

**CHANGE MANAGEMENT PRACTICES IN THE KENYAN DEPARTMENT OF  
IMMIGRATION**

**BY**

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**A Management Research Project Submitted in Partial Fulfilment of the Requirement  
for the Degree of Masters in Business Administration (MBA), University of Nairobi,  
School of Business.**

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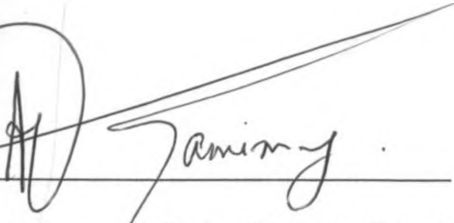
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**OCTOBER, 2008**

## STUDENTS DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

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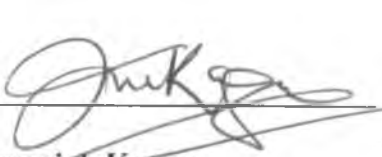
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Date: \_\_\_\_\_

12/11/08

**Mr. Jeremiah Kagwe**

## **DEDICATION**

This study is dedicated to all public servants who are committed to making Kenya a better country.

## ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for the life, strength and protection He bestows on me always.

This research would not have been possible without the input of the following people to whom I am deeply indebted.

First, I acknowledge the great support accorded to me by my supervisor, **Mr. Jeremiah Kagwe**, who gave me focus and direction on how to go about the research.

I also thank my family and friends who saw me through this project. It is not going to be sufficient to put my gratitude to them in small words but wherever they are they know that they occupy a special place in my heart.

It would not be kind for me not to acknowledge the support accorded to me by the respondents who were so generous to spare their valued time to be able to make their contribution and make this study a success. They were under no obligation to respond but were more than willing to be part and parcel of this work. To them I would say thank you and wish them the best in their efforts of transforming the department of immigration in particular and the civil service in general.

Finally, I acknowledge the support accorded by the training and research section of the department of immigration by allowing me access the library for relevant information.

## ABSTRACT

Change management is the deliberate and coordinated actions taken to transform an organization to overcome environmental challenges in order to achieve its objectives. Hence organisations are undertaking strategic changes in order to align their business strategies to the environment thereby matching the resources and activities of an organisation to that environment. Immigration has been an important factor influencing the historical and contemporary development of Kenya and other nations representing the world's diverse geographic regions, cultures, and socio-political systems. Migrations of people have ranged from seasonal to permanent resettlement and from local to global.

The purpose of the study was to determine how the immigration department has managed changes relating to its reform and modernization programme, the perceived impact of these changes and whether the changes adopted are in line with the strategic goals.

The study adopted a descriptive survey design where section heads in the department were interviewed. Study findings were presented in narratives.

Research findings indicate that change management issues were the responsibility of the management and the executive committee comprised of management and other selected staff members. On the application of change management, the study found that the department applies change management in technology, training and cost management. Just like in any other organisation, resistance to change was found to be prevalent in the department. The interviewees said that they had experienced resistance to change as a result of introduction of change in their sections. The resistance to change was found to emanate mainly from the employees who feel that the changes introduced in the organisation are not usually part of their inputs.

The study will be of importance to the government in formulating a policy on the regulatory process in the economy in the areas that necessitate strategic change management, in order to ensure orderly economic growth and development. More specifically, the study will assist

immigration department in improving change management in its future programmes. Immigration department's management will also be able to identify the most appropriate and sustainable change management practices needed to successfully manage change and to ensure sustained and efficient service delivery.

The study will also provide a platform for further research in the area of change management and in particular the practices that will contribute to successful strategic change management in Kenyan state corporations, parastatals and more specifically the immigration department.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background

### 1.1.1 Change Management Practices

Johnson and Scholes (2003) note that in an ever-changing global economy organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Because of the fact that changes are a necessity in private as well as public sector, every organization must change with the environment otherwise it would become irrelevant. Rose and Lawton (1999) observe that changes in the public service arise out of the need for efficiency, economy, effectiveness, performance evaluation, ethics and market concerns. Rising demand for services and expectations of quality of those services have placed extreme pressure on managers and their organisations, depicting change as a continuous episode in the life of organisations.

Johnson and Scholes (2002) define change management as the deliberate and coordinated actions taken to transform an organization to overcome environmental challenges in order to achieve its objectives. Hence organisations are undertaking strategic changes in order to align their business strategies to the environment thereby matching the resources and activities of an organisation to that environment. Hill and Jones (2001) further view change management as a move from a present state to a future state that increases competitive advantage. They further propose the following in addressing change management; determining the need to change, determining obstacles to change, implementing the change and finally evaluating the change.



Kanter (1997) on his part says that change management will require; tuning into the environment, challenging assumptions, crafting a vision, using diplomatic skills to get favourable responses (this builds coalitions of backers), keeping actions moving by handling interferences/resistance, maintaining the momentum, incorporating emergent developments and never losing sight of the overall goal.

Another definition is by Lamb (1984) viewing strategic change management as a process that assesses the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment. Hence management of strategic change is seen as how to create conditions that make proactive change as a natural way of life.

Strategic change management is defined as actions, processes and decisions that are executed by an organization's members to realize their strategic intentions (Hardy 1995). This helps organizations to achieve the highest impact, efficiency and have the least interruption and negative consequences. According to Hardy (1994) managing strategic change is about managing the unfolding non-linear dynamic processes during strategy implementation. It involves change or alignment in policy, systems, styles, values, staff and skills of an organization to realize a strategy (Peters 1994).

### **1.1.2 The Kenyan Immigration Department**

Immigration has been an important factor influencing the historical and contemporary development of the world's diverse geographic regions, cultures, and socio-political systems. Migrations of people have ranged from seasonal to permanent resettlement and from local to global. The seasonal migrations of shepherds and the perpetual movements of nomads long antedated the transoceanic migrations of the modern era. Migrants have varied not only in the duration of their stays, from sojourners to settlers; they have also differed in the roles they played in the societies to which they moved. Moreover, sojourners have differed among themselves in the economic roles they have played. Some have been agricultural labourers, harvesting the crops of other lands, some have been technicians and engineers who have created whole industries in other countries, and one of the most striking roles of sojourners has been that of middleman minorities in countries around the world.

The management of the immigration docket in Kenya as in all other countries is a state affair that takes a very important place in government due to its significantly sensitive security implication. The control of entry and residence of foreigners into this country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and Protectorate upon completion of the Kenya- Uganda Railway (KUR) or the Iron Snake.

This Ordinance and others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement. The Immigration Ordinance of 1st August 1948 formed the basis of the present day Immigration Department, which was carved from the Police Department in 1950. The Immigration Ordinances were revised in 1962 and 1964, when the latter was renamed the Immigration Act. Management of immigration is so

sensitive that it is considered the most delicate second only to the CID (Criminal Investigation Department).

At independence, the Department was placed in the Ministry of Home Affairs and was later transferred to the Office of the President (OOP), then Ministry of Constitutional Affairs in the early eighties and later back to the Office of the President. In the year 2003, the department was moved to the Ministry of Home Affairs. In the year 2005, the Department reverted to OOP and was placed in the new Ministry of state for Immigration and Registration of Persons.

The immigration department like other public sector departments has faced several challenges both external and internal factors ranging from Political, technological, legal and social. These include, among others, the ever widening informal sector and technological advancement, which have led to increased cases of avoidance and non compliance with immigration rules. Other challenges related to economic integration and regional trading blocs; the HIV/AIDS pandemic among the workforce. In addition sections within the department were operating autonomously and lacked managerial cohesiveness and personal approach to customer needs. The Kenyan Immigration Department was also observed to be pervaded by corrupt practices. Something had to be done to tackle these issues; the department decided to undertake change in its practices in compliance with the Kenya Governance, Justice, Law and Order Sector (GJLOS) Reform Program.

The department since 2002 has undertaken several strategic changes. These were guided by the department's vision and mission statements and the GJLOS guidelines. In response to managerial concerns, the department has undergone major strategic changes refocusing its business from the traditional authoritative ways of immigration rules to a more modern and

customer friendly approach; change of leadership and various reforms in its management. In regard to structure, the department has implemented changes which include restructuring in order to centralize key operational areas; review and modernizations of operational processes to improve efficiency and effectiveness; improving internal resource capabilities through staff appointments and training, i.e. there was a merging of different cultures to form one organization. These are supported by the introduction of appropriate technology for increased efficiency. (Ministry of State for Immigration and Registration of Persons Strategic Plan, 2005/06 – 2009/10)

These changes have brought about several benefits which include faster and expeditious processing of visas, permits and travel documents, better image and boosting employees' morale.

The immigration department has the following key strategic goals in its reform and modernization programme, namely: Develop a dedicated and professional team – dedicated to be an employer of choice that values staff empowerment and institutionalises professionalism. Re-engineer business processes and modernise technology - dedicated to employ integrated solutions and processes that ensure operational excellence and single view of the immigrants. Improve and expand immigration services – dedicated to minimise stakeholder implicit and explicit compliance costs by focusing on client based immigration administration procedures. Enhance passport issuance, collection, improve compliance and strengthen enforcement – dedicated to shift the reform programme to enable achievement of the immigration global status at the least cost. In essence the overall objective is to have the immigration department as a one stop shop for all services under its operation.

## 1.2 Research Problem

The need for change management arises out of the need for organisations to adapt to shifting conditions. Organisations react to powerful macro-economic forces e.g. demographic changes, inflation and unemployment by seeking to reduce costs, improve the quality of their products and services, locate new opportunities for growth, and increase productivity. Major change efforts have helped some organisations adapt significantly to shifting conditions, have improved the competitive standing of others, and have positioned a few for a far better future.

Kenya being a strategic business partner in the region due to its geographical position and rich cultural diversity has had a history of international relation making it a transit point for businessmen, diplomats and tourists. Kenya is also hosting a number of United Nations bodies including the UNEP and UNHCR. Thus Kenya's position in the world makes it a hot spot for various international activities. Immigration rules and regulations are applied in providing residence status to the various groups of persons seeking to settle in Kenya.

Chapter 172 laws of Kenya provide the guidelines for the immigration policy in Kenya.

Due to the changing conditions in terms of the economy and technology and the increasing cases of international crimes, review of the current laws and set up have been made with a view to tackling modern day immigration crisis as the immigration department plays an important role in the economy i.e. enhancing security.

In response to this the department has embarked on an ambitious plan in implementing its reform and modernization programme to meet the current immigration global standards and need to check illegal immigrants following the 9/11 bombing in the US which placed a considerable heavy burden to the major immigration regulator. Hence establishing the various

reform and modernization programme change structures, immigration department had a clear vision on what it wanted to achieve now and in future. Immigration department had little room to fail as this would be detrimental to the country's well being which considerably relies on it to run the economy. It is at this stage that change management comes in to place and becomes a core objective in ensuring effective change implementation and sustainability are successful. On the other hand the role played by lower cadre employees cannot be overlooked in terms of reform management, information sharing, and working environment as this determines the success and sustainability of change. As well as ensuring the success of the process this also reduces the occurrence of change resistance in the lower cadres. It is therefore important that lower cadre employees be involved in the change process.

A number of studies on change management in Kenya have been done. Bett (1995) found out that due to economic reforms in the country, firms in the dairy industry made substantial changes in their change management in order to survive in the turbulent environment. This finding is supported by Njau (2000) who notes that there is need to change when environmental conditions change. A study by Kandie (2001) concludes that whereas Telkom Kenya Limited realized the need to change their strategy due to change in the competitive environment, they lacked finances and managerial empowerment. Although further studies by Mbogo (2003), Rukunga (2003), Ogwora (2003) and Kathuku (2004) noted that more Kenyan organizations have responded to the changing environmental conditions; they did not focus much on how changes in management have been managed and the impact on the introduction of reforms and modernization in public corporations in order to ensure sustained success. Mwangi (2006), focused on the application of the balanced scorecard in the implementation of strategy in the public sector while a study by Korir (2006) found out that the public sector in general, perceived social responsibility (arguments) in favour of the concept to be more important (valid) than the argument against it.

It is important to study immigration department's change management practices and its impact on the strategic goals during the period the programme is going on. Not many studies have been done to ascertain how change has been managed and the perceived impact of the practices adopted in the public sector and no study has been done on immigration department in particular to determine the change management practices adopted at immigration department in its reform and modernization programme and the perceived impact of the changes on the strategic goals of immigration department. Hence the knowledge gap exists. Taking all this into account, it is important to study the practices immigration department have used in the Reforms and Modernization programme. The study will focus on practices immigration department adopted in carrying out its Reform and Modernization programme, as well as looking at the impact on this programme, to bridge the gap. The research seeks to answer the following questions:

How has the immigration department managed changes relating to its reform and modernization programme?

What is the perceived impact of these changes?

Are the changes adopted in line with the strategic goals?

### **1.3 Research Objective**

The objective of this study is to determine the change management practices adopted by the Immigration Department in its reform and modernization.

### **1.4 Importance of the Study**

The results of the study will be important to the practitioners and academicians both in the private and public sector by contributing to the existing body of knowledge in the area of strategic management in general and change management practices in particular.

Academicians may use findings for further research, while practitioners may apply lessons in planning and implementing future changes.

The study will be of importance to government agencies whose interest lies on improved services delivery for economic development and creating investor confidence. It will assist the government in pointing out areas of difficulties in the allocating of resources towards addressing priority needs. The study will also help the government in formulating a policy on the regulatory process in the economy in the areas that necessitate strategic change management, in order to ensure orderly economic growth and development.

More specifically, the study will assist immigration department in improving change management in its future programmes. Immigration department's management will also be able to identify the most appropriate and sustainable change management practices needed to successfully manage change and to ensure sustained and efficient service delivery.

The study will provide a platform for further research in the area of change management and in particular the practices that will contribute to successful strategic change management in Kenyan state corporations, parastatals and more specifically the immigration department.

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## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Theoretical Foundations of Change Management

Change is any planned or unplanned transition from one scenario to another. Change could be biological, chemical, physical or strategic change. Strategic change is long term in nature, effects the entire organization and aims at achieving effectiveness.

Operational change on the other hand is short term in nature, effects sections of the organization and focus on efficiency.

According to Burnes (1998) there are three schools of thought that form the central planks on which change management theory stands; first there is the individual perspective school which assumes that individual behaviour results from his interaction with the environment. Human actions are conditioned by expected consequences and behaviour is rewarded to be repeated and vice versa. Psychologists argue that behaviour is influenced by external stimuli. Second there is the group dynamics school, which argues that individuals' behaviour is a function of group environment. Individuals behave in a way that conforms to group pressure, norms, roles and values. Change focus in such a case should be on influencing group norms, roles, and values to bring about successful strategic change. And third there is the open systems school whose focus is on the entire organization. It sees the organization as being composed of different sub systems, which are the goals and values sub systems, the technical subsystem, the psychological sub system and the managerial subsystem (Miller, 1967). A change in one part of the system has an impact on other parts of the system. Change can therefore be achieved by changing the sub systems but one then needs to understand the interrelationship of the subsystems.

## 2.2 The Concept of Change Management

In recent dialogue concerning organizational change, there has been broad consensus that increasing environmental instability and uncertainty are forcing companies to change continuously (Brown and Eisenhardt, 1997). However, change itself is a risky, and often haphazard and improvised process reaching unsatisfactory results in many companies, sometimes even leaving them worse off than before (Katzenbach and Smith 1993). For example, reform change had considerable challenges in their implementation in countries like; Argentina where the reformers had disagreements on the benchmarking and funding was inadequate, in the Philippines there was difficulties in customs software development and in Senegal there was a weak supervision which lacked a mechanism to detect problems. Ferias and Johnson (2000), further state that only about 50 percent of all large-scale change interventions are successful. These facts have given management scholars and practitioners alike pause to solve the puzzle of how companies can ensure successful change without much distracting and distorting the intended change. One answer, proposed by several authors, in response to this puzzle revolves around what managers can do to ensure success in a change process flows smoothly (Senge, 1990 and Kotter, 1996). Several authors argue that the decisions managers make are critical to ensuring that their companies stay apace and aligned with changing demands (Child 1972).

According to Robin and Coulter (2002), if there was no change and the environment was relatively static, the process of strategic management would appear to be fairly simple and manager's job relatively easy. Planning would be simplified, because tomorrow's operations would be no different from today's operations. The issues of effective organization design would also be solved since the environment would be free from uncertainty and there would be no need to adapt new changes, which sometimes are expensive and tedious to carry out.

However, the management decisions discussed here tends to emphasize the implementation process in line with the intended change. Decisions prior to the rollout of a change program – i.e. especially those related to clarifying the change itself, have received surprisingly little attention (Lengnick-Hall and Lengnick-Hall 1988). Nevertheless, strategic change is not merely a matter of defining steps, procedures or systems that will ensure its successful implementation process. But change management also embodies taking a firm grasp on seminal change ideas, purpose and intended output in the whole change program, which must then be thought through and clarified before the enactment of the change (Robin and Coulter 2002).

In contrast, majority of organizations are in favor of a systematic decision making processes for developing and executing change management. The following contribution therefore focuses on key priorities in decisions change management process. Inappropriate set up and executions are two of the major reasons why certain change processes are only marginally successful or even completely unsuccessful (Kotter 1996). So from a theoretical and practical standpoint, there is a difference between; ‘How do we do it right?’ and ‘What would be right?’

As Kotter (1996) points out, there is a difference between leading change and managing change. If leading change revolves around conceiving a clear goal as well as logic for how to achieve it, managing change deals with the actual realization of that logic in a controllable process (Kotter 1996). In essence organizations must clarify in a straightforward and in systematic way what change would be right for their company even before they approach the subject of implementation. When change programs or projects are in their initial steps queries emerge, such as ‘Does the change make sense?’, ‘Is it the right thing for the company?’ or ‘Is it happening at the right time?’ Such queries and misgivings rob organizations of its drive,

weaken the process and hinder long-term implementation. This usually happens as nobody wants to be associated with failure and consequential outcome (Bruch and Vogel, 2006).

## **2.3 Change Management Practices**

The change management practices are related to various things managers do as they handle various aspects of change and practices involved as discussed below:-

### **2.3.1 Focusing the Change Agenda**

Change processes are by nature complex, but they must have clear priorities in order to be manageable. Excessive complexity and an inconsistent focus are deadly to a program's executability, especially to a company-wide program. So as they ask themselves what the right change would be, companies must systematically define what the focal points of the change will entail and what, as a result, those focal points will not entail. Another critical factor for the success of a change process is top management credibility. So as they design the change, a company's top management must ask itself, 'What can we credibly implement?', 'What change can we really commit to?' and 'What type of change will fit our style so that we will be able to support it authentically and wholeheartedly later?' (Simons 1999)

### **2.3.2 Designing the Right Change management**

Change programs and projects have to make sense from the beginning, when the actual idea of change comes in to place. The feeling that a change is right for a company and the necessary sense of urgency to secure its realization will only occur if it is clear that the change has been tailored to the company and its particular business situation (Bruch and Ghoshal 2003). Change is only possible when it is contextualized against the backdrop of a company's particular past and present (Pettigrew 1987).

Change processes are only successful if they fit a company's current culture. Traditions, norms and shared values within a company must be included in the deliberations regarding the selection of a change program (Heracleous 2001). Certain change processes cannot be executed in more bureaucratic cultures, while other types of processes simply are not compatible with team-oriented or innovative/ dynamic organizations. In addition, the basic process of designing the program for a particular change should also account for a company's energy. Different types of change programs will be effective with companies characterized by comfortable inertia than for companies with other types of energy, such as change tiredness, high productive energy or resignative inertia (Bruch and Ghoshal 2003, 2004a).

Management Decisions – Doing Change Right. Once the question of which change program is right for a company at a particular point in time has been answered, the management must also systematically make decisions that will ensure that the change will be implemented successfully and have a permanent impact. Acceptance, attention, effective change agents as well as momentum and sustainability are all key in this regard (Davenport and Beck, 2000 and Kotter, 1996). Without these factors, change processes will not be put in motion, make headway only with great difficulty or have a fleeting or even negligible impact (Weick 2000).

### **2.3.3 Organization Acceptance and Attention**

Insufficient acceptance is often considered to be the major source of resistance within organizations and the key reason why change initiatives fail and persists to haunt even in future. Well thought-out acceptance within employers and employees is based on an approach that integrates everyone involved in a way that promotes commitment and desire to change. As organizations continue to experience changes even the slightest, management must ensure that employees see that the change process has priority, is beneficial, and is

permanently present and that key information is not lost within the chain. So key levers of attention by management include effective branding, in-depth, personal, top management communication and demonstrative, regular monitoring (Davenport and Beck 2000).

### 2.3.4 Momentum and Sustainable Change Management Effects

One key factor for implementing change is having the right people to sell, implement, and drive the program from start to finish. One of the reasons change processes fail is because companies underestimate the importance of the individuals involved in the change and their interaction Kotter (1996). Change management loses momentum when a company does not address the issue of its own organizational energy. Organizational energy reflects the extent to which a company has mobilized its potential in pursuit of its goals Bruch and Ghoshal (2003, 2004). Problems associated with energy during change manifest themselves as either insufficient urgency during the beginning phases of, a loss in momentum during or the reversal of positive impact after a change program. Change initiatives in turbulent environments are filled with unexpected transitions that managers must deal with to secure a change effort (Brown and Eisenhardt 1997).

Three things can be done to avert these typical pitfalls. First, the required urgency for initiating a change can be achieved through a large number of visible, tangible activities such as consultations. Second, the primary means for maintaining momentum for a change is to strategically revitalize and refocus on the change. Third, integrating the result of the change into existing organization structures and systems should safeguard the long-term impact of a change.

### 2.3.5 Styles in Managing Change

There are five styles in managing change namely; education and communication, collaboration or participation, intervention, direction and finally coercion.

Management needs to explain the reasons for and means of strategic change to win the support of every one in the organization. Bowman and Asch (1987) point out that a change strategy of education and communication is based on the assumption that if people are given the rationale for change, they will see the need for it and therefore accept it. This may be useful when resistance, based on inadequate or inaccurate information, is anticipated (Bowman and Asch, 1987).

To increase ownership of a decision and change process, and increase commitment to it, it is crucial to involve those who will be affected by the change to participate in identifying strategic issues, setting the strategic agenda, the strategic decision-making process or planning of the strategic change. This leads to better quality of decisions than would have otherwise been achieved (Bowman and Asch, 1987).

The change agent retains control of the change process but delegates certain tasks to teams or groups. The change agent could delegate certain elements of the change process, for instance, idea generation, data collection, detailed planning or the development of rationale for change to project teams of taskforces. These teams become involved in the change process and see their work building towards the change process. This is beneficial in that it not only involves members of the organization in idea generation but also in the implementation of solutions (Bowman and Asch, 1987).

Direction involves the use of personal managerial authority to establish a clear future strategy on how change will occur. Direction is usually a top-down management of strategic change and may be associated with clear vision or strategic intent developed by someone recognized as the leader in the organization (Bowman and Asch, 1987).

Coercion involves imposition of change or the issuing of edicts about change. It is the explicit use of power and may be necessary if the organization is facing a crisis. This style may be useful in crisis situations or rapid transformational change (Bowman and Asch, 1987).

Other strategies include use of power to bring about change. Change can be implemented in situations where the implementers possess some form of power. According to Bowman and Asch (1987), power strategies are used in situations where the change must be implemented quickly and a few resources are available for programmes of education or negotiation. Power is best used when the commitment of those affected is not necessary for implementation of the change, or when little resistance is expected, since if resistance is crushed by force, it can create problems later. Change implementers can also use manipulation strategies and as Bowman and Asch (1987) suggest, such a strategy could be used to get others in the organization to feel enthusiastic about change. This strategy can be used either through inducement, persuasion, obligation and even coercion. Negotiation strategies are useful when it is obvious there are going to be losers as a result of a change and where losers are likely to resist.

These styles are not mutually exclusive and several of them or all of them may be used at the same time or in the same organization. Bowman and Asch (1987) suggest that in most circumstances it may be appropriate to use two or more strategies simultaneously, with different change targets.



## 2.4 Models in Change Management

Major theorists and practitioners have proposed a number of models for strategic change management. A typical model to follow is the eight-stage process as proposed by Kotter. This practice in change management consists of the following stages;

**Establishing sense of urgency:** Establishing a sense of urgency is crucial to gaining needed cooperation. With low urgency, it is difficult to put together a group with enough power and credibility to guide the effort to convince key individuals to spend the time necessary to create and communicate a change vision and lastly examining the market and competitive realities, identifying and discussing crises, potential crises or major opportunities that may establish urgency.

**Creating the guiding coalition;** no one individual even a monarch-Chief Executive Officer is ever able to develop the right vision, communicate it to large numbers of people, eliminate key obstacles and get the change going. A strong guiding coalition is always needed-one with the right composition, level of trust and shared objectives. The group should be put together with enough power to lead change and also work together like a team. Position, power, expertise, credibility and leadership should be key characteristics to be considered when putting together this team.

**Developing a vision and strategy;** without the power of kings and queens behind it, authoritarian leadership is unlikely to break through all the forces of resistance. In order to implement change successfully, it is necessary to create a clear vision to help direct the change effort. An effective vision should be imaginable, desirable, feasible, focused, flexible and communicable. In addition the firm should develop strategies for achieving the vision.

The vision should be grounded in clear and rational understanding of the organization, its market environment and competitive trends. Strategy provides the logic and a first level of detail of how the vision can be accomplished.

Communicating the change Vision; use every vehicle possible to communicate the new vision and strategies. Such vehicles could include employee bulletins, employee meetings, memos, and newspapers, formal and informal interaction. In addition have the guiding coalition role the behaviour expected of employees. Nothing undermines the communication of change than that which seems inconsistent with the vision. Careful monitoring of senior management behaviour is a good idea so that you can identify and address inconsistencies between words and deeds.

Empowering employees for the broad based action: Empowering involves getting rid of obstacles, changing systems or structures that undermine the change vision and encouraging risk taking and non traditional ideas, activities and actions.

Generating short-term wins: Running a transformation without serious attention to short term wins is extremely risky. One should plan for visible improvements in performance or wins and also create those wins. In addition the people who make the wins should be visibly rewarded and recognized.

Consolidating gains and producing more change: credibly change all systems, structures and policies that do not fit the transformation vision.

Hire and promote people who can implement the change vision. The system is re-invigorated with new projects, themes and change agents.

Kurt Lewin in his work came up with three models of change management;

The Action-Research model; The model is based on the emphasis that change requires action and also the recognition that successful action is based on analyzing the situation, identifying possible alternative solutions and choosing the one most appropriate to the situation at hand. An agent gathers data and solves the problem jointly with the client Burnes (1998).

The Three-step model: this model proposes going through the steps of unfreezing, moving and refreezing. Unfreezing involves removing those forces and maintaining the organization's behaviour at its present level. Moving involves acting on the results of unfreezing i.e. take action to move the desirable state of affairs. Refreezing seeks to stabilize the organization at the new set of equilibrium Burnes (1998).

The phase of planned change: in an attempt to improve on Lewin's model, Lippt *et al* (1958) developed a seven phase model while Cummings and Huse (1989) developed an eight phase model. The phases of planned change approach have four stages of exploration, planning, action and integration which were developed by Bullock and Batten (1985).

Exploration involves becoming aware of the need for change, searching for outside assistance/agents and establishing a contract with the consultant, which defines each party's responsibility.

Planning involves the change process of collecting information, establishing change goals and designing appropriate programs so to achieve these goals and finally, getting key decision makers to approve and support the proposed changes.

Action phase involves change implementation and evaluation of results in order to make adjustments or refinements as necessary.

Integration phase processes involve reinforcing new behaviour, gradually decreasing reliance on consultants, diffusing successful aspects of the change in the organization and training managers and employees to monitor the change constantly and seek to improve upon them. This model according to its authors has a broad applicability to change situations since it incorporates key aspects of many change models. It overcomes the confusion between the processes and phases of change.

Other models identify three overlapping phases in strategic change management. These are; the description phase: this involves describing and diagnosing the situation, understanding what is involved and setting the objectives for the change.

The option phase; this involves generating options for the change, selecting the most appropriate and thinking about what might be done. The implementation phase; this involves putting feasible plans into practice and monitoring the results.

Ansoff (1988) recommends four approaches to managing discontinuous change, which are the Coercive method and, the Adaptive, the Crisis method and the Managed Resistance.

The Coercive method is applicable where there is high urgency. It has the advantage of speed but has a shortcoming of being highly resisted. Adaptive method is applicable where there is low urgency. Its main advantage is low resistance but the method is very slow.

Crisis management method is applicable where there is threat for survival. Its advantage is low resistance but has the shortcoming of extreme time pressure and risk of failure.

The managed resistance is applicable under conditions of moderate urgency. Planning and implementation are done together. It has the advantage of low resistance because it is tailored to time and comprehensive capacity to change. The disadvantage is that it is more complex than the other three approaches.

Planned change approaches were challenged by Dawson (1994) and Wilson (1992) due to dynamism and uncertainty in the environment. They are proponents for emergent change handling models. Dawson adopted a processual approach. This approach identifies the substance of change such as technology or legal requirements. The need for change is conceptualized and a transition term of new tasks, activities and decisions is achieved in the contextual framework of politics of change, human resources, administrative, business markets and the operations of new organization arrangements.

## **2.5 Resistance and Commitment to Change Management**

If resistance to change is poorly managed, it can undermine even the most well-intentioned and well-conceived change efforts Bolognese (2002). But in essence there is evidence that no systematic plans had been developed for addressing resistance to the implementation of the system based on: fear of losing jobs Hardwick and Winsor (2002); negative experiences of previous problematic change projects; changes to their internal status McAdam and McGeough (2000), or because of the stressful work conditions that change induces Hansson et al. (2003). Employee commitment to change programmes is crucial given that they actually execute implementation activities Hansson et al. (2003). Ansoff (1994) notes further that resistance to change is a multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of strategic change.

Low employee commitment could therefore obstruct acceptance of an implementation process Saad and Siha (2000). A range of intangible and therefore difficult to measure factors such as understanding, ownership and involvement, are also important in obtaining commitment Ghobadian, Gallear (2001) and Hardwick and Winsor (2002). Within the case organization difficulties were experienced in reconciling the rhetorical reasons behind the need for the new performance management system with its practical realities.

Johnson and Scholes (1999) notes that resistance can be minimized through, timing the change, identifying where job losses and de-layering should take place and implementing visible short term wins. Without proper leadership, employees will remain sceptical of the vision for change and distrustful of management and management will likewise be frustrated and stymied by employees' resistance to change. Building organizational capacity to the desired level can reduce systemic resistance and increase employee productivity (Johnson & Scholes 1999).

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Research Design

A case study method was adopted focusing on immigration department. A case study is a comprehensive study of social unit be it that unit, a person, a group, a social institution, a district or a community.

The study was carried out at Nairobi headquarters, where the key departmental head offices are located. It is also where most policies are drafted and piloted before being implemented in other branch regions. It is important to get detailed information in order to find out how immigration department is managing the change in its reform and modernization programme.

A case study is most appropriate for this purpose.

### 3.2 Data Collection

This being a case study the focus is on carrying out an intensified study of the change management at the immigration department. To achieve this, a cross section of employees were interviewed. An Interview guide (see Appendix I) was used for this purpose. The procedure involved personal interviews conducted by the researcher. By doing so the researcher was able to determine how immigration department has managed change. In addition, primary data provided insights on the perceived impact of the reform and modernization programme.

The researcher interviewed ten respondents. The mode of selection for the sample was based on selection of individuals who have been involved in the change program as initiators and / or implementers of the changes. Staff in administration, registry, passport, entry permit, investigation and prosecution, visa, registration of aliens, citizenship and Kenyanisation sections was interviewed.

There was a respondent from each of the eight sections in the department for the interview. The reason for such a large number of respondents is to have a spectrum of opinions in the subject and make an informed assessment. The researcher too intended to interview key staff members who have been practically involved in the change management.

### **3.4 Data Analysis**

Since the primary data collected was qualitative, content analysis was used to analyze it. This is a systematic qualitative description of the composition of objects or material of study. It involves observation and detailed description of objects, items or things that comprise the study (Mugenda, 1999). This approach has been used previously in similar research papers like the one by Koigi (2000). The qualitative method can be used to uncover and understand what lies behind a phenomenon under study.



## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION**

### **4.1 Introduction**

This chapter presents the analysis of the data collected through the interview guide. This chapter is structured as follows;

First, the analysis of the general information of the interviewees is presented. Then, the analysis of change management issues is presented. Finally, the analysis on resistance to change is performed and the results presented. The explanation of the results is provided under each section.

### **4.2 General information**

All the interviewed respondents were heads of sections in the department of immigration. They all answered in the affirmative on the question on whether they were aware of the changes the immigration department has been undertaking in the Reforms and Modernization programme. This was expected since as heads of sections, they are in the frontline in implementing the changes and thus they are expected to be conversant with them.

#### **4.2.1 Changes at the Department of Immigration**

The changes which have taken place in the immigration department lately are mainly in human resources, modernization of operations and changes in legal framework that governs the department. A recent change in the Kenyan Adoption law is one example in the legal framework. Another legal change that will be a milestone is the proposed dual nationality law that is due to be enshrined in the constitution.

Being an arm of the government, the department is governed by The Public Service Reform and Development Secretariat (PSR&DS) which was established in September 2004 with the mandate to coordinate all public sector reforms and mainstream Results Based Management (RBM) in the Public Service. The policy priorities for the PSRDS are to introduce and

institutionalize RBM in the public service, develop and sustain capacity for transformative leadership and management of results for Kenyans, build resource capacity for achieving 'Results for Kenyans', deepen public sector reforms, and coordinate highly skilled Human Resource base in the public service.

The interviewees were asked what kind of change practice they adopted in the department. The study found out that the department adopts a planned change. The department anticipates change well in advance and puts up measures that make it necessary to adopt them. However in some cases, the interviewees said that the changes that occur in the department are never anticipated well in advance and they usually deal with them as they come along. This is because some of these are directives from higher up the government ladder. This shows that the department in some cases adopts emergent change practice.

The department also wants to transform from a process orientation to a results management culture to facilitate the achievement of the objectives of the Economic Recovery Strategy (ERS) and the attainment of the Millennium Development Goals (MDGs). It also seeks to build the Institutional and leadership capacity for a results based management culture in the department.

The interviewees also described the changes that the department had experienced as being fairly predictable. The interviewees described that the change experienced in the department are incremental and bumpy but added that they had been able to handle them following change management practises.

On the sections that handle the department's change management issues, the study found out that it was the responsibility of all the heads at all sections in the department to handle change issues. An executive committee is usually formed that comprises of the heads and selected employees to help manage change that the department is exposed to.

#### **4.2.2 Views on change management practises in Kenya**

On their view on change management practices in Kenya, the interviewees responses are summarized as follows;

In their view, public sector management changes in Kenya face a number of challenges that have limited the scope, speed and quality of services rendered. For example, corruption constitutes by far one of the biggest challenges in the public sector. Other challenges include multiple accountability, inadequate resource utilization and institutional capacity. Kenyan government, therefore, needs to increase its efforts to address these challenges through effective public sector changes. However, reformers also need to keep an open mind as to what may work and what may not, and be guided by the needs of the situation. While the new public management approach may not be a panacea for the problems of the public sector in Kenya, a careful and selective adaptation of some elements to selected sectors may be beneficial.

In their view, the objectives of those changes involved changing the role of government, creating an enabling environment for the private sector and civil society to flourish, and establishing an effective civil service by increasing its competence, efficiency, fairness and quality of services.

Most of the interviewees were of the opinion that tremendous progress has been made. For a considerable part, governance in Kenya has been marked by state privatization for the benefit of the ruling elite, resulting in institutional disintegration rather than development.

The interviewees were of the view that a high level of involvement and participation by ordinary people is conducive to sustainable change. Decentralization, privatization, contracting out and partnerships with civil society, including NGOs, offer important inter-organizational avenues for bringing about or increasing participation, whilst ensuring more

effective and efficient public service delivery. For any change to be implemented successfully, the government should include as many stakeholders as possible in the formulation and implementation of the said change.

#### **4.2.3 Change management practices at immigration department**

The immigration department is not materially different from the rest of the public service since they undergo through the same reforms. On this, the respondents felt that the change process could have been more conducive if it was tailor-made for the department since the operations of every sector in the government is somehow different from the other. In the immigration department Governance structures shape the incentive environment within which sections and individuals, undertake critical activities related to public management such as service delivery or budgeting. According to the respondents, three structural elements; formal incentives, external checks and balances, and the availability of timely information are considered to be conducive to improved performance and movement towards change. Formal incentives typically comprise wage remuneration competitive with the private sector, as well as job classification and grading systems consistent with internal job relativities. They also had the view of including formal rules that reward or sanction various practices or types of behavior. When they are enforced, rules and restraints can also help promote predictability and limit arbitrariness in critical activities such as budget formulation and execution or personnel management.

The study wanted to establish whether the changes were impacting positively on the department. All the respondents were of the view that the changes were producing positive results both internally and externally. This was because the department has lessened response time in all processes, reduced costs considerably and has been able to automate and modernize most of the processes whereas others are still ongoing. This has improved customer satisfaction and efficiency in the department. The department also has decentralized

some of its activities which were done solely in Nairobi to branches such as Mombasa and Kisumu. This in turn has contributed to customer satisfaction from those areas since they don't have to travel to Nairobi to be served. By far, the change that is to bring best benefits is the use of ICT through internet and email where clients can check status of their applications online. This is intended to reduce backlog of cases in immigration offices countrywide and improve on speed and quality.

The study also wanted to establish whether the respondents were part of the change management implementation team at immigration department. All the respondents were a part of the change management implementation team and their roles were; defining steps, procedures and systems to ensure its successful implementation process. The section heads were also involved in taking a firm grasp on seminal change ideas, purpose and intended output in the whole change program, which was then communicated and clarified to all the employees before the enactment of the change. The section heads were also involved in giving feedback on progress and setting benchmarks and short term work plans.

Respondents agreed on the fact that the main factor that necessitated change in the immigration department was the public sector reforms and modernization programme initiated by the government in 2004. Since the department is a public arm of the government, any change must be initiated from without the department. The department therefore has the role of implementation.

According to the respondents, objectives of the change management were to communicate, give direction, deal with resistance to change and guide the change process successfully.

The Kotter's systematic eight stage process has been followed and seems to bear fruit.

Sense of urgency was established by echoing the public outcry for transparency and accountability in order to fight corruption that is perceived to be the main problem in the delivery of service at the department. An all inclusive change had to be urgently embraced to fight this vice.

**Guiding coalition had to be created.** A committee comprising heads of sections and senior staff was created in order to get the right vision and communicate it to the staff and then to the public for feedback

**Develop a vision and strategy.** This is contained in the strategic plan developed both at the ministry and the department level. ✓

**Communicating the change vision** through the media and by public statements. Advertisements actually meant to sensitise the public on the ease of accessing travel documents to remove the fear which was previously developed. Service charters were displayed outside the offices with advice of what action one is to take in case of delay. ✓

**Empowering employees.** Access to information to employees is now made easy by use of IT. It used to take a long time for an employee to establish what actions were taken on a particular case but through advanced technology, access is as easy as a click of a button.

**Generating short term wins.**

Having seen the successful results of the changes made, employees have been rewarded through promotion, further training and other forms of recognition.

**Consolidating change and producing more change.**

More officers trained and duties redefined in order to fit the change vision. A vivid example is seen in the creation of the new posts of Director of immigration services and that of his senior deputy and two deputies. The position of a chief immigration officer was created with the aim of consolidating the changes and redefining the roles to fit the change agenda.

**Hiring and promoting staff** who can implement the change vision. Furthermore new recruits were brought in to inject new blood into the system. Thus Kotter's eight step model has been instrumental in the change seen at the immigration department.

#### **4.2.4 Impact of change at immigration department**

The immigration department has seen positive effects of the change programs since they have reduced their response time of passport application and renewal from three months to 10 days. The department has automated and modernized almost all of its operations which have further enhanced efficiency and quality. The department has also decentralized some of its operations to various branches in the country and diplomatic offices internationally. This has improved on reliability since one does not have to travel to Nairobi for a passport when he is near a branch that does the same. This has been facilitated by the change management program which has been put in place in the department and the holistic approach by which the process is integrated in the department.

The interviewees were asked which areas of change management approaches are predominantly applied. The study found out that change management was mainly applied in technology, training and cost management.

#### **4.2.5 Resistance to change**

The interviewees were further asked whether they face any resistance with respect to implementation of change in the various sections of the department. All respondents agreed that change was resisted in their sections initially but through sensitization programs, the sections accepted the change. The change was accepted since the employees saw no option since most of these changes emanate from government directives which are binding and must be followed at all costs. This they said was normal for all the sections but the extent was the main difference. The resistance to change was found to emanate mainly from the employees who feel that the changes introduced in the organisation are not usually part of their inputs.

In order to manage change, the interviewees insisted on proper communication with all the employees in the department at all levels. Those who are strongly opposed to the proposed

changes are usually given the reasons why the change is necessary and told how they will fit in the change being introduced. Education of the employees is also important for the department as it has helped reduce resistance. The consultants and trainers the department contracts have been able to ensure that the department does not experience much resistance from employees so as to reach the desired state.

The attitudinal changes heralded by the changes introduced in the department have been seen in various ways. The department has experienced complaints from the employees on the efficiency of some of the technology that were introduced.

The interviewees were also asked to state where they would attribute employee resistance to change. The study found out that employee resistance to change was largely attributed to low tolerance to change because many saw the change as being imposed on them from above. Employee resistance was also attributed to the loss of perception of what the department does as well as misunderstanding of its objectives.

The interviewees were also asked to state what the committee members' contribution to change management was. The interviewees said that committee members had made a very big contribution towards diffusing change in the organisations so much that the resistance from the rest of the employees is minimal. These committee members act as change agents in the department.

The interviewees were finally asked to state how the management of the department deals with resistance to change in the department. The results indicate that the department uses more of communication and education of its employees on the changes that are occurring in the organisation and also training them adequately to use any newly introduced device. Another factor that was found to be used by the department was involving the employees and making them participate in change management in the department.



## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the findings of this study. This chapter is organised as follows. First, a summary of the findings in chapter four is provided. Then the conclusions of the study based on the objectives of the study follow. The study then recommends to the stakeholders regarding the findings. Areas for further research are then proposed for academics and scholars wishing to do research on public institutions and on change management.

### **5.2 Summary**

The study found that the interviewees were aware of the change management concept. The study also found that the department has aspects of both emergent and planned change management. The emergent change had been observed mostly in the area of government regulations. Planned change was prevalent in areas of technology. The change experienced was described as strong and unpredictable since most of them come from political climate.

The study further found that change management issues was the responsibility of the management and the executive committee comprised of management and other selected staff members.

On the application of change management, the study found out that the department applies change management in technology, training and cost management.

Just like in any other organisation, resistance to change was found to be prevalent in the department under study. The interviewees said that they had experienced resistance to change as a result of introduction of change in their sections. The resistance to change was found to

emanate mainly from the employees who feel that the changes introduced in the organisation are not usually part of their inputs.

The extent of this resistance was manifest in terms of employee complaints and to deal with the resistance to change, the department engaged in communicating with the employees. This was also assisted by the use of incentives and involvement of the employees in the activities of the department.

### **5.3 Conclusion**

It can therefore be concluded that the department practice strategic change management. This involves the formulation of committees to deal with the issue of change and the use of internal change agents to manage change. Kotter's eight step change model has been significantly observed in the change program.

The level of resistance to change can also be said to be low, as its effect is not so pronounced. It was mainly manifest in terms of complaints but sabotage was not observed since they saw the change as inevitable. The low resistance can also be attributed to effective communication and high degree of involvement of employees. Resistance to change has been effectively managed in the department using education, communication and participation. These have reduced the levels of resistance to change significantly.

Public management systems are principally concerned with the transformation of inputs into outputs and outcomes. The incentive framework governing change comprises a range of institutions such as formal rules, standard operating procedures, legal covenants, as well as norms, customs, and unwritten codes of conduct. Individuals at different levels should work to support this transformation process by formulating policy, allocating resources, undertaking service delivery operations, and enforcing the rules that govern such activities.

Together, policymaking and resource management processes (for example, budgeting and staff recruitment) help set aggregate levels for input use as well as allocation of financial and human resources between competing priorities. Institutional arrangements governing delivery should be clearly put in place to shape the productivity of operational activities undertaken by different sections of the organization that convert inputs into monitorable outputs.

Various regulatory mechanisms in the immigration department help safeguard transformation from arbitrariness such as corruption at the point of delivery or patronage in, monitor output performance, and evaluate links between outputs and outcomes.

Lessons from evaluation provide important feedback that stakeholders in the various points in the transformation process can internalize and use to improve processes, systems, and structures. The performance of organizations that carry out these functions (policymaking, resource management, delivery, and regulation) profoundly shapes the effectiveness and efficiency of transformation.

From the findings, it will suffice to say that organizations, whether they are public or private or are involved in regulation, budgeting, or service delivery; they tend to perform at higher levels when supported by appropriate structural and capacity conditions in their change programs.

#### **5.4 Recommendations**

This study made some findings that have very important implications. Of significance is the fact that the employee resistance to change was low. Given that the employees might fear being castigated for resisting certain elements of change hence retreat to their cocoons; this might impact on their performance in the department and therefore hurt the overall performance of the department which is a very important arm of the government. Thus, the management of public institutions need to critically think into this issue to ascertain the

extent of the implication of their change management on the employee morale and their performance.

These findings also have important implications on the employees in the civil service in Kenya. As the study reveals that most of the employees are aware of change issues in organizations, the employees in civil service also need to be conscious of change and accept change as part of the modern world and modern organisations. They need to see change as a challenge. Change should motivate them to respond appropriately and in good time so that their creativity and innovation is seen as prevailing. Creativity and innovation is what is rewarded in the modern organisations including the public service.

Information technology (IT) has been included as one of the key strategies for public service reforms. It is now seen as an essential facilitator of service improvement particularly when governments worldwide are facing an increasing trend towards knowledge-based production and the communications revolution.

Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform. The creation of new information and communication systems are seen as an essential component in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable. Without such an information flow, and without the information system to carry that flow, there can be no accountability because there can be no knowledge of the decision

### **5.5 Areas for further research**

This study is important to those wishing to study change in public service and in particular change management issues in public service. As this study found out that the extent of resistance to change was low for employees in immigration department, more studies should

be done to ascertain the nature of this low resistance as this may bring out an important aspect of what has exactly caused this position. A further look at this issue vis-à-vis the disciplinary actions on employees who resist change might shed important insights into the issue. If the studies find out that there are harsh disciplinary measures that normally follow those who resist change, then the effect of this on employee morale and subsequent productivity of employees and the organisation in general can be explored.

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# APPENDICES

## Appendix I: Interview Guide

### PART I

#### General Information

1. Job Title
2. Section
3. Are you aware of the changes the immigration department has been undertaking in the Reforms and Modernization programme? (Yes/No)
4. If the answer to Question 4 is Yes, which changes are you aware of?
5. What aspects of the changes are you aware of?
6. What is your view on change management practices in the public sector in Kenya?
7. What about immigration department in particular?
8. In your view do you think they are impacting positively or negatively? Explain
9. Were you part of the change management implementation team at immigration department? What was your role?
10. What were the main factors that necessitated change management at immigration department?
11. What were the objectives of the change management meant to achieve?
12. Do you think the changes were timely and appropriate?
14. Was there resistance to change? If yes, why?

## Part II: Change Management Practices at Immigration Department

1. Did the organization spare time to anticipate the changes it was to undergo?

If yes, how?

If no, was it reactive?

2. Did immigration department use change agents in carrying out its Reforms and Modernization programme?

(Yes/No)

3. If answer to Question 2 is Yes, which change agents did immigration department use? And how did immigration department use them?

4. How were changes carried out?

5. Were the changes systematic? (Yes/No)

6. If yes, explain how the changes were carried out.

7. Did immigration department consider in advance what the focus of the change was?

(Yes/No)

If so, what was the focus of the changes?

If no, why was it found unnecessary?

8. Did immigration department consider aligning the changes to the organization's culture, situations, visions and goals?

9. Did immigration department consider the acceptability of the change and possible resistance to the change?

10. If yes, what did immigration department do to ensure acceptability among the various stakeholders and minimize possible resistance?

11. Did immigration department ensure for momentum by using change agents?

12. Were there necessary preparations for change?(Yes/No) If Yes, was this done through, Training, Mobilization of resources, Consultations, Change agents, education of the people on the need for change, use of resources or any other?

13. As the Reform and Modernization programme was initiated and continued, were changes integrated into the existing organisation structures?
14. Were you involved in the Collaboration, Participation or the Mobilization of the Reforms and Modernization change programme?
15. Did immigration department consider the question of commitment?
16. What did immigration department do to ensure commitment?
17. Was it necessary to delegate certain aspects of the change management?
18. Were you involved from initiation or implementation of the changes?
19. How was the change communicated to the staff in the lower positions in the organization?
20. Was the change communicated to staff in the lower positions in the organization, before it was initiated?(Yes/No)
21. If Yes, how was the change communicated?  
Through seminars, memos, meetings, media, internet, or any other?
22. Was it necessary to use coercion to bring about changes?(Yes/No)  
If it was, why?
23. If No, why was coercion not necessary?
24. Was there resistance to change?
25. If so, what form did it take and how was it addressed?
26. Did the changes at Immigration department affect the various stakeholders? (Yes/No)
27. If yes, were they affected negatively or positively?
28. How was the change communicated to the staff, citizens and the government?