change management will find valuable knowledge and point of reference from the findings of this study.

To Kenya Revenue Authority, the results will assist the management in effective management of strategic change. It will assist the Authority's management in identifying strategic change management practices needed to successfully implement strategic change in its future programs. They will be able to measure the outcome of the various change initiatives and their impact on the efficiency of the organization. It will also inform Kenya Revenue Authority of the need to properly manage strategic change so as to minimize resistance from the various stakeholders and achieve the intended objectives of the change initiatives undertaken.

The findings of this study will be useful to policy makers of public corporations. They will use the information which will be documented on evaluating management of strategic change to devise best practices in the management of strategic change in the

public sector. The private sector shall also gain by enabling them conduct successful evaluation of their strategic change programs and consequently ensure optimal deployment of resources to achieve desired outcomes of change initiatives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides information from publications on topics related to the research problem. In presenting this literature, it considers past studies undertaken by different authors in the area of management of strategic change and evaluation of management of strategic change. The specific concepts covered in this chapter are the theoretical underpinnings of the study, management of strategic change, and evaluating management of strategic change.

2.2 Theoretical underpinnings of the study

The theories that are anchored on this study are the systems theory, Chaos and complexity Theory and Organization Development. The systems theory views organizations as open systems which are influenced by the environment (Bastedo, 2004). In the process of conducting their business, they influence and change with their external surroundings while at the same time being influenced by the external changes in the local and global environments (Bastedo, 2004). Scott (2003) states that organizations are composed of a number of interconnected subsystems so that a change in part of the system will have an impact on other parts of the system and in turn on its overall performance.

The open systems theory regards organizations as capable of continuously changing their structural form to respond to changes in the environment (Scott, 2003). According

to Burnes (2009), functions of the organization in such a way as to define certain lines of coordination and sub-system interdependence. If this is successful then the objectives of the organization can be pursued. As the organization is an open system, a systematic and comprehensive understanding of the organization's environment is necessary to bring about change effectively and efficiently (Scott, 2003).

Organization Development is an effort which is planned, organization-wide, and managed from the top to increase organizational effectiveness and health through planned interventions in the organization's processes using behavioral science knowledge (Schein, 2006). According to Bradford and Burke (2005), Organization Development places emphasis on the human factors and data inherent in the organization- employee relationship.

Chaos and complexity theory come from the natural sciences where they have shown that disequilibrium is a necessary condition for the growth of dynamic systems (Sherif, 2006). According to Mason (2007), complexity is the measure of heterogeneity or diversity in internal and environmental factors such as departments, customers, suppliers, socio-politics and technology. Chakravarthy (1997) notes that as the complexity of systems increase, the ability to understand and use information to plan and predict becomes more difficult. Over time the increasing complexity leads to change within the system. (Waldrop, 1992) states that the system spontaneously self-organizes as the various decentralized parts of the system interact.

2.3 Management of Strategic Change

Management of strategic change is the process, tools and techniques to manage the people side of strategic change process, to achieve the required outcomes, and to realize the change effectively within the individual change agent, the inner team and the wider system (Neuheimer, 2005). Todnem (2005) defines it as the process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment (Song, 2009).

Davis and Holland (2007) state that, once an organization's strategy has been formulated, change management is employed to ensure that the strategic changes required to achieve the goals of the strategy are put in the planned direction, conducted in a cost-effective manner and completed within the targeted time frame and with the desired results. Management of strategic change has been linked to the organization's competitiveness and response to changes in the ever changing environment (Todnem, 2005). Understanding and managing change are dominant themes of management in today's turbulent organizational environment because change is a constant phenomenon in organization in order to be able to competitive (Song, 2009).

Effective change management requires preparedness and articulate planning without which failure and unnecessary expenditures would be incurred (Davis and Holland, 2007). All the concerned parties need to be brought on board for the desired objectives

to be accomplished (Burnes, 2009). Management of strategic change is therefore seen as a core capability that needs to be developed and in which all the stakeholders need to be involved (Todnem, 2005).

There exist other two approaches to strategic change management namely planned and emergent approaches. Planned approach involves following certain planned and prescribed steps to undertake strategic change aimed at moving an organization to a future desired state. This kind of change operates in a stable and predictable business environment (Burnes, 2009). Liebhart and Lorenzo (2010) describe planned change management strategies as involving sequential steps for altering organizational and individual behavior. On the other hand, emergent approach to change management takes into account the turbulent business environment. It is open and constantly keeps aligning the organization with the external environment. It consists of ongoing accommodation, adaptations and alterations that produce fundamental change without a prior intention to do so (Burnes, 2009). Liebhart and Lorenzo (2010) describe emergent change as unpredictable, often unintentional and can come from anywhere and involving relatively informal self-organizing. It occurs in real time and therefore fosters ongoing realignment with the environment, ongoing learning and strategy making.

2.4 Evaluating Management of Strategic Change

According to Scriven (2007) evaluation is the process of determining merit, worth, or significance. In evaluating management of strategic change, the evaluation is the product of the process of managing strategic change. It is meant to assess if the change

program was worth being undertaken. The key issue in program evaluation is the effects the program actually had, measured in terms of what it was meant to achieve. Ristic and Balaban (2006) state that evaluation describes if and how much the change program attain set goals and enables a demonstration of accomplishments connected with set targets and goals as well as description of advancing to set targets and goals. It also enables the evidence for evaluating programs and their costs and provides the base for managing corrective actions (O'Connor, 2006).

Evaluation is a form of knowing about the change program's impact on an organization (Butler *et al.*, 2002). O'Connor (2006) states that evaluation is used to determine the effectiveness of the change program and whether it accomplished the intended objectives of the organization. It also helps to diagnose any problems faced by the organization during the change process. It is through evaluations the management of organizations are able to make better informed decisions concerning the management of strategic change in the organization.

According to Blank (1993) evaluation provides information to help improve the project. It also provides new insights or new information that was not anticipated in the program. Evaluation provides information for communicating to a variety of stakeholders. It allows the change program to better tell their story and prove its worth. It also gives managers the data they require to report to senior decision makers about the outcome of their investments.

Metz (2007) states that program evaluation is a valuable management tool for managers who are seeking to strengthen the quality of their programs and improve outcomes for the organizations. It answers basic questions about a program's effectiveness, and evaluation data can be used to improve program's services. An organization conducts evaluation on the management of strategic change for a number of reasons. The reasons according to Metz (2007) are as follows: A change program evaluation can find out what works and what does not work. It enables program managers to answer questions about the change program's effectiveness. Evaluation findings can demonstrate to fund providers that a program is worthwhile or not (Scriven, 2007).

Evaluation findings can demonstrate to fund providers that a program is worthwhile or not. This is because the providers of funds often require a program evaluation to be conducted when they agree to fund a program, and some of them will not fund or re-fund a program until an evaluation has been conducted and outcomes have been demonstrated. Conducting an evaluation of a change program can allow a program manager to systematically assess employee's performance, and get to know where they may need more support and training. Evaluation of change program provides the employees with opportunities to discuss the challenges they face and offer potential solutions.

Child Trends (2007) states that evaluation validates the employees' efforts and provides information on how to improve their work and better serve the organization. Conducting an evaluation requires a consideration of the actual intervention and its

stated outcomes. The areas of consideration include the question of relevance (Sera and Beaundry, 2007). That is, compare the objectives and goals of a change program whether they match the problems or needs. Consider also the efficiency of the project, that is, whether the change program delivered is delivered in a timely and cost effective manner. Effectiveness is another area to consider. It is the extent to which the change programs achieve its objectives. What are the supportive factors and obstacles encountered during the implementation? The impact of the change project is also considered in terms of what results the change program brought whether the impact is negative or positive. Sustainability of the change program is also considered, that is, whether there are lasting benefits after the change program is completed.

O'Connor (2006) states that there exist various types of evaluation, among them are summative and formative evaluation. A formative evaluation is performed to examine various aspects of an ongoing program in order to make changes or improvements as the program is being implemented. It attempts to document exactly what is transpiring in a program. Data are collected and analyzed at a time when the program changes can be made to ensure that the quality of the program implementation is maintained throughout. The purpose of formative evaluation is to assess initial and ongoing project activities. Its intent is to assess ongoing program activities and provide information to monitor and improve the project.

Summative evaluation is carried out for the purpose of documenting the results of a program. It assesses the quality and impact of a fully implemented program (O'Connor,

2006). Its purpose is to assess a mature project's success in achieving its stated goals. Summative evaluation collects information about outcomes and related processes, strategies, and activities that have led to them. This type of evaluation is needed for decision making. The results of summative evaluation might point to changes that should be made in a program in order to improve it in subsequent implementations. Its results can specify program status and conditions for accountability purposes.

2.5 Summary of knowledge gaps

Odero (2013) did a longitudinal study on evaluating management of strategic change in HIV-research laboratory at Kenya Medical Research Institute covering years 2003-2013. The study found out that the management of HIV-research laboratory at Kenya Medical Research Institute averagely performed on how they handled the change process. There is a methodological gap to be addressed by the current study. There is also a contextual gap to be addressed.

Odundo (2007) did a case study on change management practices adopted by Kenya Revenue Authority in its reform and modernization. It found out that the organization should foster and encourage determination and persistence in the on-going change, continuing to highlight achievements and future milestones. The current study will evaluate management of strategic change at Kenya Revenue Authority. This leaves a conceptual gap which the current study intends to address.

Guereiro, Pereira, and Frezatti (2006) did a case study on evaluating management accounting change according to the institutional theory approach. It found out that new management accounting concepts have been effectively institutionalized and converted into new values, habits, and routines in the organizations. The current study intends to address a conceptual gap.

Flesch (2003) did a survey on an evaluation of the effectiveness of change management models utilized by organizations in the East Cape motors industry cluster. It found out that organizations in the Eastern Cape did not follow any specific theoretical model for managing change and very few organizations followed a formal change management policy. There is a conceptual gap to be addressed by the current study. There is also a methodological gap to be addressed since the previous study was a survey and the current is a case study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides an outline of the approach that was used to gather data that was used to answer the research question. It states the research methodology that was used, how data was collected and analyzed in order to come up with the findings, interpretations and conclusions of the study.

3.2 Research Design

The research adopted a case study. According to Mugenda and Mugenda, (2003) a case study is a very powerful form of qualitative analysis that involves a careful and complete observation of a social unit whether it is a person, family, institution or even an entire community.

This design was appropriate because it allowed for a deeper understanding about a phenomenon about a particular subject of study. It was also appropriate because it involved a careful and complete observation of social units. A case study places more emphasis on full contextual analysis of fewer events or conditions and their interrelations. Similar studies (Odero, 2013; Owuor, 2014; Kipkemboi, 2013; Odundo, 2007) have successfully adopted this research design.

3.3 Data Collection

The data collected was of qualitative nature. Both primary and secondary data were collected and utilized to provide the information necessary to answer the research question. The primary data was collected using an interview guide with both open and closed ended questions to elicit information from the respondents. This method was appropriate because it enabled the researcher to collect views, backgrounds, opinions, interest and feeling about the subject of study.

Secondary data was collected from internal documents such as Kenya Revenue Authority's corporate plans, internal memos, project plans, and documentations relating to the organization. The study targeted various heads of departments whose mandate include project implementation and drive change who are affected by the change process. It also targeted officers in various departments who are involved in the implementation of changes or are affected by the changes.

3.4 Data Analysis

Being a case study and of qualitative nature, data collected was qualitative in nature. Content analysis was used to analyze the data collected. Content analysis is a qualitative research technique used to interpret meaning from the content of text data (Saunders *et al.*, 2007). Cooper and Schindler (2008) describe content analysis as a technique for objective, systematic and qualitative description of the manifest content of a communication.

This study used conventional content analysis whereby coding categories was derived directly from the text data. The data collected was edited for accuracy, standardization, consistency and completeness and arranged to enable coding and tabulation before analysis. Content analysis is suitable for determining the content of written, recorded, or published communication through a systematic and objective manner (Kothari, 2009).

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covers the findings of the study with reference to the objectives of the study. The aim of the study was to evaluate management of strategic change at Kenya Revenue Authority. The research targeted various heads of departments from Kenya Revenue Authority whose mandate include project implementation and drive change who are affected by the change process.

4.2 Management of Strategic Change at Kenya Revenue Authority

In order to establish the forces of change at Kenya Revenue Authority, the interviewees were requested to give the forces of change at the organization. The need for efficiency and effectiveness in delivering services was identified as the major force of change. Technological change was also another force that all the respondents identified. Low automation levels and equipment obsolescence was identified as another force that led to the strategic change in the organization. This resulted in inefficiency in operations in the organization. The study revealed that the employees are using equipment which is not up to date unlike our competitors in the region.

Economic forces and expectations also triggered change at Kenya Revenue Authority. The national economic performance had deteriorated causing a skewed distribution of wealth which is prevalent in Kenya leading to worsening conditions of life. The worst

social effect on the country at that time was and is the increasing rate of poverty aggravated by rising levels of unemployment. The interviewees were of the view that taxpayers need to get higher service delivery so as to get encouragement to file returns. The study also found out that vision is also a force that triggers change at Kenya Revenue Authority. It includes the guiding core purpose and the values to be observed during the process of managing change. A further force driving the management of change at Kenya Revenue Authority was the changing customer and market needs. All respondents shared the same view that the increasing customer complaints and customer demands for new products and services signaled a need for strategic action by the organization. The in-depth interview revealed that the informed customer of today has a product diversity requirement that needs frequent developing. He is dynamic and not averse to risks yet the organization is an institution that depends heavily on history of performance. As much and as fast as technology is dynamic, the customer too is dynamic and what would have taken weeks or months to achieve is received in a matter of hours. It clarifies the direction of the desired movement and reflects the shared expected future.

Majority of the interviewees were in agreement that the strategic changes at Kenya Revenue Authority are planned and not emergent. In-depth interview revealed that there is a clear line of sight to a future desired state. Though not quite distinct, the researcher could remotely pick out Lewin's three steps for successful change namely unfreezing the present level, moving to the new level and refreezing to the new level. Part of the evidence gathered towards unfreezing was a re-education and teambuilding

workshop attended by all employees. These two events created in the employees' mind the need and will to change. The respondents further added that a powerful guiding coalition to lead the change effort was instituted at the earliest opportunity. In all cases, the change effort was led by the top management of the organization, both present and the immediate past. Employees' involvement in initiating change, though initially limited, is now increasing day by day. All respondents indicated that external consultants were invited to train trainers on the principles and practices of change management. It is important to note that these consultants were neither involved in initiating the change process, nor in tracking progress. However, functional specific consultants, such as in "Human Resources management", were invited on a need basis only.

It was noted that though the change effort was planned, it was interactive, cyclical and called for constant evaluation, in this case on a quarterly basis. This is hardly surprising given that the environment is dynamic. This planned approach was greeted by mixed reactions from the respondents. While some argue that they should stick to the original plan, others argued that changing times and environments give no room to a static plan. The respondents were asked if there were any resistance to change and of them were in agreement that there was resistance to change in the organization. The respondents unanimously agreed that behavioral (caused by employees, managers and stakeholders) brought resistance of management strategic change at Kenya Revenue Authority to a great extent. Other resistances identified were staff resistance, resistance of reducing financial resources and resistance of organizational culture. The study established that

there was employee resistance to change and that getting employees to accept new ways of doing things was challenging to implementation of strategies.

The study revealed that the external consultants are involved in the change process at Kenya Revenue Authority. Majority of the respondents revealed that they are involved at the implementation level while others indicated that they are involved at the initial stage and the whole process of strategic change. During the implementation process, the external consultants assist in carrying out situation analysis that leads to setting of strategy objectives. The authority vision and mission statements are in most cases the guiding factor in the development of the strategies. The respondents argued that strategy in itself is an important tool that the authority uses to know what it is supposed to do, at what time towards achieving its objectives. As a result, a policy guide towards the achievement of this is important. According the interviewees, Kenya Revenue Authority makes their strategies by the help of consultants and the approach normally used is the top down though in some cases bottom–up approach is adopted depending on the circumstances.

The external consultants are also used to advice on the importance of involving employees during the management of change as a result of implemented strategies. Consultants advice that implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. This fact was stated by six of the respondents, representing 86% of the respondents, who did indicate that one of the ways in which to motivate the employees

to work to their best of ability in the strategy implementation process is offer an attractive pay package. The interviewees observed that employee compensation and job security is documented in the Human Resource Policy Manual and hence external consultants need to be involved in ensuring that all employees are well compensated for effective implementation.

During the reinforcement of change, all the respondents were in agreement that training was conducted. Employees with adequate training in their roles in strategy implementation are nerve centers in boosting the organization competence and qualification to handle demanding tasks. As a result, the respondents noted that when the organization is setting budgets, it ought to incorporate adequate resources to ensure the realization of the set goals and putting in place mechanism of addressing the issue of resource limitation in their role. Kenya Revenue Authority conducts informational sessions or training to achieve a comfort level with new strategic processes and procedures. This is the time to make any necessary changes to the plans as gaps and mistakes appear. Therefore, training is an important step too not only for the change managers but for all of the actors who will be involved in the change.

Strategic planning which involves setting goals, benchmarks and vision for change provides the opportunity to involve multiple stake holders in the enterprise in order to make the change process more organic and democratic. The management team engaged employees through training which mainly centered on unlocking their potential and mind-dressing for the job. The training was geared towards changing the attitude of the

employees and informing them of the changes that would take place and how they were expected to act in order to fit into the new way of doing things. They were encouraged to live up to the new vision and mission. Employees were brought to understand that it was not business as usual.

The study revealed that rewarding performance is lacking at Kenya Revenue Authority during reinforcement of change since majority of the interviewees were in disagreement. However, four officers stated that rewarding performance was conducted. The organization set up a performance based reward system that aligned the performance contracts to the appraisal system that led to rewards and sanctions. This resulted into a doubling of the workers efforts which essentially translated into more production. The study found that involvement of all stakeholders in the strategic change planning resulted to assurance of jobs and rewards towards attainment of the desired change.

Strategic planning gives explicit recognition to the organizations outside environment and places an emphasis on the organization's strategic advantage in meeting the contingencies in the environment. The organization is taking a step change in a proactive manner in recognition of the need for pre-emptive change given potential threats that may arise in the future, or in a reactive manner in response to an immediate need, such as a direct competitive threat, technological change, change in legislation or financial needs. This is a more radical form of change and challenges all elements of processes or structures that have evolved over time. Half of the interviewees (50%)

were in view that there is reinforced encouragement at the organization while 40% were in disagreement. The remaining 10% had no knowledge as of whether there encouragement or not. The findings revealed that encouragement at KRA develops a positive attitude towards learning and helping others to learn and change management training.

During the change process, all the respondents were in agreement that education and communication was used. The strategic change management process was characterized by education and communication of strategy encompassing both feed-forward and feedback loops. Conducting general change readiness assessments to illuminate aspects that affect change on daily basis and determine staff readiness to accept change was also done through change management planning during specific planned change initiatives. The organization was also involved in constantly reviewing its micro- and macro-environment with a view to change planning and management.

Participation and involvement is well used at Kenya Revenue Authority during the change process. The findings indicated that senior management and employees at Kenya Revenue Authority are involved in the strategic change management process. Communication of roles and responsibilities at an early stage and involvement of middle line managers at the tender stage was further advocated for by the respondent views. It was clear that through the management involvement in the strategy deployment and implementation process, they were able to own the strategy and run with it. It was also well indicated that other staff in the departments participate in the

process by implementing the agreed action plans set in discussions with their managers and outlined in the yearly action plans, provision of feedback on the progress of the plans, highlighting and or escalating on a timely manner challenges or hindrances that are encountered and adhering to the set policies and objectives among others. It was however clear that most of the respondents understood the organization strategy mainly in relation to their functions.

Interviewees also agreed that facilitation and support, negotiation and agreement, manipulation and cooptation and explicit and implicit coercion were not well used during the change process. The ability of Kenya Revenue Authority to marshal resources needed to support new strategic initiatives and steer them to appropriate organizational units has a major impact on the implementation process of the strategic change process. As by Kenya Revenue Authority framework, employees need awareness that the change is needed for them to require the desire to create and support change. The employees need awareness that the change is needed for them to require the desire to create and support change. The employees need to change and should know how to go about it. The change must be achievable and obtainable.

4.3 Impact of Strategic Change at Kenya Revenue Authority

The study in this section sought to find information on the impact of strategic change at Kenya Revenue Authority. The study asked respondents to explain the major outcomes/successes of strategic change management at Kenya Revenue Authority. Improved revenue collection and efficiency in tax collection . Also availability of

information to the stakeholders, reduced interaction between officers and tax-payers has been improved. The change has provided required information to the stakeholders as well. Other changes that have taken place are the recognition of the need to influence the national tax agenda, the need to demonstrate more commitment to impact and being able to provide evidence of the impact. There are potential changes in revenue collection portfolio and the way Kenya Revenue Authority does business. To improve on service delivery, Kenya Revenue Authority has created an operational support program called iTax.

The study requested respondents if the change programs at Kenya Revenue Authority achieved the intended objectives and highlight areas that need improvement. The study revealed that the change programs have achieved their intended objectives to large extent. The objective of i-Tax system which replaced the online system which the public has been complaining about has been achieved to a great extent. According to Business Daily (2015), the i-Tax system has made tax compliance a simple, quick and secure exercise to users. The system has also brought down the cost of tax compliance in logistics and has helped reduce interaction between staff and taxpayers hence eliminating bribery claims. This is part of Kenya Revenue Authority's mission to attain global best practices in tax collection, and the taxman intends to benchmark against nations that have fully automated their systems, including the United States of America. According to Coastweek Newspapers Limited (2015), taxpayers are able to register, file returns, make payments and enquire about their status, while monitoring their accounts in real-time 24 hours a day, from the comfort of their homes or offices. The change has

also eliminated rogue agents who swindle taxpayers by keeping outdated electronic registers of tax agents. To further cut down the cost of taxation, taxpayers are required to fill their returns offline by downloading the returns form, filling it and uploading it at their own convenience. The system is set to integrate more than thirty banks to ensure that most taxpayers are covered. On areas that need improvement, respondents noted that more emphasis on training stakeholders needs to be done while others indicated improvement of education on the new system. iTax has achieved high standards of effectiveness and at the same time it has met efficiency objectives, both from the viewpoint of the revenue body and taxpayers at large.

The study revealed that the change programs have impacted on revenue collection, quality and service and employees' trainings and turnover. On revenue collection, the compliant taxpayer will be able to contribute his/her share of income tax collections to the overall performance of income tax revenue collections. The performance of tax revenue collections is anticipated to increase with improved and sustained taxpayer services, change of attitude and conduct of Kenya Revenue Authority staff aimed at customer service and simple and understandable tax administrative procedures put in place. The taxpayers are likely to be responsive to tax laws and practice by complying in voluntary registration, filing of returns and payment. As a result of the management change, revenue collection has continued to grow while professionalism in revenue administration has been enhanced.

On quality of service, strategic change management has improved accuracy in payment of tax, modernized administrative processes, facilitates compliance, enhances multi-tasking and improves efficiency. The findings revealed that Kenya Revenue Authority has been offering efficient services through its strategic change management. The authority has embarked on major issues such as confidentiality by ensuring secrecy of every taxpayer's affairs and use of tax information only as allowed by the law. Service delivery has been facilitated through providing the taxpayers and their authorized agents with clear precise and timely information, ensuring the courtesy and considerate treatment are extended unconditionally to all taxpayers, responding expeditiously to every taxpayer's enquiry, complaint or request, explaining the grounds for and derivation of every tax assessment, providing proper technical advice to the taxpayer on requests about tax implications, assisting new taxpayers to register, educating the taxpayers and the general community about tax obligations and rights.

All the respondents were in agreement that the changes impacted on the customer perception of Kenya Revenue Authority in terms of its image to a large extent. The perception of customers on revenue collection, quality of service and employees trainings and turnover have greatly improved. The change has simplified and has quickened tax compliance and secure exercise, thus bringing down the cost of tax compliance in logistics. It has also helped out in reducing interaction between Kenya Revenue Authority staff and taxpayers thus eliminating cases of bribery claims. Tax evasion creates horizontal inequity and, if opportunities for evasion are correlated with income, complicates the attempt to achieve vertical equity. Evasion also imposes

economic costs because taxpayers expend resources to facilitate evasion and the tax agency expends resources to contain it. The equity and efficiency implications of tax evasion, and optimal policy to address it, depend on its magnitude and nature which, for obvious reasons, is difficult to ascertain.

The change has also affected organizational structure of Kenya Revenue Authority. Interviewees agreed that organizational culture affects strategic change management. Strategic change and the fear of the unknown were some of culture factors that were identified by the respondents. Eleven of the respondents, representing 57%, indicated that the employees are used to a certain ways of doing things in the authority and whenever new changes are introduced or change of strategy was required to capture a certain opportunity or counter a given threat, the culture is slow making management slow in decision making. The interviewees observed that when employees are used to a given way of life or doing things normally new ideas are seen as a threat to the existing culture and will naturally be resisted. As the culture change rapidly, it has become a must for Kenya Revenue Authority to adapt to strategic change in order to survive in the world of cut-throat competition. It has become more and more apparent that management of strategic change requires that individuals involved should demonstrate high degree of skills and sensitivity in dealing with the employees.

When asked to mention the negative aspects of this change the response was varied. It ranged from strategy looking more of a top level activity, too much jargon, laying off some staff and too much e-mail traffic on Kenya Revenue Authority strategy, over

engagement, a time consuming risk, and consultation being kept at a high level while others said nothing was negative. There was no common issue for this case and it appears it all depended on individual experience.

4.4 Discussion of Findings

The study sought to investigate how strategic change forces were managed at Kenya Revenue Authority. Resistance to change was on key factors that greatly hindered the implementation of strategic change due to lack of understanding, mistrust among the employees, lack of finances and rapid change in technology. This was mainly attributed to lack of documented strategy and therefore there was lack of understanding by staff, some employees were not sure of the strategic change, organization culture was negative, changing people's attitudes, target group was ignorant of services, there was some resistance to change in the organization, political instability in the country and economic hardships such as recession.

These findings concur with Daft (2001) who observed that if vision is not communicated it can lead to failure to implement change. To enhance change management in the organization, the interviewees suggested that there is need for external consultants involvement. The findings indicate actual change time should be some period before actual implementation through more interactive sessions access and act on feedback, clean up prior to change, proper communication to external and internal parties especially customers, recruit help from within the organization so as to get the users to own the change. Involvement of external consultants in the strategic

change planning resulted to assurance of jobs and rewards towards attainment of the desired change. Burnes (2009) observes that for change to occur all parties involved for greater success to be achieved this confirms the findings where initially the project was a top management affair.

The findings of the case study also suggest that Kenya Revenue Authority should have adopted a model of change management to ensure that the organization prepares itself for planned change. The existence of forces that are external and internal posed a challenge that was beyond the control of manager thus hindering implementation of change within Kenya Revenue Authority. The finding suggests various ways to control the forces by effective communication and distinguishing between an individual, team and organization. An organization's ability to marshal quality of services, revenue collection and training of employees needed to support new strategic initiatives and steer them to appropriate organizational units has a major impact on the implementation process of the strategic change process. When there is a strategy which has to be implemented, it is from theory to practice in order to translate into tangible and measurable actions (Burnes, 2009).

The findings suggest that there were factors that determined major outcomes/ successes of strategic change management at Kenya Revenue Authority. These factors include values and beliefs of the employees, constant communication, adequate resources, support systems and structure. These findings are supported by the previous studies in literature (Mitzberg, and Quinn, 2002). Further in communicating about the need for

change, the organization emphasized the importance by explaining why the change was necessary.

This is in accordance with Nelson and Quick (2008), who have suggested that effective communication about change and the reason for change reduce speculation and allay unfounded fears. Stoner and Freeman (1995) have also advocated that establishing a culture that is supportive to change is critical to successful implementation of strategic change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four and also it gives the conclusions and policy and recommendations of the study based on the objectives of the study. It also focuses on the suggestions for further research and limitations of the study.

5.2 Summary of Findings

The study sought to find out how Kenya Revenue Authority manages strategic change. In the study, aspects in the revenue authority's strategic management are interrogated through review of literature. An assessment of the changes in the tax collection industry and how Kenya Revenue Authority responds to change through management strategies is reviewed.

The study found that need for efficiency and effectiveness in delivering services are the major forces of change. Technological change was also another change that all the respondents identified. Low automation levels and equipment obsolescence was identified as another force that led to the strategic change in the organization as it resulted in inefficiency in operations in the organization. It also found that economic forces and expectations also triggered change at Kenya Revenue Authority. The national economic performance had deteriorated causing a skewed distribution of

wealth which is prevalent in Kenya leading to worsening conditions of life. The worst social effect on the country at that time was and is the increasing rate of poverty aggravated by rising levels of unemployment.

Furthermore, the study found that interviewees were in agreement that the strategic changes at Kenya Revenue Authority are planned and not emergent. In-depth interview revealed that there is a clear line of sight to a future desired state. Though not quite distinct, the researcher could remotely pick out Lewin's three steps for successful change namely unfreezing the present level, moving to the new level and refreezing to the new level. Part of the evidence gathered towards unfreezing was a re-education and teambuilding workshop attended by all employees. These two events created in the employees' mind, the need and will to change.

The study also found that behavioral (caused by employees, managers and stakeholders) brought resistance of management strategic change at Kenya Revenue Authority to a great extent. Other resistances identified were staff resistance, resistance of reducing financial resources and resistance of organizational culture. The study found that there was employee resistance to change and that getting employees to accept new ways of doing things was challenging to implementation of strategies.

The study found that strategic planning gives explicit recognition to the organizations outside environment and places an emphasis on the organization's strategic advantage in meeting the contingencies in the environment. The organization is taking a step

change in a proactive manner in recognition of the need for pre-emptive change given potential threats that may arise in the future, or in a reactive manner in response to an immediate need, such as a direct competitive threat, technological change, change in legislation or financial needs. This is a more radical form of change and challenges all elements of processes or structures that have evolved over time.

5.3 Conclusion

Currently the revenue collection sector has become quite competitive, for instance, most revenue authorities have come up with extended working hours. Kenya Revenue Authority is not an exception and had to know the line as well by introducing online revenue collection and compliance. The study concluded that technological change affected Kenya Revenue Authority. Low automation levels and equipment obsolescence was identified as another force that led to the strategic change in the organization as it resulted in inefficiency in operations in the organization. It also found that economic forces and expectations also triggered change at Kenya Revenue Authority. The national economic performance had deteriorated causing a skewed distribution of wealth which is prevalent in Kenya leading to worsening conditions of life. The worst social effect on the country at that time was and is the increasing rate of poverty aggravated by rising levels of unemployment. Change management has had a positive impact in the way Kenya Revenue Authority business has grown and impacted the lives of customers and staff. Further, there is growth in business hence profits, more professional hiring and promotions, better communication.

The study revealed that the strategic changes at Kenya Revenue Authority are planned and not emergent. In-depth interview revealed that there is a clear line of sight to a future desired state. Though not quite distinct, the researcher could remotely pick out Lewin's three steps for successful change namely unfreezing the present level, moving to the new level and refreezing to the new level. Part of the evidence gathered towards unfreezing was a re-education and teambuilding workshop attended by all employees. It concluded that two events created in the employees' mind, the need and will to change. The study also concludes that involvement of the entire staff and community; continuous reaffirmation of the new direction, continuous review of the process and giving feedback on short term gains are some of the means through which strategic change management was made possible at Kenya Revenue Authority. It is also observed that, both internal and external factors contributed to the change that was experienced in the organization. This included quality service delivery, need for more profits, introduction of new management team, the need for more efficiency and effectiveness in the organization processes, unmet staff and shareholders goals, competition, market changes, technological advances and political and social environments.

5.4 Recommendations

This study recommends that Kenya Revenue Authority should implement strategic change management with a view that there exist internal and external forces that could either hinder or promote change. To counter this Kenya Revenue Authority needs to adopt industry practices that align to its goal and objectives of change in its operation

Policy and manual. This will help Kenya Revenue Authority to manage strategic change within its own scope.

The study also recommends that Kenya Revenue Authority should work towards involvement of the entire staff and community; continuous reaffirmation of the new direction, continuous review of the process and giving feedback on short term gains as they are some of the means through which strategic change management can be made possible.

The study further recommends that for Kenya Revenue Authority to gain competitiveness in adopting strategic change management they need to ensure the right combination of revenue collection, quality services and training of employees with the aim of developing the relevant customer knowledge.

To decrease the level of resistance to planned change, the management should constant training of staff and educate them on the need for change making the training enjoyable, re-assurance of job security, pay for overtime worked, make the benefits of the change relevant and through employee involvement in change management.

5.6 Limitations of the Study

The study was limited to Kenya Revenue Authority only. In Kenya Revenue Authority, there are several stations across the country but the study was limited to Kenya Revenue Authority head office in Nairobi. This made it difficult to generalize the findings.

The study was limited to strategic change management at Kenya Revenue Authority. During strategy process, there are three phases (formulation, execution and evaluation phases) but this study was limited to execution phase only.

5.7 Suggestions for Further Research

To enable generalization of the findings, similar studies should be done in all the stations of Kenya Revenue Authority across the country. This will make it possible to do cross case analysis to determine similarities and differences. The findings will also assist in establishment of some general theories for adoption.

The execution phase is another interesting part to study. Following strategy formulation a lot of modifications happen during the execution phase. Further research should be done to study this phase. It will make it possible to compare the planned and emergent strategy. This will make this work complete and make interesting contribution to existing literature.

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APPENDICES

Appendix I: Request to Undertake Research

EDITH JERUTO KOECH

P/NO: 7103

DATE: 21/01/2015

TO: Senior Deputy Commissioner- Human Resources

Kenya Revenue Authority

P.O Box 48240

Nairobi.

Dear Sir/Madam,

RE: REQUEST TO UNDERTAKE RESEARCH

I wish to request you to allow me to conduct research in the organization. I am a student at the University of Nairobi undertaking an MBA degree. I am specializing in Strategic Management option. My research topic is **(Evaluating Management of Strategic change at Kenya Revenue Authority)**.

The research is only for academic purposes.

Thank you.

Yours Faithfully,

E.J. Koech

Appendix II: Letter of Authorization



Ref: KRA/5/1003/4/23

27th December, 2015

Edith Jeruto Koech
Telephone No. 0720244640
NAIROBI

Dear Madam,

RE: REQUEST TO UNDERTAKE RESEARCH

Reference is made to your letter dated 21st January, 2015 on the above subject.

We are pleased to inform you that approval has been granted for you to undertake research on, *Evaluating management of strategic change at Kenya Revenue Authority, a case study of Domestic Taxes Department*. However, this can only be done through administration of questionnaires.

The research you intend to undertake should only be for academic purposes only and any data or information given should be treated with utmost confidentiality.

Kindly share your findings with the Authority on completion of the study.

Yours faithfully,

Nixon kitonyi
For: Deputy Commissioner- HR

Tulipe Ushuru Tujitegemee!

Times Tower Building
Haile Selassie Avenue, P.O. Box 48240-00100 Tel: 310900 Fax: 316872



Appendix III: Letter of introduction



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME**

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE.....26.09.2015

TO WHOM IT MAY CONCERN

The bearer of this letter EDITH JERUTO KOECH

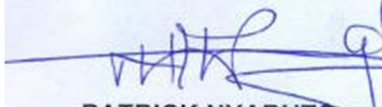
Registration No..... DBI | 60326 | 2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


**PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS**



Appendix IV: Summary of Previous Studies and Knowledge Gaps

Researcher	Topic	Methodology	Findings	Gaps and focus of current study
Odero (2013)	Evaluating management of strategic change in HIV-Research laboratory at the Kenya medical research institute.	Longitudinal 2003-2013	The management of HIV Research laboratory averagely performed on how they handled the change process	<p>-The previous study was longitudinal whereas the current study is a case study. There is a methodological gap to be addressed by the current study.</p> <p>- The previous study was conducted in HIV-Research laboratory at the Kenya medical research institute whereas the current study will be conducted in Kenya Revenue Authority. There is a contextual gap to be addressed by the current study.</p>
Odundo (2007)	Change management practices adopted by Kenya Revenue Authority in its Reform and	Case Study	The organization should foster and encourage determination and persistence in the on-going change,	- The current study will evaluate Management of Strategic change at Kenya Revenue

	Modernization.		continuing to highlight achievements and future milestones.	Authority whereas the previous study focused on the change management practices adopted by Kenya Revenue Authority in Reform and modernization. This leaves a conceptual gap which the current study intends to address.
Guerreiro, Pereira, and Frezatti (2006).	Evaluating management accounting change according to the institutional theory approach.	Case study	New management accounting concepts have been effectively institutionalized and converted into new values, habits and routines in the organizations.	- The current study will evaluate management of strategic change at Kenya Revenue Authority whereas the previous study evaluated management accounting change according to the institutional theory. There is a conceptual gap to be addressed by the current study.
Flesch (2003)	An evaluation of the effectiveness of	Survey	Organizations in the Eastern Cape did not follow	- The current study will evaluate

	<p>change management models utilized by organizations in the East Cape motors industry cluster.</p>		<p>any specific theoretical model for managing change and very few organizations followed a formal change management policy.</p>	<p>management of strategic change at Kenya Revenue Authority whereas the previous study focused on evaluation of the effectiveness of change models utilized by organizations in the East Cape motors industry cluster. There is therefore a conceptual gap to be addressed.</p> <p>- The previous study was a survey whereas the current study is a case study. There exists a methodological gap to be addressed by the current study.</p>
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Appendix V: Interview Guide

Part A: GENERAL INFORMATION

- 1. Interviewee name (Optional).....
- 2. Position held in the Company.....

Part B: MANAGEMENT OF STRATEGIC CHANGE

- 1. What are the forces of change at Kenya Revenue Authority?
.....
.....
- 2. Are the strategic changes at Kenya Revenue Authority planned or emergent?
.....
- 3. Were there any resistance to change?
- 4. If yes to 2 above, to what extent was the following resistance experienced:
 - i. Systemic (caused by organizational design, culture and resource constraints)
.....
 - ii. Behavioral (caused by employees, managers and stakeholders)
.....
.....
- 5. Were external consultants involved in the change process?
.....
- 6. If yes in 5 above, at what point in time were they involved?
.....
- 7. Were the following conducted in order to reinforce the changes:
 - i. Training
 - ii. Rewarding performance
 - iii. Recognition
 - iv. Encouragement
- 8. Were the following used during the change process:
 - i. Education and communication
 - ii. Participation and involvement

- iii. Facilitation and support
- iv. Negotiation and agreement
- v. Manipulation and cooptation
- vi. Explicit and implicit coercion

Part C: Impact of Strategic Change

1. What are the major outcomes/ Successes of strategic change management at Kenya Revenue Authority?
2. To what extent do you think the change programs achieved the intended objectives and what areas need improvement?.....
.....
3. To what extent have the change programs impacted on the following:
 - i. Revenue collection
 - ii. Quality of service
 - iii. Employees trainings and turnover?
4. To what extent have the changes impacted on the customer perception of Kenya Revenue Authority in terms of it image?
.....
...
5. How has strategic change affected the organizational structure?
.....
6. In your experience, what were the positive aspects of the change programs at Kenya Revenue Authority?
7. Are there any negative aspects of the change programs at Kenya Revenue Authority?
8. Do you have any other comments on the change process?
.....