

News from Fascinating Projects

ZIMRA Embarks on major Change Management Project

Zimbabwe Revenue Authority aims stakeholders at “The ZIMRA We Want”

Reported by [Tasiyana Siavhundu](#) in Gweru, Zimbabwe

11 November 2019 – Gweru, Zimbabwe - Change is arguably one of the most resisted phenomena as stakeholders (especially internal) get gripped with fear of the unknown. However, the modern world is characterised with a diversity of changes time and again. Change is therefore inevitable and if organisations are to remain relevant, they need to adapt to the status quo by respectively instituting appropriate changes. Golkar (2013) asserts that change is necessary and undeniable affair and one of the most effective factors in successful management.

It is against this background that the Zimbabwean tax administrator, Zimbabwe Revenue Authority (ZIMRA) has embarked on a change management project as a constituent of its 5-year strategic plan stretching from 2019 to 2023.



The project sponsor is the incumbent ZIMRA Commissioner General, who has been always passionate about taking the organisation to greater heights through changing for the better. The Commissioner General confirmed a robust management buy-in and efforts are being made to make sure that all non-managerial employees are also fully involved so that success of the project becomes a certainty. The project is running under the theme “The ZIMRA We Want”.

Aljohani (2016) reveals a taxonomy of change which includes operational changes (changes that affect the way day to day business operations are conducted), strategic changes (changes that affect organisational direction or strategy), cultural changes (changes that influence organisational philosophies such as the way business is conducted) as well as political changes (which affect organisational governance and human resources). The type of change that the ZIMRA Change Management Project intends to achieve may heavily fall under strategic changes although these changes inevitably overlap to cultural as well as operational changes. Changing organisational strategy will undoubtedly affect operations in some manner and the way things are done in the organisation will commensurately change.

The ZIMRA Change Management Project kick-started in October 2019 although some planning work commenced in the yester-year during the preliminary works of the organisation’s 2019-2023 strategic plan. Moving together with the five-year strategic

plan, the Change Management is therefore expected to have its end at the five year mark in 2023. In its article entitled 'Change management team gets ready for work', ZIMRA reveals that the project has ten objectives which include but not limited to elimination of fear and fostering innovation within the organisation, elimination of silos and fostering a culture of teamwork as well as improving staff and client satisfaction and strengthening ZIMRA's image through a robust rebranding exercise.

The Change Management Project is expected to complement a plethora of ZIMRA's endeavours to improve efficiency and effectiveness in its tax administration. Improved tax administration would have positive effects to Zimbabwe at large through providing sufficient financial resources for the nation. Despite the precarious economic landscape and vexingly formidable business community that it is operating in, ZIMRA has been working hard and untiringly to meet its revenue targets. ZIMRA's growing culture of Project-Based Management is therefore expected to lead the organisation to becoming a beacon of excellence in the provision of fiscal services and facilitation of trade and travel.

Learn more at <https://www.zimra.co.zw/news/2053-change-management-team-gets-ready-for-work>

References

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