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John Mbithi  
*Strathmore Business School (SBS)*  
*Strathmore University*

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**ASSESSMENT OF CHANGE MANAGEMENT PROCESSES ON THE  
IMPLEMENTATION OF THE TRADE INFORMATION PORTAL BY KENYA TRADE  
NETWORK AGENCY (KENTRADE)**



**Strathmore University Business School**

**MAY, 2019**

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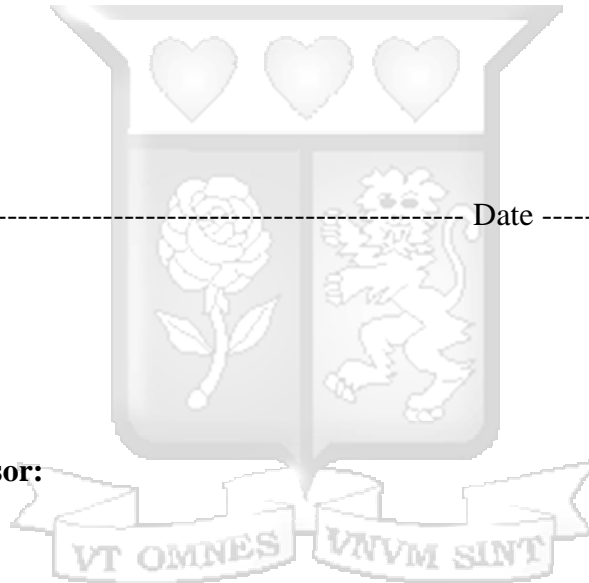
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MBA/56903/2017

### Declaration by Supervisor:



This dissertation has been submitted for examination with my approval as University

### Supervisor

Signature ----- Date -----

Dr. Joseph Odhiambo Onyango

Senior Lecturer, Strathmore Business School

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## ABSTRACT

In today's globalized and digitized trading environment, governments have been keen to ensure that trade barriers are significantly reduced through Information Technology solutions. Though these solutions adopted have reduced barriers to doing business, increased transparency and improved access to information for citizens, these governments have had to spend resources such as time and money on change management. The purpose of the study was to assess the change management process on the implementation of the trade information portal by KenTrade. To achieve this, the study adopted Kotter's model and focused on three specific objectives: to determine the effect of preparing for change, establishing the effect of managing change and assessing the effect reinforcing change on staff of on the implementation trade information portal by KenTrade. The study adopted a descriptive research design. In this study the target population was eight government agencies based in Nairobi County. The study assessed staff perspective on change management process on the implementation of the trade information portal using a questionnaire. Results indicated that as much as preparing for change, managing change and reinforcing change were necessary on implementation of the trade information portal, they needed to be carried out sufficiently and without partiality for success of effective implementation of the trade information portal. These results are expected to enhance policy, practice and academia and contribute positively to implementation of projects within government.

**KEYWORDS:** Change Management, Government, Information Technology, Trade Information Portal, Information Technology, Kotter Model, Nairobi.

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## LIST OF ABBREVIATIONS

AFA	Agriculture and Food Authority
COMESA	Common Market for Eastern and Central Africa
E-Government	Electronic Government
FC	Facilitating Conditions
GATT	General Agreements on Tariffs and Trade
ICT	Information Communications Technology
IT	Information Technology
IE Singapore	International Enterprise Singapore
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for the Social Sciences
SWS	Single Window System
TAN	Technology Acceptance Model
TF	Trade Facilitation
TFA	Trade Facilitation Agreement
UNCTAD	United Nations Center for Trade and Development
WTO	World Trade Organization

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Among the leading administrative barriers to trade is cumbersome customs regulations and procedures in import and export (Zhang, 2002). In today's globalized and digitized trading environment, governments have been keen to ensure that trade barriers are significantly reduced through simplifying procedures and reducing documentation using information technology solutions (Gopal, 2006). Though these solutions adopted have reduced barriers to doing business, increased transparency and improved access to information for citizens, Governments have had to spend resources such as time and money on change management of information systems; a trade information portal is one such service; a website where a trader can access all the information on regulatory requirements needed to import and export goods (World Bank, 2012).

In this study, a trade information portal was perceived as a portal provided by governments to traders to obtain, from one single source, all the information that they may require so as to comply with their regulatory obligations that government agencies that control export, import or transit business in a given country. According to (Johns, 2017), Globally, trade information portals are considered by countries as an effective "means of facilitating trade and increasing transparency". In 2012, the World Bank (2012) noted that for countries that are in the process of complying to the articles of the trade facilitation agreement, "a trade information portal assists in complying with commitments negotiated as part of the Doha development round table". In his article Johns (2017) explains that the basic function of a trade information portal "is publishing all laws, regulations and procedures affecting trade. It also serves other functions such as enquiry points on trade, or repositories of information on trade in services or non-tariff measures".

Current practice dictates that trade related information is usually in the mandate of a number of different government agencies and that, often, the scope of what pertains to one agency overlaps with or affects another. This results in a trader having to seek information from more than one agency and having to go there in person. In the absence of a single authoritative reference point,

such as a trade information portal, the interpretation of certain requirements by one agency may conflict with the way requirements are interpreted by another agency causing unnecessary effort and cost in attempting to meet various government requirements (Gopal, 2006).

Authors such as Ruiz & Calabrese (2017) noted that In Sub-Saharan Africa, “promoting trade is typically associated with tariff reduction or tariff removal, but other studies have also highlighted the fundamental role of trade facilitation in strengthening trading relationships”. Trade facilitation measures, such as the implementation of a trade information portal as recommended by the World Trade Organization, can bring a welcome boost to a country’s economy. This is by reducing the costs of trading by almost 16% in the case of developing countries (Moise, 2013). Some of the measures that have been seen to contribute the most in reducing trade costs are simplification and streamlining of border procedures (Gopal, 2006).

It is in this breadth, that donor agencies such as the United Nations Centre for Trade and Development (UNCTAD) are keen to ensure that countries publish their procedures through a trade portal. Across East and Southern Africa countries that have currently implemented a trade information portal include Rwanda, Namibia, Botswana, Zimbabwe and South Africa (World Bank, 2012); whereas in the East Africa, Kenya was the first country to fulfil article one of the WTO Trade Facilitation agreement which requires member states to publish their trade procedures online, with contact person information for each procedure, how much it costs and other required documents and the legal justifications (TradeMark East Africa, 2017).

Through the ratification of the World Trade Organization agreement on trade facilitation, Kenya complied in November 2017 by implementing a Trade Information Portal. The portal was estimated to consolidate 73 documents under exports, 52 under imports and one under transits (cross- border trade), thus ensuring a shorter period in the export and import procedures (TradeMark East Africa, 2017). However, in spite of the benefits of implementing a trade portal, According to a World Bank Report World Bank (2012), “many developing countries there are numerous challenges encountered in developing such a portal key among them are regulatory challenges, change management, bureaucratic procedures”. This study sought to focus on change management.

## 1.2 Change Management Processes

Change management is defined by Prosci (2016) as “the process, tools and techniques to manage the people side of change to achieve a required business outcome”. Neumeier (2013) defined it as “engaging and preparing people, behavior change, maximizing abilities, achieving result, identifying and anticipating barriers and creating strategic solutions”. Globally, organizations are becoming increasingly aware of their interoperability to each other. Therefore according to Margit & Lucia, (2014) as the context of doing business globally becomes more complex, competitive, unpredictable and difficult to manage, organizational change efforts need to be constantly re-evaluated.

Kate (2011) noted that “In the recent past, there has been an upsurge in the number of studies being conducted on change management; when organizations take a thoughtful organized approach to managing through change, their stakeholders feel part of the process and organizations are more likely to meet their objectives. Organizations successful at guiding change have aligned and visionary leadership. In addition, they have employees who are ready, willing and able to manage and make the change”.

Among the different change management models, one that has been used specifically to address the adoption of technological innovations is Kotter’s process for transformational change. The process involves eight steps namely; creating a sense of urgency, forming a guiding coalition, creating a vision for change, communicating the vision, empowering action, consolidating gains, implementing an sustaining the change, and anchoring the new approach into culture. The eight steps can be grouped into three phases; preparing for change, managing change and reinforcing change (Neumeier, 2013). This study employed Kotter’s process to assess the change management processes during the implementation of the trade information portal.

The first phase which deals with preparing for change basically creates an environment for change and it involves establishing a sense of urgency, creating a guiding coalition, and developing a vision and strategy. The second phase that deals with managing the change engages and enables the organization towards the change and it involves communicating the vision, empowering action, and creating short-term wins. The third and final phase that deals with reinforcing the change

implements and sustains the change involves consolidating gains and producing more change, and anchoring new approaches in the culture (Neumeier, 2013).

Implementation of the portal involved publishing and simplification of trade procedures. Publishing is defined as availing/providing information in a non-discriminatory and easily accessible manner in order to enable governments, traders, and other interested parties to become acquainted with the information, whereas simplification is the process of eliminating all unnecessary elements and duplications in trade formalities, processes and procedures (World Trade Organization, 2015).

### **1.2.1 Trade Information Portal**

Bartelt & Lamersdorf (2001), define an e-portal as, “a mediator that primarily provides integrated access to the technical implementation of the various e-business models of suppliers for the customers”. A Trade Information Portal therefore is a web based system where one can obtain all the information on regulations needed to undertake international trade on the click of a button (World Bank, 2012). “The information includes all laws, prohibitions, restrictions, technical standards, tariffs classification, all procedures for license and permit application and clearance, sample copies of all forms, in plain language instruction” (World Bank, 2017b).

On face value, the name “Trade Information Portal” might conjure “a website where one can obtain all information on regulatory requirements needed to undertake international trade” (World Bank, 2012). However, the term can be equally applied to websites of a quite different nature. For instance, there are a number of websites published by organizations that are aimed at export promotion such as the Singapore government’s International Enterprise or locally Kenya’s export promotion council. These websites may provide some regulatory information but are primarily aimed at business and export promotion. This research views a trade information portal as a resource provided by governments to traders in order to obtain, from one single source, all the information that they may require to comply with their regulatory obligations in relation to all government agencies during import, export or transit business.

Typically, “trade related information is usually involves interacting with a number of different government agencies and that, often, the scope of what pertains to one agency overlaps with

another” (McMaster & Nowak, 2017). Consequently, a trader has to seek information from more than one government agency which, in many countries, involves having to go to the different agencies in person. Often, in the absence of a single authoritative point of contact, the interpretation of certain requirements by one agency may conflict with requirements of another agency therefore causing unnecessary effort and cost to be expended in attempting to meet various government requirements.

According to a world bank report World Bank (2012), “If proper guidance would be obtained without the need to seek advice in person from several locations, there would be substantial cost savings, Furthermore, conflicts would be avoided by having a single authoritative reference point. Consequently, these savings in time cost and bureaucracy would cut the overall cost of doing business and reduce the time to import or export goods thus contributing to a country increasing its overall standing in terms of transparency and ease of doing business”. However, in spite of its obvious benefits, in many developing countries there are numerous challenges involved in developing and implementing such portals due to lack of proper change management.

In an effort to comply with article 1.2 of the World Trade Organization's Trade Facilitation Agreement, Kenya implemented the trade information portal. The web based portal, was implemented in partnership with that assistance of United Nations Conference on Trade and Development (UNCTAD) and Trade Mark East Africa (TMEA). Within this portal, is trade regulatory information from all government offices, ministries and agencies that impose controls on trade. According to KenTrade (2017), “The portal continues to publish the current trade regulations including, but not limited to, administrative procedures, agencies to visit, results or outcomes, forms, requirements, licenses, permit, penalties applicable in case of breach, applicable fees, duration of each procedure and laws that justify the procedure and its contents”.

### **1.2.2 Kenya Trade Network Agency (KenTrade)**

Kenya Trade Network Agency (KenTrade) is a state corporation established in January 2010 under the National Treasury to implement, operationalize and manage the National Electronic Single Window System (Kenya TradeNet System) and to facilitate trade. After rolling out the Kenya



TradeNet System, KenTrade received funding of approximately US\$ 498, 000 from United States Agency for International Development (USAID) through Trade Mark East Africa (TMEA) and technical assistance from United Nations Conference on Trade and Development (UNCTAD) to implement the trade information portal. The trade information portal, provides an end to end repository on regulatory and documentation requirements in the country, and to streamline and simplify trade processes for the business community (Trade Mark East Africa, 2017).

Trade Facilitation as defined by Grainger (2007) is “the simplification and harmonization of international trade procedures”. “The goal of Trade facilitation is to harmonize the many rules between countries in order to promote greater efficiency, transparency and predictability based on norms, standards, and internationally accepted practices” (Porto, Canuto, & Morini, 2015). Perrson (2013) also defines Trade Facilitation is also defined as “making it easier for traders to move goods across borders by making cumbersome cross-border trade procedures more efficient. He further states that the primary goal of trade facilitation is to enable trade across borders (imports and exports) be faster, cheaper and more predictable”.

International Organizations such as the World Bank and World Trade Organization (WTO) recommended the adoption of Information Communication and Technology (ICT) to simplify customs procedures and to facilitate trade (Lewis, 2009). Trade facilitation is particularly important for regions that have historically suffered from high domestic transport costs, such as countries in sub-Saharan Africa. In the most efficient trade corridors, transport costs contribute to only 4% of the cost of goods. However, constraints at the Port of Mombasa and along the Northern Corridor drive transport costs to an estimated 30% of the cost of goods (Ruiz & Calabrese, 2017).

### **1.3 Problem Statement**

The challenge facing the Kenyan government has been to reduce cumbersome customs procedures and documentation with a view of supporting traders to effectively deal with increased trade flows (Ministry of Industry, Trade and Cooperatives, State Department of Trade, 2017). The World Bank in its annual Doing Business index for 2018, ranked Kenya’s trading across Borders as number 112 out of 190 economies in the world in the ease of doing business, up from 153 in 2015 (Ministry of Industry, Trade and Cooperatives, State Department of Trade, 2017). Among the areas in which the World Bank focused on was the ease of trade across borders, noting that “excessive

documentation requirements led to additional costs and delays for importers and exporters doing business in Kenya” (World Bank, 2017a).

It is worth noting that, change management processes increase the success of organizational change and project processes by applying a structured framework of methods, tools and processes managing the change from a current state to a future desired state (Naitore, 2014). Implementing change presents a number of challenges some related to the presence of technology for example technical difficulties, fear and limited skills of users, others more simply associated with the very notion of change (Manzoni & Angehrn, 2015). According to Fernandez & Rainey (2006) there a number challenges that come about in the implementation of change in the public sector, key among them is the role that public managers play in bringing about organizational change.

Through the implementation of a trade information portal in Kenya, it was expected that the staff of the various government agencies would be afraid of the change. Conversely, traders would find it much easier to import or export their goods, implying that implementation of such projects comes with new processes, which challenge the old way of carrying out certain tasks in an organization and require change. The study applied descriptive research design and inferential analysis to assess the change management processes that utilized on the implementation of Kenya’s trade information portal.

## **1.4 Research Objectives**

### **1.4.1 General Research Objective**

The main objective of this study was to assess the change management processes undertaken during the implementation of the trade information portal by KenTrade.

### **1.4.2 Specific Research Objectives**

The study sought to address the following specific objectives:

- i. To determine the effect of preparing for change on staff on the implementation of the trade information portal by KenTrade.
- ii. To establish the effect of managing change on staff on the implementation of the trade information portal by KenTrade.

- iii. To assess the effect reinforcing change on staff of on the implementation trade information portal by KenTrade.

### **1.5 Research Questions**

This study will seek to answer the following questions.

- I. What is the effect of preparing for change to staff on the implementation of the trade information portal by KenTrade?
- II. What is the effect of managing change to staff on the implementation of the trade information portal by KenTrade?
- III. What is the effect of reinforcing change to on the implementation of the trade information portal by KenTrade

### **1.6 Scope of the Study**

This study sought to assess the change management processes used on the implementation of the trade information portal in Kenya. The study focused on Kotter's change management theory and grouped the process as; preparing for change, managing change and reinforcing change. The study gathered primary data through a questionnaire from 36 staff of 8 government agencies involved in the project and analyzed the results to assess whether change management processes used contributed to the implementation of the trade information portal in Kenya.

### **1.7 Significance of the Study**

The study is of significance to the following groups; importers and exporters, Government, donor agencies, public administration and academic researchers alike. The study will be of value to importers and exporters who have to liaise with several government agencies to import and export goods. This is because they will contribute to the simplification of future implementation of trade information portals. It will be of great benefit to the government agencies, especially those that are involved in the import and export businesses, through reforming the government institutions, to be more trade facilitative and remove any barriers to trade. The study findings will also be of benefit to donor agencies that fund trade facilitation projects. This is because; they will guide future projects of the role of change management during project implementation. The results of the study may form a basis for further research on change management on trade facilitation whereby the

findings of the present study will be used by future researchers to identify more research gaps and address them.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter reviews previous studies on change management on the implementation of information systems. The main objective was to understand the key issues around change management and implementation of the trade information portal in Kenya.

#### 2.2 Theoretical Framework

This study was anchored on Kotter's change management theory in an effort to assess the change management processes conducted during the implementation of the trade information portal by Kenya Trade Network Agency. Change experts such as Kotter (2012) portray change as a linear progression through successive stages. According Prosci (2016) "the overarching purpose of change management is to accelerate the speed at which people move successfully through the change process so that anticipated benefits are achieved faster". Kotter's change management theory identifies crucial steps for successful change implementation. The theory provides steps and guidelines for engaging individuals and organizations in supporting both willingness and ability to use information systems, thus will guide in assessing the implementation of the trade information portal (Hackman, 2015).

According to (Margit & Lucia, 2014), traditional planned change management models involved sequential steps for changing organisational and individual behaviour. Kurt Lewin who is considered the father of planned change, developed the three stage model on change management. The model was based on field theory, group dynamics and action research focused on unfreeze–change–refreeze. In recent years, some have disparaged Lewin for advancing an overly simplistic model (Cummings, Bridgman, & Brown, 2016). Sackmann, Eggenhofer-Rehart, & Friesl, (2009) mentions that "criticism of planned change efforts is not unfounded; failure rates of planned change tend to be very high, up to 70%". Kotter (2012), identifies eight reasons why planned change efforts fail.

Kotter developed an eight-step change model after analyzing 100 transitions in organizations. Instead of primarily focusing on the change, Kotter addressed the people affected by it. His theory incorporates a sequential list of steps leaders can follow to be successful (Kotter, 2012). A study conducted by Prosci (2016) revealed that that “94 percent of the change management programs are reported to be highly successful, when people involved are managed well”, additionally, “cultural awareness on the need for a change and successful implementation were felt to be extremely critical by 56% of employees who participated in the survey”. Therefore organizations pursuing a change must choose a standard “change management framework” which can help and direct the organization for successful change management.

The first phase of Kotter’s model is “creating an environment for change” and it involves “establishing a sense of urgency, creating a guiding coalition, and developing a vision and strategy”. The second phase is “engaging and enabling the organization” and involves “communicating the vision, empowering action, and creating short-term wins”. The third and final phase is “implementing and sustaining the change” and this involves “consolidating gains and producing more change, and anchoring new approaches in the culture” (Hackman, 2015). This study assessed the three phases with a view of establishing whether the steps were utilized in the implementation of the trade information portal in Kenya.

### **2.2.1 Kotter’s Change Management Processes**

In this study, Kotter’s processes were grouped into three phases; preparing, managing and reinforcing change. Preparing for change involves the change strategies from Kotter’s first three steps; establishing a sense of urgency, creating a guiding coalition and developing a vision and strategy (Kotter, 2012). Neumeier (2013) affirms that “establishing a sense of urgency is crucial to gaining needed cooperation”. With high complacency, change efforts fail to take off because few people are even interested in working on the change problem (Kotter, 2012). Creating a sense of urgency requires creating an environment where individuals are aware of an existing problem and can see a possible solution to address it. Generating conversation about what is happening and what direction the organization could go towards is an important component in persuasion as to why the change is necessary (Kotter, 2012). Creating a guiding coalition involves getting support from the head of the organization and identifying the right people to run with the change. These

people could be referred to as change agents. Neumeier ( 2013) notes that “change agents need to have the knowledge, credibility, influence, and skills required to mobilize change”. Urgency and a strong guiding team are necessary but insufficient conditions for major change. Vision plays a vital role in producing useful change by helping to direct, align and inspire actions by people. Without a sound vision, a transformation effort can easily result into a confusing, time consuming project that fails to meet its objectives (Kotter, 2012). Some researchers such as Ellsworth (2002) attribute this failure to a lack of a shared vision.

The study sought to establish whether a guiding coalition was established this would be through identifying effective change leaders within the organizations’. In addition to developing a guiding coalition, it is also necessary to develop a vision and strategy. This would be through ensuring that the guiding coalition team can describe the vision effectively and in a manner that staff can understand what the change is trying to achieve (Kotter, 2012). The study found whether change agents were identified; and examined if they understood what it means to have their procedures for import and export on the trade information portal.

Once the vision has been created and agreed upon by change agents from all stakeholder groups, it is vital that it be communicated frequently to all groups (Kotter, 2012). Managing Change incorporates the change strategies from Kotter’s second three steps; communicating the vision, empowering action, and creating quick wins (Kotter, 2012). This phase involves ensuring organizational processes and structures are in place and aligned with the overall organizational vision, empowering the team, providing incentives, and creating and celebrating short-term wins (Hackman, 2015). Implementation of any kind of change requires action from a number of people in the organization; however, these people could encounter obstacles such as the organization’s structure and narrow job categories. As organizations take a thoughtful, organized approach to managing through change, staff feel part of the process and the organization is more likely to meet its objectives.

The study sought to assess whether the staff involved in the implementation of the trade information portal in Kenya understood the vision of the implementation. Moreover, it sought to find out whether there were any barriers; Kotter proposes the need to check for barriers or people who are resisting change and what mechanisms were put in place (such as organizational

structure). He further suggests implementing proactive actions to remove the obstacles. Additionally, Kotter encourages the creation of many short term goals instead of one long-term goal. This could be through empowering the staff through promotions or change of designation which is achievable and less expensive and has lesser possibilities of failure (Kotter, 2012).

The final stage is reinforcing change. This phase involves the change strategies from Kotter's last two steps; confirming the change through consolidating gains to create more change, and anchoring that change within the organizational culture (Kotter, 2012). This is through analyzing the success stories individually and improving from those individual experiences. Kotter encourages the appreciation of short term successes for this helps the team to know that their effort is being recognized. As this is done, it is critical to ensure that the change becomes an integral part of the organizational culture. Kotter advises that given that "change is inevitable, it should be part and parcel of the growth of the organization. It should be the way we do things around here when it seeps into the blood stream of the work unit or the corporate body" (Kotter, 2012). The study sought to assess whether the organizations that have implemented the trade informational portal played a part in ensuring that the change was reinforced to the nominated staff of the organization.

## **2.3 Empirical Review**

### **2.3.1 Preparing for Change during Implementation**

Preparing for change helps identify why the change is necessary, who will be impacted by the change and who needs to be involved to make the change successful (Prosci, 2016). Majority of the government agencies in developed countries have taken progressive steps toward the use of information technology. This is compared to government agencies in developing countries which remain largely unexploited in terms of information technology. This is because "different human, organizational and technological factors, issues and problems pertain in these countries, requiring focused studies and appropriate approaches such as change management" (Ndou, 2004). In their study Rieley & Clarkson (2001) noted that "the early approaches and theories to organizational change management suggested that organizations could not be effective or improve performance if they were constantly changing". Similarly, Luecke (2003) argued that "people need routines to be effective and to be able to improve performance". However, authors such as Todnem (2005) are of



the opinion “that it is of vital importance to organizations that people are able to undergo continuous change as opposed to routine”.

While there are authors such as Pettigrew & Whipp (1991) that argue that there are no universal rules when it comes to leading and managing change, other change management authors have suggested processes that organizations should follow during change management, these include Kanter (1983, 1989), Luecke (2003) and (Kotter, 2012). A study conducted by Ndou (2004) recommended a number of processes to consider in tackling barriers and resistance to change during preparation for an information technology change. These included first, an e-readiness assessment to understand the “as-is” infrastructure, secondly, sensitization of stakeholders with the objective of raising awareness about real opportunities and benefits that the information technology will bring; and thirdly, investing in human development: the success of e-processes depends largely on human skills and capabilities.

### **2.3.2 Managing Change during Implementation**

During management of change, it is important for the goal to be communicated frequently and convincingly to all groups (Kotter, 2012). A three-year study conducted by Gill (2002), came to the conclusion that “ as much as change must be well managed, it also requires effective leadership”. His study noted that “leadership of successful change requires vision, strategy, the development of a culture of sustainable shared values that support the vision and strategy for change, and empowering, motivating and inspiring those who are involved or affected”. However, the challenge has been whether similar processes would yield the same results in the public sector. Change management processes in public sector projects are carried out to enhance good governance, strengthen existing relationships and build new partnerships within civil society. According to a study conducted by Zakareya & Zahir (2005) in Saudi Arabia on barriers that prevent public sector organizations from successful adoption of e-government projects, it was discovered that it was necessary for government officers to change and re-engineer their business process to adapt new strategies and culture of e-government. Initially the government officers were used to working with physical papers and forms, paper receipts, physical signatures and stamps. However they had to adopt a new approach using technology solutions such as electronic forms, digital signatures, electronic receipts and certificates.

According to a conference paper by United Nations Development Program (2006), “Staff need to be trained to handle new processes and activities; they have to be given incentives (not necessarily monetary) to prevent the brain drain of skilled people; and they need to feel part of the organization by engaging in the decision making process”. Therefore, to address resistance successfully an organisation needs to provide incentives to employees to learn and change and put in place well-structured plans that embrace employee participation throughout all phases of a change process.

### **2.3.3 Reinforcing Change during Implementation**

Reinforcing change focuses on sustaining change over time. Within the public sector, studies offer evidence of the critical role that managers play in reinforcing change. According to Sergio Fernandez & Hal G. Rainey (2016) “Research exists that contains various models and frameworks based on Kotter’s and Lewin’s steps or phases of change, these studies describe the process of implementing change within organizations and point to factors contributing to success”. A study conducted by Ndou (2004) that analyzed on the challenges that E-Government projects faced in developing countries (specifically Argentina, Brazil, Chile, China, Colombia, Guatemala, India, Jamaica and the Philippines) which had already explored and implemented E-Government processes, identified that employee resistance to change was a persistent barrier to successful change. According to the research, “employees feared changes in information technology applications in particular as they believe that they would replace them and so lead to job loss. Moreover, employees believed that it was very difficult to switch from traditional methods of working and learn new ones in a short time”.

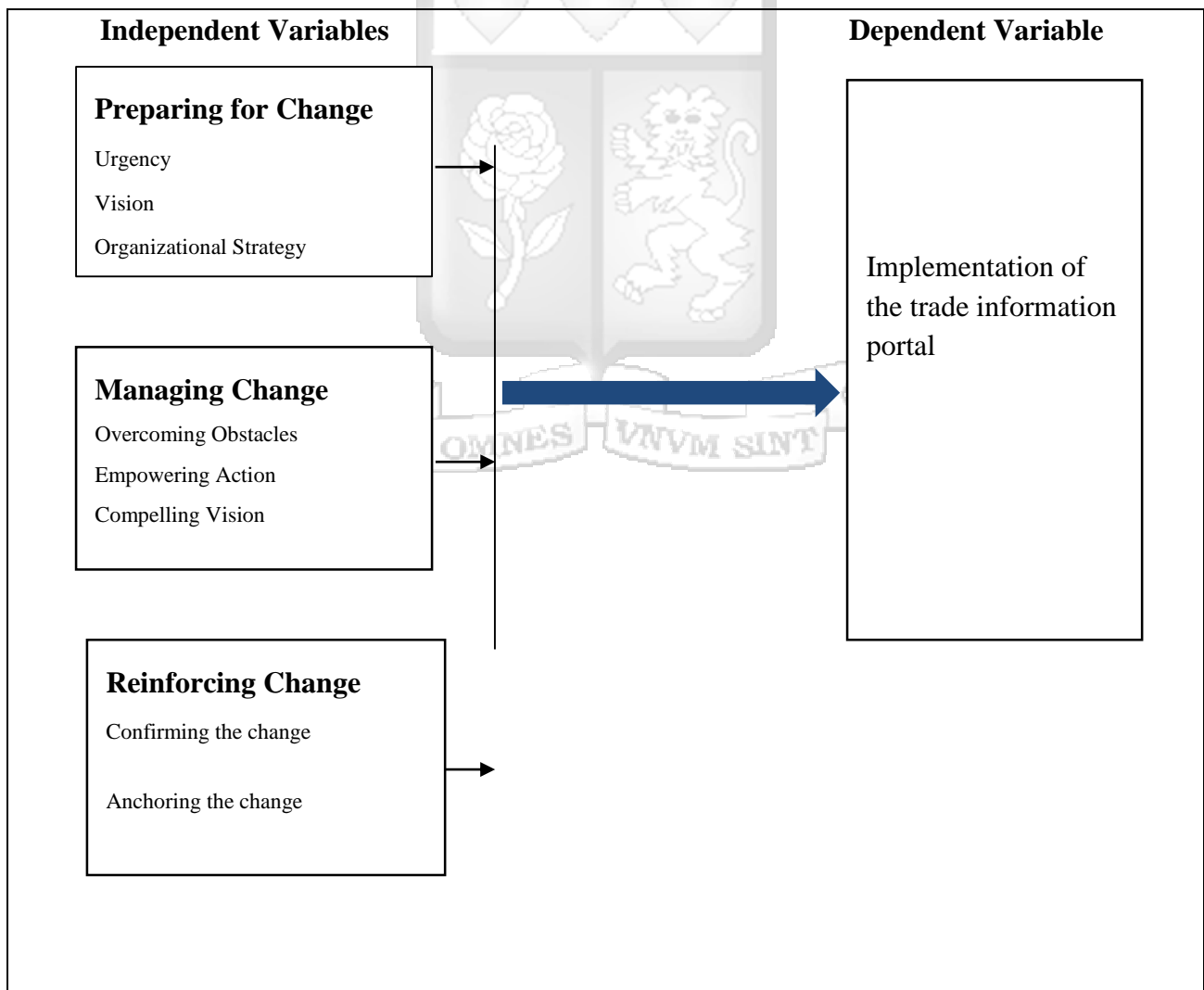
There is a wealth of literature on the use of Kotter’s model, Pollack & Pollack (2015) conducted a study on the eight stages for a change in the Australian Finance and Insurance Sector. The study found that Kotter’s model was “generally effective, but required some modification in the form of multiple guiding coalitions and running multiple stages of the process concurrently, due to the size of the organization (10,000 employees) and complexity of the change”. Conversely, Sidorko (2008) used Kotter’s model to evaluate an organizational change at the University of Newcastle (Australia). The study found out that the “University followed most of the eight steps implicitly rather than explicitly, and that, while the stages served the organization well in the change process,

the model fell short when it comes to methodologies for evaluating or measuring the success of the change”.

## 2.4 Conceptual Framework

In this study, the conceptual framework will assist in examining the relationship between the independent and dependent variables. The implementation of a trade information portal is a construct that is hypothesized to be influenced by independent variables such as preparation for change, managing change, and reinforcing change among other control variables.

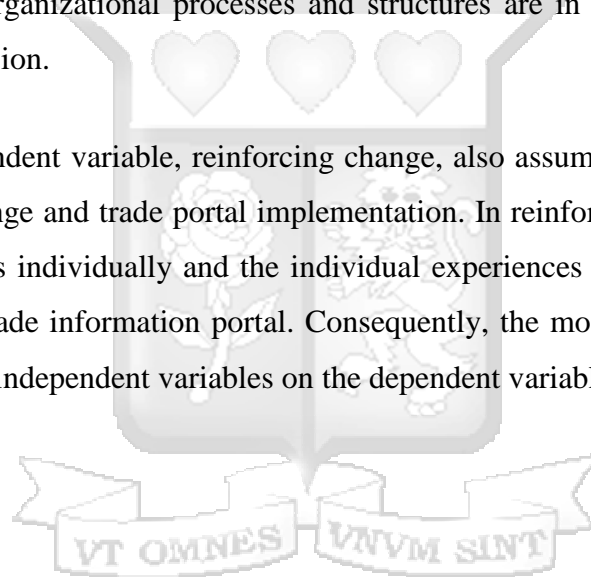
**Figure 2.1 Conceptual Framework for the study**



The first independent variable, preparation for change, assumes that there is a relationship between the preparation for change and implementation of the trade information portal. In preparation for change, the study will seek to find out whether the staff involved understood the business reasons for publishing and simplifying trade procedures. Additionally, the study will also assess whether the staff involved understood the reasons for making trade information available to traders and simplifying trade procedures. Finally, the study will seek to establish whether there was a guiding coalition that helped in preparation for the change.

The second independent variable; managing change, assumes that there could be a link between managing change and trade information portal implementation. During managing change, the study will establish if organizational processes and structures are in place and aligned with the overall organizational vision.

Finally, the third independent variable, reinforcing change, also assumes that a relationship exists between reinforcing change and trade portal implementation. In reinforcing change, the study will assess the success stories individually and the individual experiences of the staff involved in the implementation of the trade information portal. Consequently, the model also seeks to assess the contribution of the three independent variables on the dependent variable (Figure 2.1).



## 2.5 Operationalization of the Variable

**Table 2. 1 Operationalization of the variable**

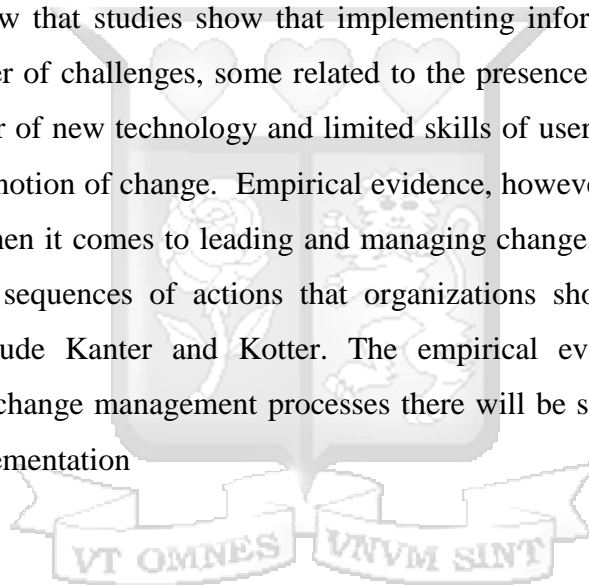
Variable	Definition of variable	Indicator	Category of data	Measure
Preparing for change	Preparing for change involves “establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy” (Kotter, 2012).	<ul style="list-style-type: none"> <li>• Urgency</li> <li>• Vision</li> <li>• Organizational Strategy</li> </ul>	Ordinal	Likert scale
Managing Change	Managing change involves the change strategies from Kotter’s second three steps; “communicating the vision, empowering action, and creating quick wins” (Kotter, 2012).	<ul style="list-style-type: none"> <li>• Overcoming Obstacles</li> <li>• Compelling Vision</li> <li>• Empowering action</li> </ul>	Ordinal	Likert scale
Reinforcing Change	Reinforcing change involves the change strategies from Kotter’s last two steps; “confirming the change through consolidating gains to create more change, and anchoring that change within the organizational culture” (Kotter, 2012).	<ul style="list-style-type: none"> <li>• Confirming the change</li> <li>• Anchoring the change</li> </ul>	Ordinal	Likert scale

## **2.6 Research Gaps**

Existing literature does not accurately assess change management processes on the implementation of the trade information portal. There is insufficient confirmation to clearly justify the role change management processes on the implementation of the trade information portal as the focal point. To the best of the researcher's knowledge there has not been of research particularly led to assess the change management processes on the implementation of the trade information portal in Kenya. The lessons gained from the investigation gives a better understanding and furthermore advise and contribute to the knowledge and practice of change management.

## **2.7 Chapter Summary**

The existing studies show that studies show that implementing information technology enabled change presents a number of challenges, some related to the presence of technology for example technical difficulties, fear of new technology and limited skills of users while others more simply associated with the very notion of change. Empirical evidence, however theorizes that while there are no universal rules when it comes to leading and managing change, other change management authors have suggested sequences of actions that organizations should follow during change management, these include Kanter and Kotter. The empirical evidence suggests that with continued innovation in change management processes there will be some significant changes on its effect on project implementation



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter was organized under the following sections: research design; population; population and sample; data collection methods; data collection procedure; data processing & analysis; research quality and ethical issues in research. The empirical model to be used in the analysis is also presented.

#### 3.2 Research Design

In this study the researcher adopted a descriptive research design. The descriptive research approach is a research method that examines the situation, as it exists in its current state (Korrapati, 2017). A descriptive research may be concerned with the attitude or views (of a person) towards anything. For example, in our study it may check preparedness for change in publishing and simplification processes of the trade information portal.

#### 3.3 Population and Sampling

Target population comprises all individuals from the population that may be targeted for the study, whereas a sample is defined as a group of individuals who take part in an examination (Saunders, Lewis, & Thornhill, 2016).

##### 3.3.1 Population

The target population of this study was the 8 government agencies that had documented their processes in the trade information portal. The government agencies are based in Nairobi County. This is the unit of analysis of this study as summarized in table 3.1 below.

**Table 3. 1 Organizations with processes on the trade information portal**

No	Organization
1	Kenya Plant Health Inspectorate Service
2	AFA Coffee Directorate
3	State Department of Trade
4	AFA Fibre Crops Directorate
5	AFA Nuts and Oil Crops Directorate
6	Kenya Dairy Board
7	Pest Control and Products Board
8	National Biosafety Authority

Source: (KenTrade, 2017)

### **3.3.2 Sampling Design and Sample Size**

Sampling design is the structure or a guide that serves as the roadmap for the determination of a sample size for a study .Sample size on the other hand is the quantity of subjects incorporated into a sample. The sample size for the research was 36 respondents drawn from the eight government agencies involved in implementation of the trade information portal.

The study applied purposive sampling method. Purposive sampling method is used when you are undertaking an in depth study that focuses on a small, purposively selected sample (Saunders et al., 2016). The sampling technique is predictable with (Neuman, 2005) who postulates that purposive sampling would be ideal where you wish to select samples that are particularly informative. The samples were chosen because they were involved in the import or export department and were involved in trade related matters when it comes to import or export. Ritchie & Lewis (2003) hold that there are two objectives of purposive sampling are; first to ensure that all the key features of



relevance to the researcher are covered and second within each of the key criteria, some diversity is included so that the impact of the characteristic concerned can be explored.

### **3.4 Data Collection Methods**

For this study, primary data was collected from a common group of staff through administration of questionnaires to a representative sample of the group. A questionnaire was used as the primary data collection instrument. The questionnaire was considered appropriate for this study since it would assist in gaining an in depth understanding of change management processes that were undertaken during the publishing and simplification of trade processes on the trade information portal. A closed questionnaire was used as the primary data collection instrument.

The questionnaire was field tested by the researcher before administering to respondents. The purpose of piloting the questionnaire was to obtain estimates about the expected response rates, data quality, the validity, and clarity of the questionnaire. A five-point Likert scale poll was used to get essential information on the autonomous factors of the examination, that is: preparing for change, managing change and reinforcing change. The five-point Likert scale ranged from 1 = Neither agree nor disagree, 2 = Strongly Disagree, 3 = Disagree 4 = Agree and 5 = Strongly Agree. The questionnaire was to respondents by use of a google forms.

### **3.5 Research Quality**

The results obtained from the study were validated using parameters such as validity and reliability. The questionnaire was standardized to ensure consistency throughout the data collection exercise. Respondents were also given ample time to ensure responses are accurate.

#### **3.5.1 Validity**

Validity in qualitative research means “appropriateness” of the tools, processes, and data (Lawrence, 2015). Validity was adopted in this study by ensuring that the questions in the questionnaires are relevant to that of the proposed research objectives and literature review. Content and construct validity were used to evaluate the inferences based on the results from the research instrument. To establish content and construct validity the researcher sought the expert opinion concerning the research instrument from the supervisor at Strathmore Business School.

### 3.5.2 Reliability

In quantitative research, reliability refers to exact replicability of the processes and the results (Lawrence, 2015). It refers to the extent to which a test, measurement procedure or a questionnaire generates common outcomes on repeated trials. In this study, results from the pilot study were subjected to spilt-half examination framework as shown by Cronbach's formula;

$$\alpha = \frac{N \cdot r}{1 + (N-1) \cdot r}$$

Where N = number of items; and r = is the average covariance between item-pairs. Cronbach's alpha provides a good measure of reliability because holding other factors constant the more similar the test content and conditions of administration are, the greater the internal consistency reliability.

**Table 3. 2 Reliability Results**

Variable	No of Items	Cronbach Alpha
Preparing for Change	5	0.668
Managing Change	3	0.670
Reinforcing Change	5	0.723
Overall reliability statistics	3	0.687

The Cronbach Alpha score for all the study variables was above 0.65, hence the research instrument was utilized in the study. This was deemed okay in determining internal consistency of the research instrument and applicable to be utilized in the current study.

### 3.6 Data Analysis

Data analysis consists of examining, categorizing, tabulating or otherwise recombining the evidence to address the initial propositions of a study. Analysis of the data was by way of descriptive statistics such as means, standard deviation and frequency distribution. The data was cleaned, edited and analyzed using IBM Statistical Package for Social Sciences 20. For the inferential statistics the research utilized correlation analysis, regression analysis and ANOVA model. The research adopted the below regression model;

$$Y = \beta_0 + mX_1 + mX_2 + mX_3 + \epsilon$$

$$Y = \beta_0 + mP_1 + mP_2 + mP_3 + \epsilon$$

$$Y = \beta_0 + mQ_1 + mQ_2 + mQ_3 + \epsilon$$

Where;

**Y**= Use of the trade information portal (the dependent variable)

**$\beta_0$** - Is a constant; the value explaining the use of the trade information portal (**Y**) when all the predictor values (independent variables) ( **$X_1$ ,  $X_2$ ,  $X_3$** ) are held constant r are equal to zero

**$\beta_1, \beta_2, \beta_3$** , – Are regression coefficients representing the independent variables..

**$X_1$**  is preparing for change sub processes

**$P_2$**  is managing change sub processes

**$Q_3$**  is reinforcing change subprocesses

$\epsilon$  is the error term explaining the variability of the study tested the level of statistical significance of the findings of at 5% using the Analysis of variance technique (ANOVA). A 5% level of significance.

### **3.7 Ethical Considerations**

The study obtained a research permit from the university and the National Commission for Science, Technology and Innovation before conducting research. All participants were issued with a letter seeking their participation in the research, through a Prior Informed Consent. Appendix 1 provides a written copy of the approval letter. The aim of this is to reassure participants in the study that their participation in the research is confidential and voluntary and that they were free to withdraw from it at any point.



## CHAPTER FOUR

### PRESENTATION OF RESEARCH FINDINGS AND DISCUSSION

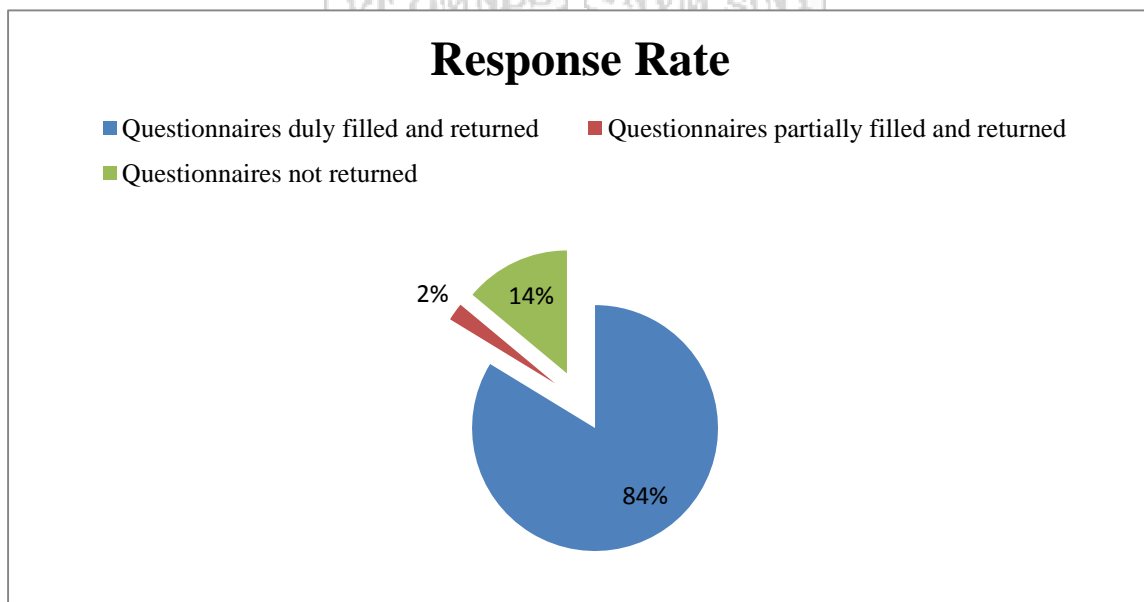
#### 4.1 Introduction

The study presents the research findings of change management initiatives on the implementation of the trade information portal by KenTrade. The aim of the study was to assess change management processes on the implementation of the trade information portal by Kenya Trade Network Agency.

#### 4.2 Respondents Information

##### 4.2.1 Response Rate

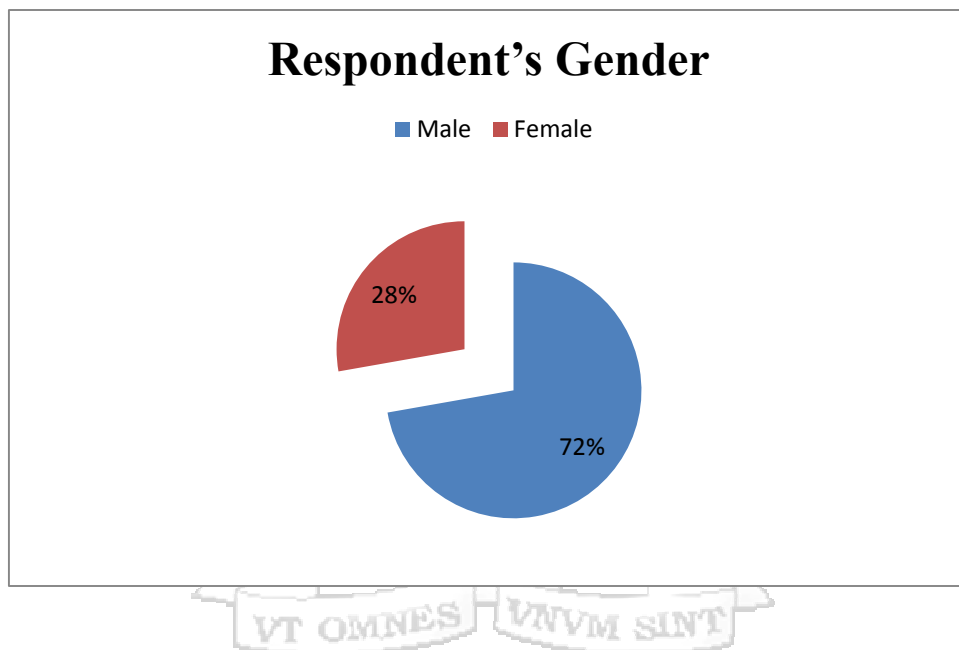
The study sought responses from 43 respondents from the 8 government agencies involved in the implementation of the trade information portal in Kenya. Results indicated that 36 (84%) of the questionnaires were returned dully filled as was required and 1 (2%) partially filled. Only 6 (14%) questionnaires were not returned. This translates to 86% response rate. Saunders et al (2016) assert that a response rate of above 60% contributes towards gathering of data that sufficient enough for the generalization of the information representing opinions of respondents about the study problem.



**Figure 4. 1 Response Rate**

**4.2.2 Gender of the Respondent's**

The research further sought to determine the gender distribution among the respondents. Out of 36 respondents 28 percent (%) of the respondents were female while 72 percent (%) of the respondents were male. The data implies that there were more male respondents than female respondents in the departments that deal with trade facilitation in these organizations. This calls for gender mainstreaming in organization to ensure that women are well represented in trade.

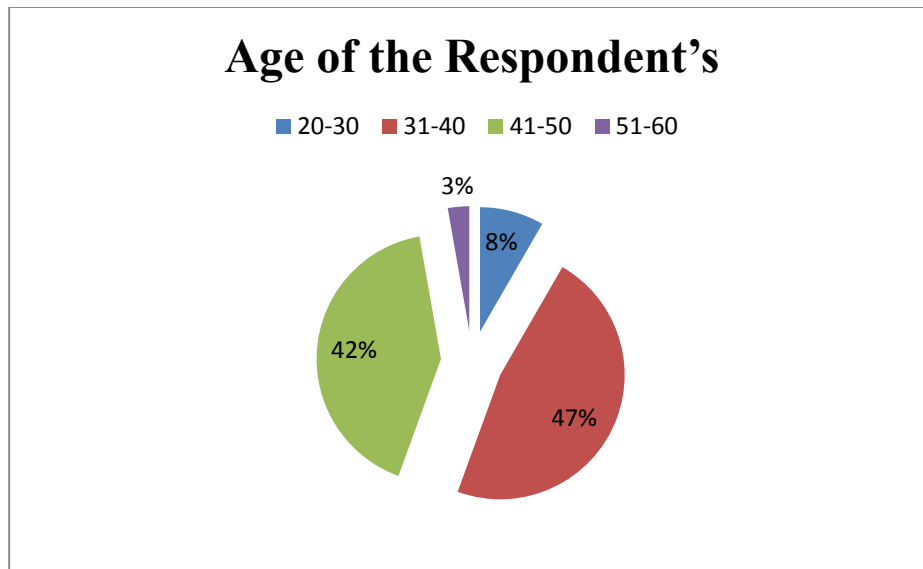


**Figure 4. 2 Respondent's Gender**

**4.2.3 Age of the Respondent's**

The research sought to establish the age distribution among the research respondents.

The results indicated that the majority of the respondents 47.0% were between 31-40 years, 42.0% of the respondents were between 41-50 years, 8.0 % of the respondents were between 20-30 years and 3% of the respondents were above 50 years. Results are presented in Figure 4.3 and Table 4.1 below;



**Figure 4. 3 Age of the Respondent's**

**Table 4. 1 Respondents Age**

		Frequency	Percent
Valid	20-30 years	3	8.0
	31-40 years	17	47.0
	41-50 years	15	42.0
	Above 50 years	1	3.0
	Total	36	100.0

#### **4.2.4 Current designation at the Organization**

The study went further to elicit the position held by the majority of the respondents within the government agencies.

**Table 4. 2 Respondents Position**

		Frequency	Percent
Valid	Junior Staff	1	3.0
	Officer	16	44.0
	Middle Level Manager	11	31.0
	Senior Manager	8	22.0
	Total	36	100.0

The results of the research indicated that 31% of the respondents were middle level managers. The results further indicated that 22% were senior managers, 16% of the respondents were officers and 3% were of junior staff level. The study ensured that it had a cross sectional representation of the organization so as to get data that would represent the actual situation.

#### **4.2.5 Educational Qualification of Respondents**

The study was also keen to determine the level of academic qualification among the study respondents. The findings are as presented below;



**Table 4. 3 Respondents Educational Qualification**

		Frequency	Percent
Valid	Diploma	1	3.0
	Bachelor's	17	47.0
	Master's	17	47.0
	PhD	1	3.0
	Total	36	100.0

The results indicated that there was equal number of respondent's with bachelor's degrees as master's degrees. This is because 47% of the respondents had attained a Bachelor's degree, while 53% had attained a Master's degree. There were also equal number of respondents with Phd as diploma, these were both 3%. The data shows that majority of the respondents despite their cadre had pursued higher level learning and thus could be considered educated.

### **4.3 Descriptive Analysis**

The study employed sum, means and standard deviation in the analysis of the research variables. The study adopted the following key in the interpretation of the study results: 0 - 1.50 being neither agree nor disagree; 1.51 - 2.50 being strongly disagree; 2.51 - 3.50 being disagree; 3.51 - 4.50 being agree, and 4.51 - 5.00 being strongly agree.

#### **4.3.1 Preparing for Change**

The first objective sought to determine the effect of preparing for change on staff on the implementation of the trade information portal. The respondents' responses on five (5) factors availed to them were subjected to analysis using descriptive analysis. These responses were ranked and a Likert point of scale was used, with the strongest factor scoring five points, whereas the least scored one point. The mean and standard deviation were then computed as shown in table 4.4.

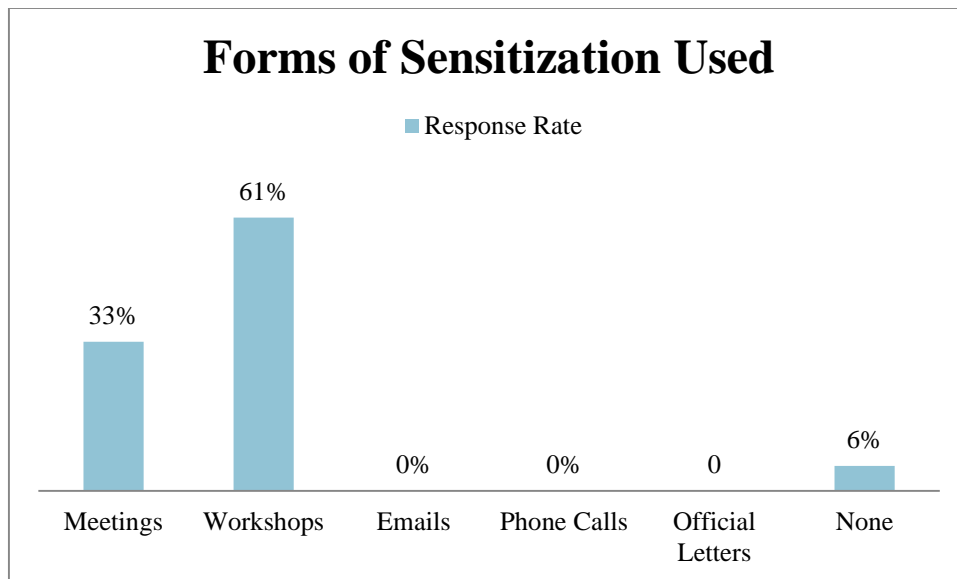
**Table 4. 4 Preparing for change on implementation of the trade information portal**

	N	Sum	Mean	Std. Deviation	Variance
a. I understand the business reasons for publishing trade procedures on the Information for trade in Kenya portal.	36	161	4.47	.810	.656
b. I understand the business reasons for simplifying trade procedures.	36	170	4.72	.454	.206
c. I understand the role my organization plays in making trade information available to traders.	36	173	4.81	.401	.161
d. The awareness conducted is adequate for my organization to accomplish its mandate.	36	143	3.97	.941	.885
e. I understand the impact of simplifying trade on my day-to-day work activities.	36	172	4.78	.422	.178
Valid N (listwise)	36				

As to whether the respondents understood the business reasons for publishing their organizations procedures on the trade information portal, a mean of 4.47 indicated agreement and a deviation of 0.656 indicated variation. In regards to whether the respondents understood the business reasons for simplifying the trade procedures, a mean of 4.72 indicated strong agreement and a deviation of 0.4140 indicated minimal variation.

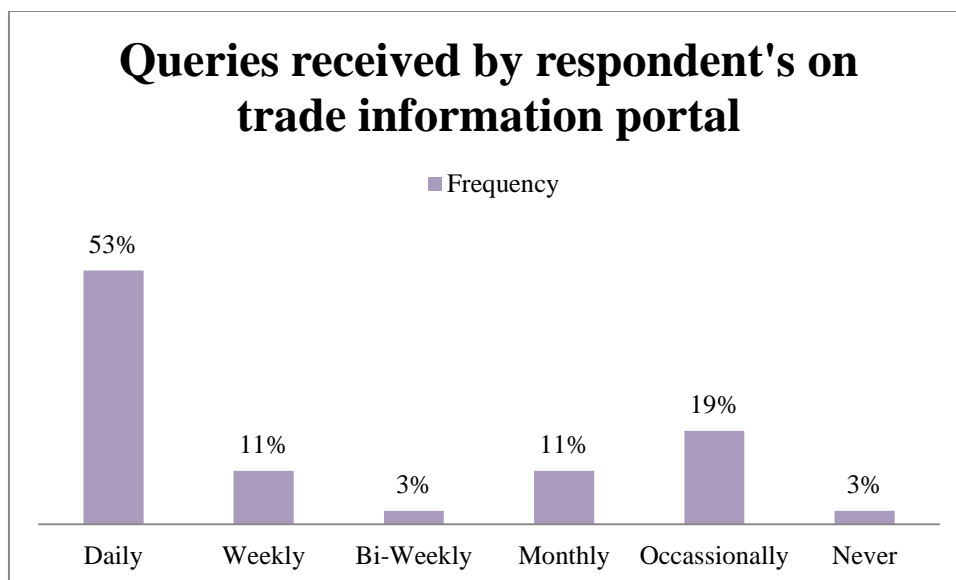
### 4.3.2 Managing Change

The second objective sought to find out of what forms of sensitization were employed during the implementation of the trade information portal. Different reactions were observed where 22 respondents translating to 61% indicated that sensitization were normally done in the workshops, 12 respondents equivalent to 33% asserted that sensitizations were done through meetings whereas 2 respondents representing 6% indicated that none of the forms mentioned were used in sensitization this information is represented in figure 4.3 below.



**Figure 4. 4 Forms of sensitization used**

The second variable also sought to find out how frequent the staff received queries on import and export processes. The results of the research indicated that the majority of the respondents 55% received queries daily, 19% occasionally received queries, 11% received queries weekly and similarly 11% received queries monthly. 3% of the respondent's never received queries on import and export processes.



**Figure 4. 5 Queries received on import export processes on the trade information portal**

**Table 4. 5 Managing change on the implementation of the trade information portal**

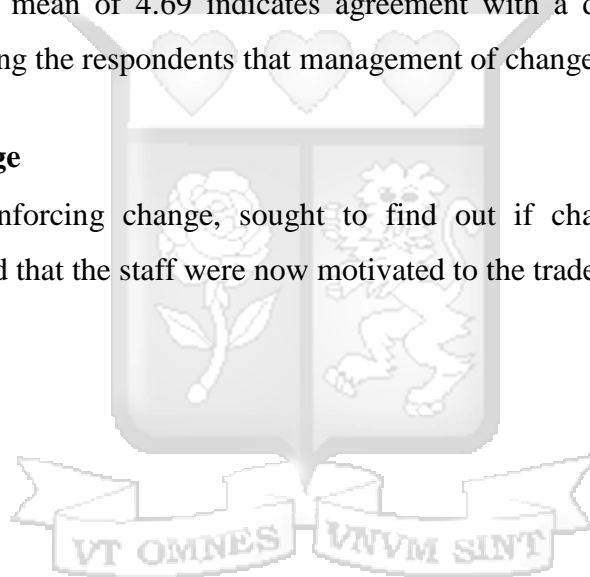
	N	Sum	Mean	Std. Deviation	Variance
9 a. My supervisors and managers support publishing and simplification of trade procedures.	36	158	4.39	.803	.644
9 b. I feel more empowered by taking part in publishing of trade procedures on the Information for trade in Kenya portal.	36	161	4.47	.910	.828
9 c. I believe we will achieve the objectives of the project and those of our organization.	36	169	4.69	.467	.218
Valid N (listwise)	36				

With regards to whether their supervisors and managers support publishing and simplification of trade procedures, a mean of 4.39 indicated agreement and with a deviation of 0.803 indicating minimal variation. The study findings are in line with Kotter's fourth step on Kotter's model of communicating for buy in. Kotter (2012) indicated that ensuring buy in enables staff to understand and accept the vision and strategy. Regarding whether the respondents felt more empowered by taking part in publishing of trade procedures on the trade information portal, a mean of 4.47 indicated agreement with a deviation of 0.910. These study findings are supported by Kotter (2012) on empowering people to act on the vision.

As to whether they believe that the trade information portal will help achieve the overall objectives of their organizations, a mean of 4.69 indicates agreement with a deviation of 0.467. Results indicated agreement among the respondents that management of change was effective.

#### **4.3.3 Reinforcing Change**

The final objective; reinforcing change, sought to find out if change was anchored in the organizational culture and that the staff were now motivated to the trade information portal.



**Table 4. 6 Reinforcing Change on the implementation of the trade information portal**

	N	Sum	Mean	Std. Deviation	Variance
10 a. My organization is committed to inspire use of the Information of Trade in Kenya Portal.	36	167	4.64	.543	.294
10 b. My organization is committed to support simplification of trade procedures.	36	169	4.69	.525	.275
10 c. I sometimes feel that the Information for Trade in Kenya Portal is cumbersome and complicated.	36	75	2.08	.996	.993
10 d. I feel motivated to encourage the use of the Information for Trade in Kenya Portal.	36	161	4.47	.774	.599
10 e. I feel motivated to be part of the change in simplifying trade procedures.	36	168	4.67	.586	.343
Valid N (listwise)	36				

Results demonstrated that with regards to the belief that their organization is committed to inspire use of the trade information portal, a mean of 4.64 depicted agreement, with a deviation of 0.543 indicating low variations. These study findings further reinforce that the change is being supported by the senior leadership; this is in line with Kotter (2012) on embedding the change within the organization. With regards to the organization being committed to supporting simplification of trade procedures, a mean of 4.69 indicated depicted consent and a deviation of 0.525 denoting

minimal variations in the results. The study findings corroborate with Kotter (2012) who indicated that when leaders and the change agents are effective at consolidating gains and implementing more change, they remove unnecessary processes, internal connections, and inter-departmental procedures that hinder the progress of the change effort.

Concerning whether the trade information portal is sometimes cumbersome and complicated, a mean of 2.08 showed disagreement and a deviation of 0.996 showed low variation. As to whether they are motivated to use the trade information portal, a mean of 4.47 and a deviation of 0.774 indicated agreement. These findings from the research are consistent with World Bank's (2012) statements that indeed the trade information portal's objective is to simplify the trade procedures and not make them complex. Finally, as to whether they felt motivated to be part of the change in simplifying trade procedures, a mean of 4.67 and a deviation of 0.586 indicated strong agreement.

#### **4.4 Inferential Analysis.**

The study applied three main set of analysis to assess the change management processes on the implementation of the trade information portal. The study relied on correlation analysis, regression analysis and the regression coefficients.

##### **4.4.1 ANOVA Summary**

The research further sought to determine the statistical significance of the research model in determining the relationship between the study variables.

#### 4.4.1.1 Preparing for Change

**Table 4. 7 Preparing for change –Anova Summary**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.791	5	3.558	1.022	.422 <sup>b</sup>
1 Residual	104.431	30	3.481		
Total	122.222	35			

a. Dependent Variable: Use of Trade Information Portal

b. Predictors: (Constant), Need, Communication, Urgency, Organizational Strategy, Vision

The researcher analysed significance of the regression model and found that the *sig-value* = *.422* > *.05* which is more than the critical *sig value* *0.05* testing at 95% confidence interval. An *F-value* of *1.022* was also generated. This is slightly lower than the critical value of 2.76, ascertaining that the research model on preparing for change was not significant in determining the relationship between the research variables.



#### 4.4.1.2 Managing Change

**Table 4. 8 Managing Change –Anova Summary**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.847	3	12.282	Regression	36.847
1 Residual	85.375	32	2.668	Residual	85.375
Total	122.222	35		Total	122.222

a. Dependent Variable: Use of Trade Information Portal

b. Predictors: (Constant), Compelling Vision, Overcoming Obstacles, Empowering Action

The researcher analysed significance of the regression model and found that the *sig-value* =  $.009 < .05$  which is less than the critical *sig value*  $0.05$  testing at 95% confidence interval. An *F-value* of  $4.604$  was also generated. This is higher than the critical value of  $2.76$ , ascertaining that the research model was significant in determining the relationship between the research variables.

#### 4.4.1.3 Reinforcing Change

**Table 4. 9 Reinforcing Change –Anova Summary**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	34.252	5	6.850	2.336	.066 <sup>b</sup>
1 Residual	87.970	30	2.932		
Total	122.222	35			

a. Dependent Variable: Use of Trade Information Portal

b. Predictors: (Constant), Confirming Change, Organizational Commitment, Usability, Organizational Support to Team, Anchoring Change

The researcher analysed significance of the regression model and found that the sig-value =  $.066 > .05$  which is more than the critical sig value  $0.05$  testing at 95% confidence interval. An  $F$ -value of  $2.336$  was also generated. This is slightly lower than the critical value of  $2.76$ , ascertaining that the research model was not significant in determining the relationship between the research variables.

## 4.4.2: Regression Coefficients

### 4.4.2.1 Preparing for Change

The findings of the regression coefficients are presented in Table 4.19 below;

**Table 4. 10 Preparing Change –Regression coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3.713	4.219		.880	.386
Urgency	-.476	.469	-.206	-1.013	.319
Vision	-.457	1.020	-.111	-.448	.657
Organizational Strategy	-.346	1.101	-.074	-.314	.755
Communication	.641	.380	.322	1.686	.102
Need	.726	.996	.164	.729	.471

a. Dependent Variable: Use of Trade Information Portal

The resultant regression model was;

$$Y = 3.713 + (-0.476)X_1 + (-0.457)X_2 + (-0.346)X_3 + (0.641)X_4 + (0.726)X_5 + \epsilon$$

### 4.4.2.2 Managing for Change

**Table 4. 11 Managing Change –Regression coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	-5.209	3.316		-1.571	.126
1 Overcoming Obstacles	1.398	.529	.601	2.642	.013
Empowering Action	-.253	.498	-.123	-.508	.615
Compelling Vision	.849	.674	.212	1.259	.217

a. Dependent Variable: Use of Trade Information Portal

The resultant regression model was;

$$Y = -5.209 + 1.398P_1 + (-0.253) P_2 + 0.849 P_3 + 3.316$$

The test results in table 4.17 indicate a constant  $\alpha = 3.713$  is significantly different from 0 since the p-value  $.0386 > .05$ . The beta value ( $\beta$ ) =  $-.0476$  is significantly different from 0 since the p-value  $.319 > .05$ . This indicates that there is a statistically minimal effect of creating a sense of urgency during preparing for change on the implementation of the trade information portal.

#### 4.4.2.3 Reinforcing for Change

**Table 4. 12 Reinforcing Change –Regression coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		

(Constant)	-6.763	3.526		-1.918	.065
Organizational Commitment	.609	.784	.177	.777	.443
Organizational Support to Team	.137	.948	.038	.144	.886
Usability	.166	.388	.083	.427	.672
Anchoring Change	-.339	.793	-.141	-.428	.672
Confirming Change	1.700	1.131	.533	1.503	.143

a. Dependent Variable: Use of Trade Information Portal

The resultant regression model was;

$$Y = -6.763 + 0.609Q_1 + 0.137Q_2 + 0.166 Q_3 + (-0.339) Q_4 + 3.526$$

The test results in table 4.17 indicate a constant  $\alpha = 3.713$  is significantly different from 0 since the p-value  $.0386 > .05$ . The beta value ( $\beta$ ) =  $-.0476$  is significantly different from 0 since the p-value  $.319 > .05$ . This indicates that there is a statistically minimal effect of creating a sense of urgency during preparing for change on the implementation of the trade information portal.

## CHAPTER FIVE

### DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter of the research presented the discussions, conclusions and recommendations of the study. The chapter was arranged in line with the research variables. The chapter further presented suggestions for further research.

#### 5.2 Discussion

The study sought to assess the change management processes utilized during the implementation of the trade information portal in Kenya. The research was anchored on Kotter's change management model that proposes preparing for change, managing change and reinforcing change. The research was a descriptive research design and engaged all the eight (8) government agencies that were involved in the implementation of the trade information portal.

The study was able to obtain a 84% response rate from the sampled respondents. In the study, majority of the respondents 72% were male while 28% were female employees working for government agencies. This implies that there were more men in the implementation of the trade information portal as compared to women. Results indicated that more than 47 % of the respondents had attained a Master's degree qualification implying high formal education attainment among the research respondents. It was also impressive to note that 3% representing 1 respondent was a PhD holder.

The first objective of the study sought to assess the effect of preparing for change on staff on the implementation of the trade information portal. Results indicated that as much as the preparing for change sub-processes (creating a sense of urgency, vision and organizational strategy) were important the change process on its own was not sufficient. These results were almost consistent with Kotter (2012), who stated that ensuring your staff are aware and understand what is happening and what direction the organization is taking is a very important component in persuasion when undertaking a change. The study revealed that the respondents understood the

role their organization plays in making trade information available to traders and simplifying trade procedures, a mean of 4.81 indicated strong agreement and deviation of 0.4140 indicated minimal variation. The results correspond with (Dr. Faheer Zahar & Naveed, 2014) on the importance of involving employees on projects that are being undertaken as it improved commitment and understanding. As to whether adequate awareness was conducted on the implementation of the trade information portal, a mean of 3.97 indicated disagreement and a deviation of 0.94 indicated variation. As to whether the officers understood the impact of simplifying trade on their day to day work activities a mean of 4.78 and a deviation of 0.178 indicated minimal variation. These results are supported by (Vukotich, 2011) who emphasized the importance of communicating effectively and ensuring that the change team understands the need for the need change. Therefore, w from the data, preparing for change was not sufficiently conducted during the implementation of the trade information portal.

The second objective of the study assessed effect of managing change on the implementation of the trade information portal. Results indicated that respondents were engaged during the implementation through workshops and that there was management buy in on the project that they were involved in activities as recommended by Kotter (2012). Kotter (2012) reiterated that managing change by ensuring senior management support the change enables the employees to seek support from their supervisors and makes it easier for them to accept the change. Results also indicated that with the team having seen that the short term gains of the trade information portal are positive, it provides encouragement that the overall objective will be achieved. Kotter (2012) indicated that when leaders and the guiding coalition are effective at generating short-term wins, they maintain the momentum for change that is critical to any successful change effort.

The third objective of the research assessed the effect reinforcing change on staff of on the implementation trade information portal. Study findings showed that reinforcing change would not be achievable if preparing for change and managing change are not conducted sufficiently. The study findings reaffirm Kotter (2012) that for a change to be successful, first a climate for change has to be created, secondly the staff have to be engaged and empowered, and finally, ensure that the change is implemented and sustained. This could be through anchoring new approaches to the culture such as through workshops that get the employees to focus on the change.

## **5.3 Conclusions**

### **5.3.1 Preparing for Change**

The research concludes that preparation for change is critical in ensuring that an enabling environment is created for the change to take place. The study further concludes that preparation for change needs to be conducted conclusively to enable the involved parties to see the need for change. Preparation for change assists in gaining needed cooperation from the nominated staff undertaking the project. When preparing for change, creating a sense of urgency creates an environment where individuals are aware of an existing problem or situation they need to solve and can see a possible solution to address the problem immediately. Generating this conversation about what is happening and what direction the organization is taking is an important component in persuasion as to why the change is needed. The research concludes that during implementation of the trade information portal, preparation for change was sufficiently conducted.

### **5.3.2 Managing Change**

The research concludes that managing change is vital for the organization to realize the change needed. This is done through empowering action, generating short term wins and consolidating the change. In the study, it is evident that this was done through ensuring the staff nominated understood the vision of implementing the trade information portal. Additionally, mechanisms were put in place such as sensitization workshops to ensure no barriers prevented the team from accomplishing its mission. However, the respondents felt that more forums need to be held to ensure that the change was effective. The research concluded that despite the officers being empowered, there was need for more forums to communicate the short-term wins and consolidate the gains they had achieved as a project.

### **5.3.3 Reinforcing Change**

The research concludes that reinforcing change enhances the retention of the desired change. Reinforcing change involves confirming the change through consolidating gains to create more change, and anchoring that change within the organizational culture. In this study, it is clear that the change was reinforced to the officers. This was through changing how the officers were now



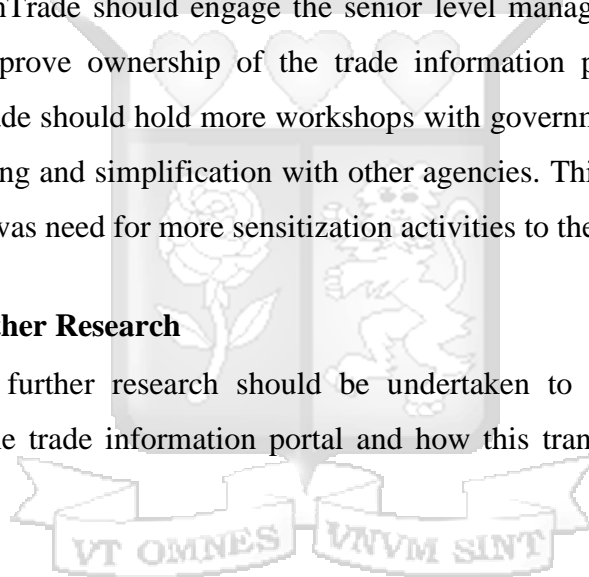
handling procedures related to import and export. The officers were now using an online portal as opposed to manual records or individual organization websites. The research further concludes that in order to ensure that this change is cemented, continuous engagement with stakeholders is key.

#### **5.4 Recommendations**

The research recommends that organizations should put in effort equally in all the three change management processes that is preparing, managing and reinforcing change. This will ensure that change management is effectively conducted. In the study, KenTrade should put more effort in preparing agencies for change and managing change, this will ensure that government agencies are well transitioned through the change of implementation of a trade information portal. The study further suggests that KenTrade should engage the senior level management of the organizations more often so as to improve ownership of the trade information portal. Moreover the study recommends that KenTrade should hold more workshops with government agencies so as to share successes on the publishing and simplification with other agencies. This is because from the study it was evident that there was need for more sensitization activities to the staff.

#### **5.5 Suggestions for Further Research**

The study suggest that further research should be undertaken to assess how importers and exporters are utilizing the trade information portal and how this translates to the ease of doing business.



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## APPENDICES

### Appendix 1: Introduction Letter

John Mbithi

P. O. BOX, 481- 00521,

NAIROBI,

15 January 2019

Dear Respondent,

**RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

My name is John Mbithi and I am a postgraduate student pursuing a Master of Business Administration at Strathmore Business School (SBS). As part of my requirements for the award of the degree, I am expected to carry out and submit a management research project.

I am currently conducting a research on the change management process on the implementation of the trade information portal. Through this brief survey that should take less than 10 minutes, your answers will enable policy makers ensure that access to transparent and accurate regulatory information for trade practitioners is made faster easier and affordable. The information provided will be treated with the highest level of confidentiality.

Should you have any questions regarding the survey, kindly contact John on 0726 106 169 or through email on [mbithijon@gmail.com](mailto:mbithijon@gmail.com)

Yours faithfully,

John Mbithi

MBA56903/2017





## Appendix II: Questionnaire

This questionnaire is administered partner government agencies involved in publishing and simplification of trade process. The information to be given in this questionnaire will be confidential and purely for academic purposes.

The Questionnaire aims to: - **to assess** change management processes implemented during the publishing and simplification of trade procedures on the trade information portal by Kenya Trade Network Agency. As a respondent to the study you are kindly requested to fill in appropriate responses at the best of your knowledge.

Directions: Please indicate your level of agreement or disagreement with each of these statements regarding Trade Information Portal. Place a “√” mark in the box of your answer.

### SECTION A: Bio Data

1. Gender: Male ( ) Female ( )

2. Age range: 20-30 ( )

31-40 ( )

41-50 ( )

51-60 ( )

61-70 ( )

3. Current designation at the organization

Junior Staff ( )

Officer ( )

Middle Management ( )

Senior Management ( )

4. Educational qualification:

Masters ( )

Certificate ( )

Bachelor's degree ( )

Others (specify).....

Diploma ( )

**SECTION B: Preparing for change on the Implementation of the trade information portal**

5. What is your level of agreement/disagreement in regards to preparation for publishing of Trade Information and Simplification of Trade procedures using the scale below where:  
**SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree**

No	Parameter	SA	A	N	D	SD
a.	I understand the business reasons for publishing trade procedures on the Information for trade in Kenya portal					
b.	I understand the business reasons for simplifying trade procedures.					
c.	I understand the role my organization plays in making trade information available to traders and simplifying trade procedures					
d.	The awareness conducted is adequate for my organization to accomplish its mandate.					
e.	I understand the impact of simplifying trade on my day-to-day work activities					

**SECTION C: Managing Change on the implementation of the trade information portal**

6. What forms of sensitization were employed during Simplification of Trade Procedures Change Management?

a. Workshops ( ) b. Office Meetings ( ) c. Emails ( ) d. Phone Calls ( ) e. Official Letters ( ) f. None of the above ( )

7. How often do you get queries on import and export processes?

a. Daily ( ) b. Weekly ( ) c. Bi-weekly ( ) d. Monthly ( ) e. Occasionally ( ) f. Never ( )

8. How often do you search for trade information on the Information for Trade in Kenya Portal?

a. Daily ( ) b. Weekly ( ) c.

Bi-weekly ( ) d. Monthly ( ) e. Occasionally ( ) f. Never ( )

9. What is your level of agreement/disagreement in regards to managing change on publishing of trade information and simplification of trade procedures using the scale below where:

SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

No	Parameter	SA	A	N	D	SD
a	My supervisors and managers support publishing and simplification of trade procedures					
b	I feel more empowered by taking part in publishing of trade procedures on the Information for trade in Kenya portal					
c	I believe we will achieve the objectives of the project and those of our organization					

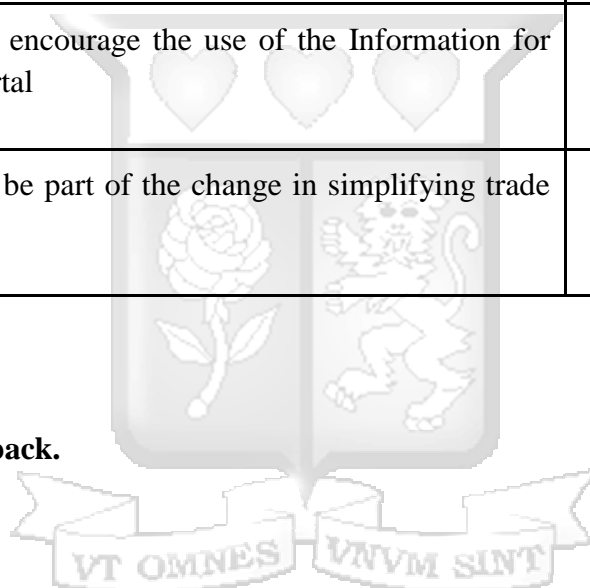
#### **SECTION D: Reinforcing Change on the implementation of the Trade Information Portal**

10. What is your level of agreement/disagreement in regards to reinforcing change on publishing of trade information and simplification of trade procedures using the scale below where:

SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

No	Parameter	SA	A	N	D	SD
a.	My organization is committed to inspire use of the Information of Trade in Kenya Portal					
b.	My organization is committed to support simplification of trade procedures					
c.	I sometimes feel that the Information for Trade in Kenya Portal is cumbersome and complicated					
d.	I feel motivated to encourage the use of the Information for Trade in Kenya Portal					
e.	I feel motivated to be part of the change in simplifying trade procedures					

**Thank you for the feedback.**



### **Appendix III: List of Agencies**

No.	Organization
1.	Kenya Plant Health Inspectorate Service
2.	AFA Coffee Directorate

3.	State Department of Trade
4.	AFA Fibre Crops Directorate
5.	AFA Nuts and Oil Crops Directorate
6.	Kenya Dairy Board
7.	Pest Control and Products Board
8.	National Biosafety Authority

