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RESEARCH TITLE

An Investigation of Strategy Implementation In A Local Authority. Case study: Local
Authority Council

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Leadership and Change Management at the Harold Pupkewitz Graduate School of
Business in the Polytechnic of Namibia

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DECLARATION OF ORIGINAL WORK

I, Lizette Vries hereby declare that the work contained in the mini-thesis, entitled **AN INVESTIGATION OF STRATEGY IMPLEMENTATION IN A LOCAL AUTHORITY. CASE STUDY LOCAL AUTHORITY COUNCIL** is my own original work and that I have not previously in its entirety or in part submitted it at any university or other higher education institution for the award of a degree. Furthermore, all sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Signature:

Date:

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TO GOD BE ALL THE GLORY!

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ABSTRACT

The literature review reveals that strategy implementation is a critical phase of the holistic strategic management process. There is inter-connectivity between all the strategic management phases and therefore if one phase is not correctly addressed, it has a bearing on the remaining phases. Various authors identified barriers and drivers of strategy implementation. The purpose of this study was to assess the characteristics of strategy implementation of a specific Local Authority Council (LAC).

Through a mixed research methodology (semi-structured interviews and questionnaires), data was collected from the Management Cadre (inclusive of Councillors) of the specific LAC. A response rate of 87.5% was achieved.

After the analysis and interpretation of the results it was concluded that:

Strategy implementation is important however difficult to implement from a pragmatic point of view.

Addressing barriers of strategy implementation requires commitment and a concerted effort both at a process and behavioural level.

Various barriers i.e. leadership commitment, organisational culture, organisational structure, communication, strategy formulation and incentives impedes strategy implementation. The study agrees with the literature that these factors are truly inhibiting strategy implementation in organisations and equally in the identified LAC.

Understanding of strategy and effective communication is a barrier both locally and internationally.

Political interference was identified as an additional barrier that poses unique challenges to the context of Local Authorities.

Drivers of strategy implementation were identified and discussed in the literature and leadership was described as a key driver of strategy implementation. In the study, leadership did not emerge as the most significant driver for successful strategy implementation, but rather effective communication and appropriate incentives as leading catalysts, followed by leadership and availability of resources.

Many strategy implementation studies which exist are predominately based on private corporations, local firms' and multi-national firms. However it lacks implementation perspectives from state-owned or public sector organisations.

In addition to the above, the literature reveals that few models of strategy implementation exist, as well as how the Balanced Scorecard (BSC) is adopted as a tool for measuring effectiveness of strategy implementation in public organisations.

The following recommendations are made in respect of this study, namely:

It has been stated that there has been no studies comparing similarities and differences of strategy implementation among private corporations and state-owned enterprises, or amongst local firms of multi-national organisations. No comparative literature exists of strategy implementation in local authorities and private organisations. The specific differences in these organisations have not been explored, and pose an avenue for future research.

A further area of future research could be the fact that literature indicated that a few models on strategy implementation exist. It is recommended that a model be developed to guide strategy implementation in Local Authorities.

From the various survey data it is evident that the LAC is challenged with leadership (Councillors and Senior Management) issues, the understanding of strategic management and specifically strategy implementation. LAC's should focus on the aspect of implementing strategy in their leadership development interventions.

The areas of communicating strategy and the alignment of incentives to strategy implementation are definite areas where improvements are needed in LAC's and where future attention and resources should be allocated towards.

CHAPTER 1

BACKGROUND TO THE STUDY

1.1 Introduction

The purpose of this particular chapter is to provide an introduction and background to the study. Context will also be provided in terms of LAC's in Namibia and the specific LAC that was identified as the case study. Strategy implementation is imperative for any organisation to ensure that what the organisation envisages to achieve is in actual fact achieved. The literature that will be presented as part of the study reflects that organisations find it difficult to implement strategy, unlike strategy formulation. The literature further indicates that a wealth of information exist on strategy formulation but not so much in terms of strategy implementation or execution.

For the purpose of the study, no distinction will be made between strategy implementation and strategy execution. The former term will be preferred as it is more widely used in the literature that is presented in the research.

The overall objective of the research is to assess the characteristics of strategy implementation in Local Authority Councils as well as achieving the underneath specific objectives:

- To identify barriers/inhibiting factors of strategy implementation;
 - To explore the drivers of successful strategy implementation;
 - To identify which strategy implementation models exists;
-

- To determine the performance indicators to measure strategy implementation in Local Authority Councils.

1.2 Background of the study

The Republic of Namibia is a unitary state. Administratively, it is divided into three tiers with separate spheres of responsibility: central, regional and local.

The regional spheres consist of Regional Councils. Each of the regional councils administers one of the thirteen regions: Zambezi, Erongo, Hardap, Karas, Khomas, Kunene, Ohangwena, Okavango, Omaheke, Omusati, Oshana, Oshikoto and Otjozondjupa. Regional Councils have powers under the Namibia Regional Council Act (1992), in terms of which they were established.

Local Authority Councils in Namibia is the third tier of Government and enshrined in the Constitution of the Republic of Namibia. Article 102 (1) states: “for the purpose of regional and local government, Namibia shall be divided into regional and local units, which shall consist of such region and local authorities as may be determined and defined by Act of Parliament”(Namibia Constitution, 1999, p. 44).

The specific legislation that governs Local Authority Councils in Namibia is the Namibia Local Authority Act (1992). The Act outlines inter alia the responsibilities of Local Authority Councils such as the provision of basic services: supply of water, sewerage and drainage, cemeteries, streets and public places, supply of electricity and gas, public transport services, housing schemes, valuation of rateable property and rates on rateable property.

There are four types of local governments:

- Municipal Councils (two types)
- Town Councils
- Village Councils

The Municipal Councils are the most autonomous of the local authority categories. Under the Namibia Local Authorities Act (1992), the Minister responsible for regional and local government may further classify the municipalities into two types: Part 1 municipalities and Part 2 municipalities. There are three Part 1 municipalities, and in total 30 town and village councils in Namibia.

Part 1 Municipalities generally have a solid financial basis and considerable autonomy with regard to the determining of property tax and obtaining loans under the provision of the Local Authority Act.

Part 2 Municipalities have a more fragile financial basis and are subject to control exercised by the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD). Most of the Town Councils cannot balance their budgets without substantial transfers from central government or donor funding and therefore their financial autonomy, in general, is limited.

The MRLGHRD developed a Strategic Plan (Namibia Ministry of Regional and Local Government, Housing and Rural Development [MRLGHRD], 2008), with the purpose to direct and monitor their overall performance. The Ministry will then be able to discharge its mandate in line with the Government's expressed intentions pertaining to regional and local government, housing and rural development, towards the achievement of Vision 2030.

Vision 2030, as articulated in the relevant Namibia Office of the President document (2004), enshrines Namibia's long-term development goals. The Vision 2030

document indicates the current challenges the country is facing as well as what type of remedies can be deployed to address such challenges: “A prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability.”

The MRLGHRD (2008) highlighted some strategic issues that required attention during the period 2009-2014. The identified strategic issues that have specific relevance to this study were as follows:

- Mismanagement of funds in the Local Authorities (LA) and Regional Councils (RC);
- Inabilities of Regional Councils and Local Authorities to pay bulk service providers;
- Poor performance by RCs and LAs on decentralized functions;
- Conflict among Regional Council and Local Authority Councilors;
- Inappropriate and inadequate budget allocation;
- Lack of trust (due to political differences/interferences);
- Shortages of specialised skills;
- Lack of land for expansions of local authorities;
- Slow execution of local government reform initiatives;
- Critical shortage of housing backlog;

From the above strategic issues, it is evident that the MRLGHRD is facing various challenges that need to be addressed.

The research methodology follows a case study approach, using a CoW in Namibia as a single-organisation case study. A brief overview was provided to place this CoW in context. The CoW is the largest Local Authority in Namibia with approximately three-hundred and fifty thousand (350 000) residents, and classified as a part 1

Municipality. According to Local Authority Council (LAC, 2011, pp. 17-20) the strategic intent of the organisation is as follows:

The Vision of this LAC is:

“To enhance the quality of life of all our people”

The Mission of the LAC:

“To render efficient and effective Municipal Services”

The Values and its supporting meaning are:

- **Winning Team** - This shows a performance culture – the need to excel in everything we do.
- **Innovation** - To put our creativity into practice.
- **Networking** - To build relationships and partnerships so as to better serve our customers.
- **Diversity and Equity** - Our strength lies in our diversity and we will ensure equal opportunities for all- no racism, sexism, tribalism.
- **Honesty and Integrity** - To be honest in all our dealings and to act with integrity wherever we are and with whomever we interact.
- **Open Communication** - To communicate in an open and transparent manner with whomever we interact- internally and externally.
- **Efficient and Effective** - To add value and to ensure affordable services- a dollar worth of service for every dollar paid by our clients- we have to ensure that we are efficient and effective in everything we do.
- **Knowledgeable** - We are a learning organization and place a high priority on the training and development of our people so as to ensure knowledgeable individuals at all levels.

Strategic Thrusts of the LAC:

The LAC has seven Strategic Thrusts as listed below:

- Provision of basic services and maintain infrastructure;
- Ensure a healthy, clean, safe and secure environment for all;
- Create an environment for socio-economic development;
- Develop human resources;
- Improve systems of operation;
- Promote public participation;
- Market the CoW.

The LAC initially had twenty five (25) Strategic Objectives, but the Objectives were refined to six (6). The underneath table reflects the linkage between the Strategic Thrusts, the initial Strategic Objectives and the Refined Strategic Objectives linked to the different Balanced Scorecard Perspectives (Kaplan & Norton, 1992).

Table1. 1 Linked Strategic Thrusts, Strategic Objectives, and Refined Objectives of LAC

STRATEGIC THRUST	STRATEGIC OBJECTIVE	REFINED OBJECTIVE
Provision of basic services and maintain infrastructure	Optimise effective utilisation of resources	<u>INTERNAL BUSINESS PROCESSES</u> Improve Internal Efficiency & Effectiveness (Objective 1)
	Use innovative processes	
	Monitor and enhance service delivery	
Improve systems of operations	Research and implement innovative technology	Ensure Good Corporate Governance in all Business Practices (Objective 2)
	Promote best practices	
	Optimise land delivery process	
Develop human resources	Conduct performance audits and reviews annually	
Market the COW	Enhance existing revenue Sources	<u>RESOURCES/FINANCIAL</u> Maximise all Revenue-Generating Opportunities
	Pursue revenue-sharing with central government	
	Create an investment climate	
	Pursue new business opportunities	
	Promote CoW as a tourism and conference centre	
Healthy, Clean, Safe & Secure Environment	Ensure a safe and secure environment	<u>CUSTOMERS/STAKEHOLDERS</u> Improve Customer and Stakeholder Value
	Ensure a healthy & clean environment	
Public Participation	Facilitate community liaison	
	Monitor and review civic participation	

	Facilitate communication structure	
	Embrace volunteerism and civic recognition	
Socio-economic Development Environment	Support national socio-economic development initiatives	
	Provision of equitable access to services	
Market CoW	Pursue cooperation opportunities	
	Manage Communication	
Develop human resources	Attract and retain the competent people	
	Train and develop staff	

Source: Adopted from Presentation on refined Strategic Objectives (LAC, 2012).

In October 2011 the LAC introduced an Integrated Business Plan (IBP) that was developed following a consultation process which involved the community, elected leaders and LAC staff. It was termed “integrated” as it embraced Vision 2030, National Development Plans and the Targeted Intervention Programme for Employment and Economic Growth (TIPEEG). At the same time the IBP of the LAC provides the basis of the operations of the LAC for the years 2011-2016.

The IBP is a five year strategic development plan, setting strategic and budgetary priorities and it is a working document based on the mission of the organisation. The IBP also focuses on key strategies and time frames for the implementation of various strategies to achieve what is planned. The IBP integrates strategic and business planning to determine the organisation’s future success.

Therefore, the IBP should be viewed as a process for determining where the LAC is going over a period of five years (2011-2016) and will be reviewed and updated each financial year. This responsibility vests rests within the Office of the Chief Executive Officer (OCEO) as the custodian of organisational performance.

The IBP is further intended to provide the top management (Chief Executive Officer and Strategic Executives) with a real understanding of key challenges in the internal and external environment of the organisation (current situation). The IBP indicates the organisational capacity and enables the LAC to define parameters within which to operate. Thus, the IBP paves the strategic direction for the future course of the LAC.

Constant evaluation, monitoring and follow-up on the progress made and actions taken will be conducted by the OCEO during each financial year. The progress on the implementation of activities as indicated on the IBP will be reported to the Chief Executive Officer on a quarterly basis during each financial year. The IBP as per LAC (2011, p. 12) indicates the purpose and importance thereof for the LAC as follows:

- To serve as a mechanism through which to better the quality of life of the people for five years 2011-2016.
- To provide a guideline on land use within the municipality area, which resources to use, and how to protect the environment.
- To serve as an instrument this intends to make the LAC strategic, inclusive, responsive and performance driven in character.

The IBP is the principle strategic planning tool which guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term.

Factors impacting the LAC

The LAC has identified certain factors which impact its operations as per, LAC (2011, p. 27).

- Inadequate financial resources at the LAC's disposal;
- Lack of revenue sharing by Central Government;
- Land scarcity versus high demand for land;
- Influx of people to Windhoek (Urbanisation);
- Lack of affordable housing;
- Provision of water, sanitation, electricity in informal areas;
- High levels of poverty & unemployment;
- High HIV/AIDS prevalence rates and high number of orphans and vulnerable children.

The LAC is governed by fifteen (15) councillors of which five (5) are members of the Management Committee. The Mayor serves as the Chairperson of Council.

The administration of the LAC consists of the OCEO, and nine Departments, namely:

- City Police
 - Community Services
 - Electricity
 - Economic Development and Environment
 - Finance
 - Human Resources
 - Information and Communication Technology
 - Infrastructure, Water and Technical Services
 - Urban Planning and Property Management
-

LAC Balanced Scorecard:

The authors Kaplan and Norton (1996, p. 2) indicates that the Balanced Scorecard is providing managers operating in a competitive environment with instruments to navigate towards future success. The Balanced Scorecard (BSC) translates the strategic intent (vision, mission and strategy) into a set of performance measures that provides the framework for a strategic measurement and management system.

The scorecard measures the organisational performance across four balanced perspectives: financial, customers, internal business processes and learning and growth. The BSC equips organisations to track financial results while at the same time monitoring progress in building the capabilities and acquiring the intangible assets they will require for future growth, Kaplan and Norton (1996).

The LAC uses the BSC as a strategic measurement and management system.

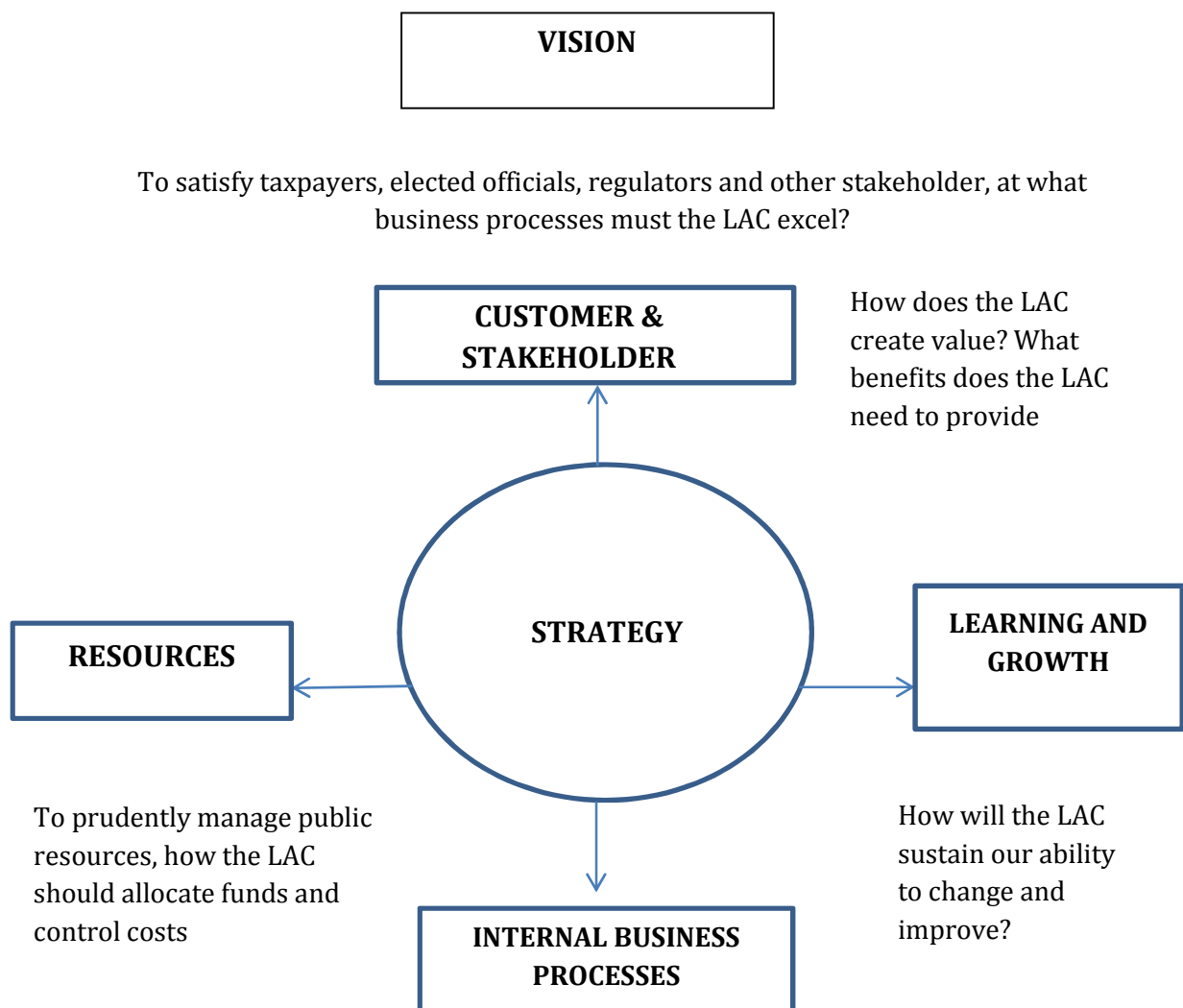


Figure 1: LAC Balanced Scorecard Structure

Source: Adopted from LAC Integrated Business Plan (LAC, 2011, p. 20)

1.3 Survey data from the case study organisation

Katoma (2009) makes reference to two surveys that were conducted on the LAC pertaining to strategy execution. Firstly, research conducted by Keet (2005) on how well the LAC executes corporate strategy as cited in Katoma (2009) identified certain issues. Through the research 160 responses (8.6 % response rate) were analysed and it concluded a below-average performance

rating due to certain internal issues that were identified: poor performance, lack of customer services, weak leadership and poor teamwork.

Katoma (2009) further cites the survey conducted by Covey (2008) to assist the LAC to focus and execute its most important goals. A total of 325 employees across the organisation were invited to participate, however only 215 employees participated (66% response rate). The survey posed critical questions pertaining to top and middle management. The results are in brackets (on a scale of 0-100, where 100 indicates flawless execution) and are highlighted below:

- Whether they know the organisational goals (clarity, 57)
- Whether they buy into the organisational goals (commitment, 57)
- Whether they know what to do to achieve the goals (translation into action, 57)
- Whether they take down barriers (enabling, 46)
- Whether they work together at better ways to achieve their goals (synergy, 44) and
- Whether they account to each other for their commitment (accountability, 42).

The overall findings revealed an execution quotient score of 50, which is below the average (56) for similar types of organisations.

In addition to the above, the LAC conducted a labour climate diagnostic road show during October 2011. Approximately 694 (45.3%) employees

participated in the road show. The purpose of the road show was an attempt to address persistent concerns regarding the labour climate, described as:

- non-conductive
- uncontrollable and
- negatively affecting productivity, morale and effective PMS roll-out

The findings indicated recurrent themes (internal issues) throughout the organisation that requires attention.

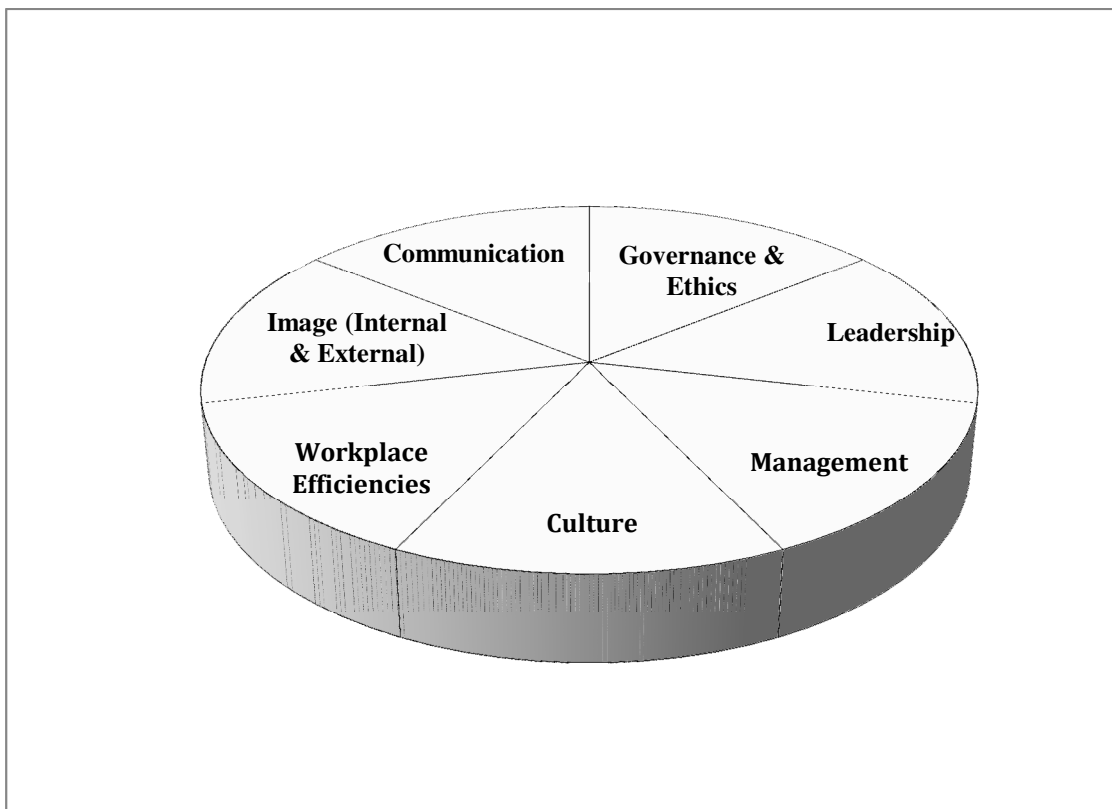


Figure 1.2 Recurrent Themes: Organisation- wide

Source: Adopted from a presentation on the report of the labour climate diagnostic roadshow LAC, 2012b: slide 8

The identified themes were explained and presented (LAC, 2012c) as follows:

- **Communication**

Top-down only, engagements do not regularly occur (some Departments don't have any meetings), employees fear reprisals if they query or seek information

- **Governance and Ethics**

Certain allegations were made of corruption, nepotism, unfair labour practices, and racial/tribal discrimination.

- **Management and Leadership**

Autocratic, punitive, abusive, and discriminatory in nature.

- **Culture**

Bureaucratic, no transparency, top-down communication, blaming culture, non-performance, status-quo maintenance (complacency).

- **Workplace efficiencies**

Customer needs not met, bureaucratic, decision-making not at the lowest possible levels, ineffective resource allocations/ utilisation, staff complacency.

- **Image Internal and External**

Not progressive (no world-class futuristic innovation and planning initiatives), complacency, poor service delivery (innovation, quality and speed) corruption and mismanagement e.g. property/ land delivery and tender process are highly politicised and controlled by developers manipulating market and city officials.

In light of the seriousness of these findings, the Strategic Executive Forum resolved (LAC, 2012c) that a need for a scientifically supported organisation-wide culture and climate survey be approved in principle, and that an investigation be conducted pertaining to all claims of alleged errant practices. One of the motivations of this study was to provide a scientifically supported study on the strategy implementation. Therefore, the above survey results were also used as a source to validate the data gathered from the study.

1.4 Problem statement

The South-African Cities Network (2011), states that:

“Municipalities struggle in the face of many competing demands, some of which are symptoms of deep-seated inequality, poverty and unemployment. Political instability, mismanagement and administrative failures complicate the situation and indicate that the whole system is under intense stress. Local government remains one of the least trusted public institutions, and its standing in society shows no sign of improvement. Communities, who were supposed to be closely involved in development programmes, are criticised for being remote and unresponsive.

Weaknesses include a rapid increase in council operating costs related to expenditure and less effort being made to collect local taxes. Many municipalities are experiencing cash-flow problems. In future, before committing large-scale resources, the council needs to be more careful about where and how they invest. The growth of national transfers, at the expense of local revenue, also raises longer-term concerns about local accountability because it weakens the connection between municipalities and local citizens.”

The above-mentioned challenges are not only unique to South-African Local Authorities, but rather indicative of challenges experienced worldwide. Katoma (2009) indicates strategy implementation in organisations and in Local Authorities is challenging.

This statement was echoed by Mwijuma, Omido, Garashi, Odera and Akalrela (2013) in their research on the effectiveness of strategy implementation, using the Balanced Scorecard in Local Government Authorities (LGA). It was indicated that strategy implementation decisions within Local Authorities are bestowed on Councillors. The Councillors, who formulate strategies, make key decisions and

prioritise expenditure choices through formal policy and budgetary processes. Assistance is provided by politically neutral officials who advise them on the implementation of decisions. Often Councillors are poorly equipped to formulate strategies or to make key choices. Instead they tend to intervene on an ad-hoc basis at implementation stages, such political interference render Local Authorities dysfunctional, Mwijuma et al. (2013).

Moseti (2010) indicates the result of technical officers and Councillors. Technical officers are taking the lead in planning and implementation, but both sides are accusing the other of vested interest and malpractices.

The Government's Accountability Report (Namibia Auditor General, 2011) shows that Government is facing a lot of challenges with Local Authorities, some of which points towards the inability of many to sustain themselves- which leads to the periodical suspense of bulk services. The report further states that aging and dilapidated infrastructure has become a concern as most Local Authorities do not have the resources to replace them, leading to massive financial losses.

MRLGHRD (2008) listed as strategic issues: poor performance by LA's; fighting among Regional Council and Local Authority Councillors; inappropriate and inadequate budget allocation, lack of trust (due to political differences/interferences).

In a newspaper article (Poolman, 2013) it was written that four senior officials were charged because they allegedly failed to perform duties diligently, and were charged with gross negligence. The Town Council was waiting for the Minister of Regional and Local Government, Housing and Rural Development to arrange the disciplinary hearings of the four senior officials.

Another article (Haikera, 2013, p.1) stated- "Councillors in fist fight over land".

Equally, a further article (Masawi, 2013, pp.4, 5) stated-“Government has intensified efforts to tighten its grip on the wasteful, unaccountable and mismanaged municipalities across the country”.

From the above, it is evident that Local Authorities are challenged immensely. In light of such challenges it can be assumed that strategy implementation is difficult. Thus, the study aims to assess the characteristic of the LAC pertaining to strategy implementation in relation to its challenges/barriers and proposes possible remedies in addressing pertinent issues.

1.5 Research objectives

The overall objective of the research is to assess the characteristics of strategy implementation in a Namibian Local Authority Council as well as to achieve the underneath specific objectives:

- To identify barriers inhibiting factors of strategy implementation;
- To determine the drivers of successful strategy implementation;
- To explore which strategy implementation models exists;
- To determine the performance indicators to measure strategy implementation in Local Authority Councils.

1.6 Research questions

The study aims to answer the following research questions:

- What are the barriers inhibiting strategy implementation?

- What are the drivers of successful strategy implementation?
- Which strategy implementation models exist?
- What performance indicators are used to measure strategy implementation in Local Authority Councils?

1.7 Delimitation of the study

According to Saunders, Lewis and Thornhill (2012, p. 196) there are certain advantages and disadvantages when acting as internal researcher or practitioner researcher. One of the advantages is the knowledge of the organisation and its complexities. Thus, not so much time will be spend on understanding the organisation as an external researcher would have done.

However, Saunders et al. (2012, p. 196) cautioned researchers that familiarity may cause other problems for the internal researcher. The inevitable consequence of knowing the organisation well, i.e. the researcher carries certain assumptions and preconceptions of the organisation. The further caution expressed is that the researcher should be cognizant that knowing the organisation well should not prevent the researcher from exploring issues that would enrich the research. The fact that the researcher is working for the LAC and is therefore very close to the research setting, holds certain advantages and disadvantages as stated above. The research findings are confined to the LAC, only as a case study and not generalised to other Local Authorities.

1.8 Thesis outline

Chapter 1: introduction, background, statement of the problem, objectives, research questions, significance of the study, delimitations of the study and summary.

Chapter 2: Literature review

Chapter 3 discussed the research methodology and design, The Research Philosophy, Research Strategies, population, sampling procedure, sample size, sampling techniques, research method, research instrument, Questionnaire Construction, Pilot Study, Administration of Questionnaires, Collection of Questionnaires, Interviews and interview guides, Data Analysis, Validity and Reliability, Reliability, Limitations of the Study, Elimination of Bias and Ethical Considerations

Chapter 4 analysed the actual research findings.

Chapter 5 provided a platform for discussion on the results.

Chapter 6 concluded the study with recommendations and areas of future research.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The focus of this chapter is to discuss available literature pertaining to strategy implementation. The chapter aims to highlight: what is strategy implementation, why strategy implementation is important, which factors are critical for strategy implementation and which are inhibiting such implementation. The chapter will further indicate the measurement indicators, should a difference between strategy implementation between public and private organisations exists, and lastly reflect on the relevant models available.

2.2 What is strategic management?

Strategic management is the process of turning a dream into reality through formulating, evaluating and implementing a business strategy (Van Aardt et al., 2011, p. 68). The author outlines three key phases in the strategic management process i.e. strategy formulation, strategy implementation and strategy evaluation.

What is of keen interest is the strategy implementation phase. This phase involves the implementation of the strategies through:

- The development of policies and annual objectives;
 - The allocation of resources so that the formulated strategies can be executed;
 - Measuring performance;
 - Taking corrective action, such as changing the strategies if necessary;
 - Continuous evaluation and adaptations of strategies, goals and objectives.
-

2.3 What is strategy?

According to Johnson, Whittington and Scholes (2012, pp. 3-4) strategy is the long-term direction of the organisation. These authors imply a more comprehensive view than some of the influential definitions by three leading strategy theorists such as Alfred Chandler, Michael Porter and Henry Mintzberg. These authors indicate that each of the theorists points out distinct elements of strategy. Chandler emphasises a logical flow from the determination of goals and objectives to the allocation of resources. Porter focuses on deliberate choices, differences and competition.

On the other hand Mintzberg uses the word 'pattern' to allow for the fact that strategies do not always follow a deliberately chosen or logical plan, but can emerge in more ad hoc ways. Sometimes strategies reflect a series of incremental decisions that only cohere into a recognisable pattern or strategy) after some time.

2.4 Definitions of strategy implementation

The researchers Yang, Guohui and Eppler (2008, pp. 5-6) state there are no universal accepted definition of strategy implementation, but these researchers has identified three distinct conceptions of the term. The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach treats strategy implementation as a series of more or less concerted (but often parallel) actions and examines these actions from a behavioural perspective. Some authors combine the process perspective and behaviour or action perspective as a third approach, which is labelled as a hybrid perspective. The researchers compiled the underneath table and divided the definitions of various authors in their respective perspectives.

Table 2.1 Definitions of strategy implementation

Perspective	Definitions
Process Perspectives	<p>Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a matter that accomplishes the plan's objectives. Kotler (as cited in Noble,1999)</p> <p>Implementation was found to be a highly complex and interactive process with many variables impinging upon it- more a 'spring' than a simple cascade. Many factors influence the flow and content of the 'spring' (Wernham, 1985).</p> <p>Strategy implementation is also portrayed as a lively process by which companies identify future opportunities Reid (as cited in Schaap, 2006).</p> <p>Strategy implementation may be viewed as a process inducing various forms of organisational learning, because both environmental threats and strategic responses are a prime trigger for organisational learning processes (Lehner, 2004).</p> <p>Implementation is a process that takes longer than formulation (Hrebiniak, 2006).</p> <p>Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006)</p>
Behaviour perspective	<p>It is a series of decisions and resultant actions which commit resources to achieving intended outcomes. Grinyer and Spender (as cited in Wernham, 1985).</p> <p>Implementation is a series of interventions concerning organisational structures, key personnel actions, and control systems designed to control performance with respect to desired ends. Hrebiniak and Joyce (as cited in Noble, 1999).</p> <p>Implementation designates the managerial interventions that align organisational action with strategic intention. Floyd and Wooldridge (as cited in Noble, 1999).</p> <p>Implementation is the actions initiate within the organisation and its relationships with external constituencies to realise the strategy. Varadarajan (as cited in Homburg, Krohmer, & Workman, 2004).</p>

	<p>Implementation is a hands-on operation and action- oriented human behavioural activity that calls for executive leadership and key managerial skills. Dekluyver and Pearce (as cited in Schaap, 2006)</p> <p>Implementation is operationally defined as those senior-level leadership behaviours and activities that will transform working plan into a concrete reality (Schaap, 2006).</p>
Hybrid Perspective	<p>Implementation is defined as “..... the sum of the activities and choices required for the execution of a strategic plan..... the process by which strategies and policies are put into action. Wheelen and Hunger (as cited in Smith &Kofron, 1996).</p> <p>In the instance where plans, strategies, technologies, or programs are markedly new to the firm, implementation appears to involve organisational design reconfiguration- i.e., a redesign of structure, systems, process, people and rewards. Galbraith and Kazanjian (as cited in Sashittal &Wilemon, 1996).</p> <p>In other instances, implementations viewed as an action-orientated process that requires administration and control. Govindarajan (as cited in Sashittal & Wilemon, 1996).</p> <p>Strategy execution is defined as the step-by-step implementation of various activities that make up a formulated decision-making strategy. Strategy execution also can be treated as cognitive process (Singh, 1998)</p>

Source: Adopted from *Making Strategy Work: A literature review on factors influencing strategy implementation*, Yang et al (2008:5-6).

It is noteworthy that none of the above-mentioned definitions indicates employees and the critical role they play in strategy implementation.

2.5 Why does strategy implementation become important?

The authors Ungerer et al. (2007, p. 256) indicates that there are reasons why, in the fast moving world today, it is important to implement strategy. The reasons being:

- Competitors have an increasing ability to catch-up with our current best innovations;
- The life span of new ideas is getting shorter;
- Information is easily and freely available and accessible;
- Talk is cheap. Customers and shareholders no longer judge management on their promises, but on what they actually deliver;
- It is more important to be fast and part of the action, than to be perfect, an also-ran or to miss the opportunity totally.

The above reasons are not merely applicable to private organisations. Local Authorities are equally challenged to operate and advance themselves to better heights because they equally operate in the same 'fast moving' environment. The nature of the customer / resident is changing and the expectations have shifted to actual delivery of service - and no-longer lip service.

Hrebiniak (2005, p. 6) states that the benefits of effective execution include competitive advantage and higher returns to stakeholders. Hence, having knowledge in this area would clearly seem to be worthwhile and beneficial to the organisation.

2.6 Which factors inhibit strategy implementation?

In research by the Balanced Scorecard Collaborative (Business Day, 1999, p. 37) as cited in Fourie (2007) identified four major barriers to the effective implementation of strategy. The four barriers are:

- Vision Barrier

5% of the workforce understands the vision and strategy

- People Barrier

25% of managers have rewards linked to the strategy

- Resource Barrier

60% of the organisations do not link budgets to strategy

- Management Barrier

85% of top management teams spend less than one hour on strategy

As indicated above, the following are major barriers to strategy implementation as cited in Fourie (2007):

- The workers do not understand the strategy of the organisation and key changes in responsibilities and behaviours of employees have not been clearly identified;
- Leadership and direction provided by top managers is inadequate;
- Allocation of resources, including financial resources, is not aligned with the strategy of the organisation;
- Goals and incentives have not been sufficiently defined and are not well aligned with the strategy of the organisation.

Common themes that act as identified barriers which were derived from the above, are:

Communication, Leadership, Resources, Incentives, Strategy Formulation.

The researchers Beer and Eisenstat (2000, p. 31) identified six silent killers of strategy implementation. It is referred to as 'silent killers' just like medical doctors refer to cholesterol as a 'silent killer' because it blocks arteries with no outward symptoms, while causing damage on the inside. Similarly, companies too have 'silent killers' that can destroy it from the inside, from below the surface.

These silent killers could 'block' strategy implementation and organisational learning. The researchers indicate that such factors can be overcome, but first leaders must engage people throughout their organisations in an honest conversation about the

barriers and their underlying causes. The research found that the six silent killers listed below were most often mentioned:

- Top down / laissez-fair senior management style;
- Unclear strategic intentions and conflicting priorities;
- An ineffective senior management team;
- Poor vertical communication;
- Weak coordination across functions, business or borders; and
- Inadequate down-the-line leadership skills development.

The study highlighted that employees saw the overall problem rooted in fundamental management issues of leadership, teamwork and strategic direction- not in the commitment of people or functional competence.

Successful implementation needs more than a leader. It requires teamwork for a leadership group that, through dialogue and collaboration, stays connected to the knowledge embedded in lower levels. These barriers are silent killers because they are rarely publicly acknowledged or explicitly addressed. The study indicates that the core barrier is called poor vertical communication. It not only hinders strategy implementation, it also prevents discussion of the barriers themselves.

Similarly, Katsioloudes (2002, pp. 211-212) lists the top ten problems encountered in strategy implementation as:

- More time needed than originally planned;
- Un-anticipated major problems;
- Ineffective coordination of activities;
- Crises that distracted attention away from the task at hand;
- Insufficient capabilities of employees involved;
- Inadequate training and instruction of lower level employees;
- Uncontrollable external environment factors

- Inadequate leadership and direction by departmental manager;
- Poor definition of key implementation tasks and activities and;
- Inadequate monitoring of activities by information system

In the same vein, Ikävalko (2005) highlights that heads of organisations perceive several things as problematic such as:

- Taking more time than allocated;
- Major unforeseen problems were occurring during implementation
- Ineffective coordination
- Competing activities and crises that distracted attention from implementation
- Insufficient capacities of employees
- Inadequate training and instruction
- Employees perceived having problems in understanding overall goals
- Leadership and direction

The author Ungerer et al. (2007, pp. 255-256) also specifies strategy implementation difficulties such as:

- Unclear desired direction;
- Lack of energy;
- Lack of commitment;
- Lack of courage and leadership required to mobilise resources;
- Perceiving strategies as fixed;
- An underestimation of the requirements for success (like subject knowledge required and interdependencies between key strategic variables). Emphasis on intellectual talk about strategy rather than actual doing;
- Wanting to plan everything in detail before we move- this is an impractical dream;

- Strategy is only a reality to a selected few. It might be in the heads of a few, but not in the toes of the many;
- Strategy implemented as a once off event, Prototyping, phased roll-outs, version releases etc. would be a better strategy;
- Fear of risk/making mistakes. Learning costs money and someone must be held accountable; and
- Destructive internal competition. Energy is focused internally instead of externally.

Hrebiniak (2005, p. 11) also states that the road to effective strategy execution is full of potholes and dangers such as:

- Planning and execution being interdependent
- Execution takes time
- Execution involves many people
- Effective execution involves managers across all hierarchical levels

The author identified in Hrebiniak (2005, p. 2) additional execution challenges being-

- The culture of the organisation and how it was not appropriate for the challenges ahead
- Incentives and how people have been rewarded for seniority or “getting older”, not for performance or competitive achievement.
- The need to overcome problems with traditional functional “silo” in the organisational structure.
- The challenges inherent in managing change as a division adapted to new competitive conditions.

From the above, it is evident that strategy implementation poses several challenges to organisations. It was important for the study to identify the constant prevalent themes that were identified by various authors. The mentioned challenges are all equally important and by no way inferred that the other challenges are not significant. As stated, the study will only focus on the prevalent barriers. These barriers are: Strategy Formulation, Leadership, Organisational Culture, Structure, Resources, Incentives, Communication.

2.7 Which factors contribute to successful strategy implementation?

A study conducted by Brenes, Mena and Molina (2007, p. 591) on strategy implementation in Latin American organisations identified five key dimensions in strategy implementation. These dimensions or key success factors include strategy formulation process, systematic execution, implementation control and follow-up, CEO's leadership and suitable, motivated management and employees, and finally corporate governance (board and shareholders) leading the change.

- Strategy formulation process has to do with all the mechanisms contributing to the formulation of the organisational strategy. The researchers argue that the first consideration is to what extent the process has been consciously and formally developed and if the environment (external and internal) in which the organisation operates has been properly surveyed in an extensive, systematic and analytical manner. Long-term vision is also a component in ensuring effective contributions from the strategy formulation process to the implementation of the chosen organisational strategy.

-
- Systematic execution refers to action taken by the organisation to implement the strategy. The major consideration is the degree to which the organisation has succeeded in establishing a priority system for each action to be implemented. Other components include organisational culture, structure, work and information systems, business processes, and lastly effective delegation for decision-making on individuals who are responsible for implementing the various strategic actions required.
 - Implementation control and follow-up focuses on what the organisation put in place to regularly evaluate and control implementation progress. These could *inter alia* include performance management systems, monitoring tools, and a culture of top management periodical control and follow-up. Feedback on performance and continuous contracts of performance against original plan complete the performance chain.
 - CEO's leadership and suitable, motivated management and employees are also critical in attaining success. Implementation becomes complex in the absence of CEO commitment, communication and leadership. . Managers and employees are equally important in the execution of the strategy.
 - The corporate governance leading the change refers to the corporate governance system that must be fully committed at every level to strategic change -to a point of driving and leading it. All stakeholders must be ready and committed to support management in this process.
-

Similarly, Hrebiniak (2005, pp. 22-25) indicates there are critical issues in making strategy work such as-

- Develop a model to guide execution of decisions and actions

Managers need a logical model to guide execution and actions. Without guidelines, importance is not equally perceived, resulting in uncoordinated, divergent and conflicting decisions and actions. Without a logical approach execution suffers, because managers don't know what steps to take and by when. Having a model or roadmap affects execution success.

- Understanding how the creation of strategy affects the execution of strategy.
Remembering that sound strategy comes first.

Strategy is the beginning. Execution is dependent on something to be executed. Strategy drives the development of capabilities and skills necessary for business success. Critical questions include: What aspects of strategy and planning impact execution outcomes? What is the relationship between corporate and business strategies? How does their interaction affect execution outcomes?

- Managing change effectively, include culture change.

Strategy implementation involves change. Not handling change well, will lead to disastrous implementation efforts. Change management is more than keeping people happy or reducing resistance; it means knowing tactics or steps needed to manage the implementation process over time.

- Understanding power or influence and using it for execution success.

An implementation programme that contradicts the power or influence structure of the organisation is doomed to fail. Power is more than individual personality or position.

Power reflects strategy, structure, critical dependencies on capabilities and scarce resources. Knowing what power is, can impact success or failure of strategy implementation.

- Developing organisational structures that foster information sharing, coordination, and clear accountability.

Knowing how to achieve coordination and information sharing is complex especially where organisations is geographically dispersed. Managers are not very eager to share information or work with their colleagues to coordinate activities and achieve strategic and short-term goals.

Managers must know who's doing what, when and why as well as who's accountable for key steps in the execution process. Without clear responsibility and accountability, execution programmes cannot be achieved.

- Developing effective controls and feedback mechanisms

Making strategy work requires feedback about organisational performance and also using that information to fine-tune strategy, objectives and the execution processes.

- Knowing how to create an execution-supportive culture

Organisations must develop an execution supportive culture; execution requires a culture of achievement, discipline and ownership.

- Exercising executive-biased leadership

Leadership must be execution driven; they must drive the organisation to execution success. It must motivate ownership of and commitment to the execution process.

Hrebiniak (2005) illustrates the model of strategy execution and how the model indicates the key execution related decisions and actions. However, more of the model shall be explored later in this Chapter.

When managers are trained to plan, and not trained to execute, successful execution of strategy becomes less likely and more problematic. Thus training should incorporate both planning and execution Hrebiniak (2005, p. 6)

This argument is supported by Katoma (2009) in his research in the LAC on the role of middle managers in strategy execution - which indicates that managers play a critical role in the execution of organisational strategies in this LAC.

Ehlers and Lazenby (2004, p. 181) distinguished between two types of drivers that lead to strategy implementation: structure and human drivers.

The structural drivers of strategy implementation are:

- Organisational structure
- Resource allocation

The human drivers of strategy implementation are:

- Organisational culture
- Leadership and reward systems

Katsioloudes (2002, pp. 212-229) focused on some variables that could reduce or minimize some of the identified problems:

- Programs, Budgets and Procedures
- Organisational Structure as a Strategic Implementation Variable
- Organisational Culture as a Strategic Implementation Variable
- Managerial Leadership as a Strategic Implementation Variable

Literature indicated various drivers, if used or applied correctly, can lead to successful strategy implementation. Equally, it was important for the study to identify specific drivers which were identified by various authors.

The mentioned drivers are all equally important and by no way inferred that the other drivers are not significant. As stated, the study will only focus on the prevalent drivers, namely; Leadership, Organisational Culture, Structure, Resources, and Incentives.

2.8 How does strategy implementation within Local Authorities differ from profit driven organisations?

Yang et al. (2008, p.10) state there has been no studies comparing similarities and differences of strategy implementation among private corporations and state-owned corporations, or amongst local firms or multinational firms. The specific differences in these organisations are thus not known, and that this is clearly another avenue for future research.

2.9 What models exist for strategy implementation?

The researcher Hrebiniak (2005) developed a model for making strategy work. The researcher states that successful execution/ implementation involves decisions about strategy structure, coordination, information sharing, incentives and controls. Such decisions take place in an organisational context of power, culture, leadership and managed change. In order to understand how the strategy works, the interaction between key decisions and contextual forces must also be understood. The model reflects the logical flow of execution and decisions.



Figure 2. 1 The Strategy Execution Model: Key Decisions and Actions

Source: Adopted from *Strategy Work*, Hrebiniak (2005, p. 3)

Bourgeois III and Brodwin (1984) explored five process approaches for strategy implementation:

- Commander model
- Change model
- Collaborative model
- Cultural model
- Crescive model.

The Commander model mainly focuses on the strategic position and this should guide/ direct the Chief Executive Officer (CEO) in charting the organisational future. In this model the CEO can use economic and competitive analyses to allocate resources in the achievement of goals.

The Change model highlights the importance of how organisational structure, incentives, compensation, and control systems can be used to facilitate the implementation of strategy.

The Collaborative model concentrates on group decision-making at a senior management level and the involvement of top management in the formulation process to ensure commitment.

The Culture model uses culture to implement strategy.

The Crescive model highlights managers' preferences to develop new opportunities and see themselves in the course of their day-to-day management.

Table 2 2 Five models in brief

Model	The CEO's strategic question	CEO's role
I. Commander	'How do I formulate the optimum?'	Rational actor
II. Change	'I have a strategy in mind; now how do I implement it?'	Architect
III. Collaborative	'How do I involve top management to get commitment to strategies from the?'	Co-ordinator
IV. Cultural	'How do I involve top the whole organisation in implementation?'	Coach
V. Crescive	How do I encourage managers to come forward as champions of sound strategies?'	Premise-setter and judge

According to Yang et al. (2008, p. 11) there are individual factors that influence strategy implementation, they are: strategy formulation process, strategy executors (managers and employees), organisational structure, communication activities, the level of commitment for the strategy, consensus regarding the strategy, relationships among different units/departments and different strategy levels, employed implementation tactics, and the administrative system in place.

Yang et al. (2008, p. 30) refers to the strategy implementation framework of Noble (1999) that is organised around four major stages of the implementation efforts: pre-implementation, organising the implementation effort, managing the implementation process and, maximising cross-functional performance.

There are five managerial levers for these implementation phases: goals, organisational structure, leadership, communications, and incentives. According to Noble, the management of these factors changes through the implementation stages (although they are all important in every single phase). The framework is depicted in the table underneath.

Table 2.3 Noble's (1999a) Strategy Implementation Framework

LEVERS	STAGES			
	Pre-Implementation	Organising the Implementation Effort	Managing the implementation process	Maximising Cross-functional Performance
Goals	Ensure that all managers are aware of the strategic goals of the firm	Introduce goals of the strategy being implemented, including fit	Maintain the flexible to adapt goals based on environmental changes.	Develop and focus on common goals to encourage cross-

		within the firm's broader strategic vision		functional cohesiveness
Organisational structure	Ensure that functional areas have the slack resources needed to be able to contribute an implementation effort	Establish a formal implementation unit and ensure its visibility throughout the firm	Ensure equal representation by all affected functional areas	Temporarily suspend key implementation team member's normal responsibilities to allow them to focus on the implementation effort
Leadership	Develop employees' knowledge and appreciation of multiple functional areas	Establish a 'champion' who has both official cross functional authority and general respect in the firm	Ensure that the leaders show equal attention to all functional-level concerns	Balance visible and charismatic leadership with a maintenance of autonomy for functional-level implementation efforts
Communications	Maintain regular cross-functional communications to foster understanding and appreciation	Discuss and resolve implementation details early in the process	Update implementation team frequently on progress and change in objectives	Communicate implementation progress across the entire organisation to foster buy-in
Incentives	Reward the development of cross-functional skills.	Develop time and performance-based incentives for implementation team while lessening traditional functional incentives	Adjust incentives as strategy and environmental conditions change during implementation	Establish visible and consistent cross-functional rewards for successful implementation efforts

Source: *Adopted from Making Strategy Work: A literature review on factors influencing strategy implementation, Yang et al. (2008, pp. 30-31)*

2.10 What performance indicators are used to measure and improve strategy implementation in Local Authorities?

The study by Mwijuma et al. (2013, p. 146) explored how the Balanced Scorecard (BSC) is adopted as a tool for measuring effectiveness of strategy implementation in public organisations. In an effort to understand strategy usage in Local Authorities the study adopted the Balanced Scorecard as an approach for assessing an organisation's performance in four major perspectives: Financial, Customer-Market, Internal Processes, and Learning and Growth.

The research was conducted in five (5) Kenyan Local Authorities. The research gathered data to determine to what extent the Local Authorities achieved their set objectives in the four perspectives of organisational performance (using the Balanced Scorecard approach). The results reflected that Local Authorities are successful in achieving their objectives in various degrees.

The research further indicated that strategy implementation mainly depends on how the process is managed. It is indicated that once the Local Authority has set the activities in motion to secure resources and defined a timeframe to attain the set objectives, the implementation team must monitor the project - identifying and highlighting the milestones. Local Authorities perform a key role in the provision of services in the areas of its mandate. The researchers states that Local Authorities will benefit significantly from the finding in terms of articulating the four balanced scorecard perspectives - in their attempt to measure the effectiveness of strategy implementation within Local Authorities, Mwijuma et al. (2013, p. 151)

The researchers Mwijuma et al. (2013, p. 147) *quotes* Johnsen (2001) who indicates that the Balanced Scorecard can be functional in public organisations;

1. “It is a versatile tool for developing, discussing and selecting the most relevant decision-making and performance indicators in public entities.
2. It educates busy stakeholders, managers and employees in management control in public sector. In the municipal context, performance evaluation is usually an important element in management and the emphasis is shifting from inputs and observing and rules to outputs and quantitative outputs as quoted by (Pollitt & Bouckaert, 2000). BSC constitutes an important management tool to facilitate this management style in governmental institutions (Ho& Chan, 2002; Wisniewski &Olafsson 2004; Chan, 2004).”

The researchers also quote Wisniewski and Olafsson (2004) who identified six significant aspects for the development of BSC in Local Authorities:

1. “The process is as important as the product;
2. Strategy mapping is an essential element for successful implementation of the BSC;
3. Whilst the four traditional perspectives may be adequate, they frequently need relabeling to maintain their relevance;
4. The BSC process is difficult for Local Authorities that are pressed for time and resources, which are common in current circumstances

where elected representatives prefer to see resources allocated to frontline service delivery rather than back-office activities;

5. There needs to be a determined commitment to the process from senior management and, at the same time, a visible and direct benefit to those staff that will develop and use the scorecards.
6. There are considerable difficulties in joining up scorecards across different part of a Local Authority, given the complexity of different Council services, but the use of strategy maps can make it easier.”

Chang (2006), Niven (2003) and Wilson et al. (2003) were quoted by the researchers and indicated that the authors stated that the BSC is a good instrument in the settings of public organisations. In different countries the BSC is proven as a well-accepted management practice within the public sector.

2.11 Conceptual model

The following section provides a conceptual model, demonstrating the key argument for the research. The literature discussed earlier in the chapter [confirmed by Yang, Guohui and Eppler (2008, pp. 5-6)] stated that there is no universal accepted definition of strategy implementation, but these researchers has identified three distinct conceptions.

The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach treats strategy implementation as a series of more or less

concerted (but often parallel) actions and examines these actions from a behavioural perspective. Some authors combine the process perspective and behaviour perspective as a third approach, which is labelled as a hybrid perspective. For the purpose of the study the researcher concurs that strategy implementation occurs at both process and behavioural level, therefore adopting the hybrid perspective.

As the study is exploratory in nature it focuses on exploring a current topic (strategy implementation) from a different perspective (Local Authority Councils). The research follows a case study approach, using a LAC in Namibia as a single-organisation case study. The barriers/inhibiting factors as well as drivers of strategy implementation will be explored in the context of the specific LAC.

Literature indicated that various researchers identified barriers/inhibiting factors that impacts strategy implementation. The mentioned barriers/inhibiting factors are all equally important and by no way inferred that the other challenges are not significant. As stated, the study will only focus on the prevalent barriers. These barriers are: Strategy Formulation, Leadership, Organisational Culture, Structure, Resources, Incentives and Communication. Likewise several researchers identified drivers of strategy implementation, which, if used or applied correctly, can lead to successful strategy implementation. It was also important for the study to identify specific drivers which were identified by various authors.

The mentioned drivers are all equally important and by no way inferred that the other drivers are not significant. As stated, the study will only focus on

the prevalent drivers, namely; **Leadership, Organisational Culture, Structure, Resources and Incentives.**

Furthermore, the intention of the research was to identify which strategy implementation models exist and what performance indicators are used for measure strategy implementation in LAC's. The literature which highlighted the available models is limited, and thus points towards an opportunity for further research.

Chang (2006), Niven (2003) and Wilson et al. (2003) were quoted by the researchers. The authors stated that the BSC is a suitable instrument in the settings of public organisations. In different countries the BSC is proven as a well-accepted management practice within the public sector.

2.12 Summary

This chapter reviewed literature on barriers/inhibiting factors, drivers and models of strategy implementation. The literature further explored the types of performance indicators that can measure strategy implementation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to describe the research methodology and design used as part of the study. The chapter will further explain the type of sampling applied for the purpose of collecting data and gathering information, the research instruments used, how data was collected as well as the data analysis. The study took cognisance of specific ethical considerations and it will be explained as part of the chapter.

3.2 Research design

The author Salkind (2012, p. 397) defines research design as the method of investigation chosen by the researcher to conduct data collection and analysis. Welman and Kruger (2000, p. 46) define a research design as a plan according to which we obtain research participants (subjects) and collect information from them.

However, Saunders et al. (2012, p. 680) define research design as a framework for the collection and analysis of data to answer research questions and meet research objectives, providing reasoned justification for choice of data sources, collection methods and analysis.

From the above, it is evident that research design is a plan of how the researcher undertakes to answer the research questions, specify the sources of data collection, and how data will be collected and analysed.

As stated in chapter 1, the primary/overall objective of the study is to assess the characteristics of strategy implementation in a Local Authority Council (LAC). The secondary objectives of the study are to investigate the following as a means of achieving the primary/overall objective:

- To identify barriers inhibiting factors of strategy implementation;
- To determine the drivers of successful strategy implementation;
- To explore which strategy implementation models exists;
- To determine the performance indicators to measure strategy implementation in Local Authority Councils.

The study is exploratory in the sense that it focuses on exploring a current topic (strategy implementation) from a different perspective (Local Authority Councils). Saunders et al. (2012, p. 670) define exploratory research as research that focuses on studying a situation or a problem in order to explain the relationships between variables.

The research design for the particular study will be a multiple method research design. The multiple method research design is a mixture of both qualitative and quantitative research design.

Saunders et al. (2012, p. 161) state that one way to differentiate quantitative research from qualitative research is to distinguish between

numeric data (numbers) and non-numeric data (words, images, video clips and other similar material).

In this way, quantitative research is often used as a synonym for any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data.

In contrast, qualitative research is often used as a synonym for any data collection technique (such as interview) or analysis procedure (such as categorising data) that generates or uses non-numerical data.

Due to the nature of this research, the mixture of qualitative and quantitative design will be employed to enhance a better understanding of the research problem and equally provide a description of the LAC problems associated with strategy implementation. It will further solicit ideas on available models and indicators to measure and improve strategy implementation.

3.3 Research strategy

Saunders et al. (2012, p. 680) define a research strategy as a general plan of how the researcher will go about answering the research question(s).

Research questions are the key question that the research process will address - or one of the key questions that it will address. The research question/s is generally the precursor of the research objectives according to Saunders et al. (2012, p. 680). The study aims to answer the following research questions:

- What are the barriers inhibiting strategy implementation?

- What are the drivers of successful strategy implementation?

- Which strategy implementation models exist?

- What performance indicators are used to measure strategy implementation in Local Authority Councils?

The research follows a case study approach, using a LAC in Namibia as a single-organisation case study. The author Yin (as cited in Farquhar, 2012, p. 5) defines case study research as:

“A case study is an empirical inquiry that investigates a contemporary phenomenon in-depth and within its real-life context, especially when the boundaries between phenomenon and context are clearly evident.”

The author indicates that through case study research the researcher will gain particular understanding or insight into whatever was chosen to research which usually is a contemporary phenomenon. This research allows the researcher to look at the phenomenon in context, where it is actually taking place, for example in an organisation, country or even in a university.

The author, Farquhar (2012) further refers to another definition of Stake who indicates case study research is:

“that we enter the scene with a sincere interest in learning how [actors] function in ordinary pursuits and milieus and with a willingness to put aside many presumptions while we learn.”

Case studies are empirical investigations in that they are based on knowledge and experience.

The above as background, forms the basis for consideration to pursue case study research as a research strategy.

3.4 Research methodology

Under the research methodology section the research paradigm, approach, instrument, population, unit of analysis/sample frame and the sample was discussed.

3.4.1 Research approach

This study followed a mixed method research approach and focused on explorative research. The author Creswell (2014, p. 4) states that mixed method research is an approach to inquiry involving the collection of both qualitative and quantitative data, integrating the two forms of data and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach on its own.

3.4.2 Research instruments

The two research instruments used were a questionnaire distributed to a broader targeted participant pool and semi-structured interviews for a more specific research participant pool.

According to Saunders et al. (2012, p. 678) a questionnaire is a general term including all data collection techniques in which a person is asked to respond to the same set of questions in a predetermined order.

Hofstee (as cited in Fourie, 2007) described questionnaires as a form of structured interviewing, where all the respondents were asked the same set of questions and are often offered the same options in answering these questions. However, it is usually better to avoid this as far as possible as respondents may differ in their ability and willingness to write answers, and that answers to open ended questions may be difficult to analyse.

As part of the literature review, a doctoral study on the role of strategic leadership in strategy implementation by Fourie (2007) was studied. When developing the questionnaire for this particular study, some parts (Section B) of the research instrument (Annexure A) were found applicable to this particular study. The considerations for using the questionnaire are as follows:

- No re-inventing of the wheel.
- The clarity and logical order of the questions.
- The fact that each section of the questionnaire related to a particular research topic and was found relevant to the literature reviewed.
- Questions were short, simple and to the point.

- Questions were neutrally phrased.

Some parts of the above-mentioned questionnaire formed part of Section B of the questionnaire of this study. It was necessary to further enhance and customise the questionnaire for the purpose of this specific study, attached as Annexure B. The questionnaire was accompanied by a covering letter that provided the following information:

- Information pertaining to the researcher
- Reasons why the study is conducted
- Ensuring respondents anonymity
- Contact details of researcher
- Consent of the participant

The questionnaire had a sufficient number of questions for the collection of data required in response to the primary and secondary research objectives. Care was given not to ask too many questions, as it could discourage the participant in completing the questionnaire. This could have a negative impact on the final response rate. The questionnaire consisted of sections A and B. Section A consisted of biographic information of the respondent as well as additional information:

- Department (e.g. Electricity, Human Resources etc.) the participant is currently working in.
 - Division (e.g. Building Maintenance, Bulk Water and Waste Water etc.)
-

- Gender
- Age
- Highest level of education/qualifications
- Highest level of managerial training attended (i.e. Executive/Senior/Middle Management Programme)
- Job level (e.g. Councilor, Strategic Executive, Divisional Head, and Specialist)
- Years of total work experience
- Working experience in current job/position

Section B focused on the current status and importance of strategy implementation, as well as barriers to, and drivers of strategy implementation.

The draft questionnaire was tested and refined before being distributed to the respondents. The pilot study consisted out of four individuals. The purpose of the pilot was to determine if difficulties existed in the completion of the questionnaire. The feedback/comments received were studied and comments were incorporated before the questionnaire was finally distributed.

The second research instrument used was semi-structured interviews. The interviewer commences with a set of interview themes, but is prepared to vary the order in which questions are asked and to ask new questions in the context of the research situation [as indicated by Saunders et al. (2012, p. 681)].

The semi-structured interviews were conducted using a list of questions (Annexure C). The questions were open-ended, where after probing questions

were used to allow the respondent to elaborate. Along with the questionnaire a letter was provided with the following information:

- Information pertaining to the researcher
- Reasons why the study is conducted
- Ensuring respondents anonymity
- Contact details of researcher

3.4.3 Population

The actual strength of the LAC in terms of its fixed establishment on 30th April 2013 was 2700 staff members (excluding Councilors) - as confirmed by the Human Resources Department (Staffing and Remuneration Division). Operational staff members accounted for 2684 and management 116 (inclusive Councilors). The Councilors (15) are usually not on the organisational establishment but will form part of the management cadre for the purpose of this study.

For the purpose of this study, the population (131) shall be limited to the management cadre only, consisting of the following:

- Councilors (15)
 - Chief Executive Officer (1)
 - Departmental Heads/Strategic Executives (9)
 - Managers/Divisional Heads(46)
 - Specialists (60)
-

The survey is a cross-sectional assessment conducted among the management of the LAC. Cross-sectional is defined as the variety of descriptive or observational epidemiology that can be conducted on representative samples of a population. That aims to describe the characteristics of strategy implementation and other factors of interest as they exist in a specified population at a particular time, without regard for what may have preceded or precipitated the strategy implementation status the time of the study. The underneath figure 3.1 depicts the total population (131) per Department and Council.

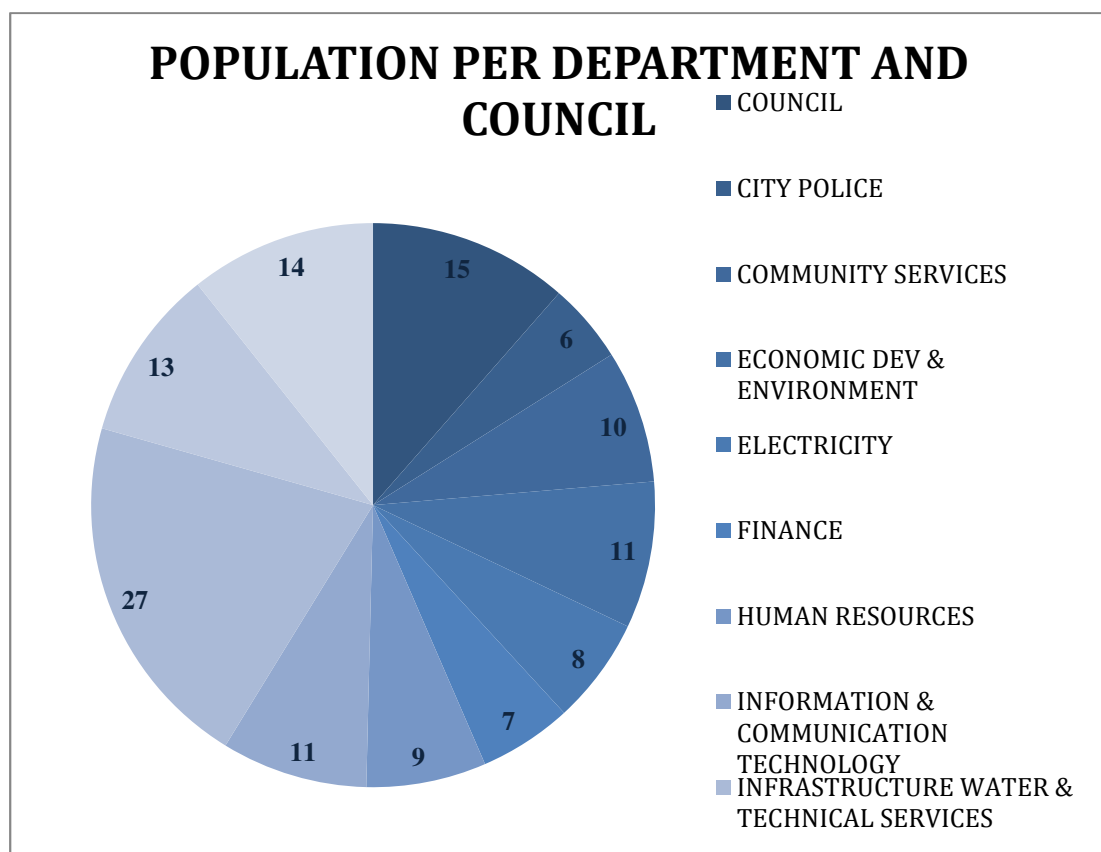


Figure 3. 1 Population per department and Council

Figure 3.1 presents the population per Department and Council shows the total population (131) per Department and Council. The Infrastructure, Water and Technical Services Department is the largest Department within the LAC, hence the largest number (27) of participants.

3.4.4 Unit of analysis/sample frame

One of the most important aspects of a survey is to define the population and how to get access to such population to select samples from it. The sampling frame used was the list of management cadre, inclusive of the Councillors at the LAC. The selected sample size included both males and females regardless of ethnicity.

Saunders et al. (2012, p. 262) indicates the sampling frame for any probability sample is a complete list of all the cases in the population from which your sample is drawn. The consideration for selecting the unit of analysis is the fact that management represents the overseers and implementers of strategy.

3.4.5 Sample

The sample size was determined under the probability proportionate to size (PPS) design. In determining the sample size the following facts were taken into consideration.

n = first estimate of sample size (minimum sample size for large population)

e = Margin of error is fixed at 1%

K = Desired confidence level 95% where the critical value K = 1.96

p = estimated prevalence (proportion) in target population is 50% (0.5)

q = 1-p (0.5)

The following formula was used for the calculation of the sample:

$$n = \frac{k^2 pq}{E^2} \text{ where } n \text{ is the sample size and } q = 1 - p$$

$$n = \frac{(1.96)(1.96)(0.5)(0.5)}{0.1(0.1)} = \mathbf{96}$$

For both the purpose of the questionnaire and the semi-structured interviews the research participants were selected through purposive sampling. According to Saunders et al. (2012, p. 287) the researcher, in using the purposive sampling method, needs to use judgment as to which respondents will best enable the researcher to answer the research questions to meet the research objectives. For this reason 'purposive sampling' is also known as 'judgmental sampling'. Purposive samples cannot be considered to be statistically representative of the total population, as can be seen from the study as well. The sample for the questionnaires is ninety six (96) and for the semi-structured interviews three (3).

3.5 Data collection

As part of the research procedure of the specific LAC, research approval had to be obtained at two platforms. Both the Chief Executive Officer (attached Annexure D) as well as the Strategic Executive Forum (LAC, 2013) provided approval.

Thereafter, under the signature of the Chief Executive, a memorandum (attached as Annexure E) was forwarded to the Councilors to inform them of the research and to mobilise the necessary support. The various communiques contributed to the high response rate (87.5%) - that will be discussed further on.

The self-completed questionnaires (usually completed by respondents) was delivered by hand to the respondent and collected by the researcher. The respondents were situated at various workstations of the LAC. Although the questionnaires were self-explanatory, the researcher ensured that the respondent understood the questions and was accessible if anything was not clear. In total one- hundred- and thirty- one (131) questionnaires were distributed, even though the sample size was only 96. A total of 84 questionnaires were received back, indicating a response rate of 87.5%. Through interview scheduling the interviews were conducted, recorded and transcribed to provide a true reflection of the interviews held.

In addition to the above, the data collected was through the primary research methodology (questionnaires and interviews). Whereas, secondary data were obtained from various reports of the LAC, previous research/studies on the same research topic, and other sources such as books, journals and the use of the internet.

3.6 Data analysis

Validity and reliability are important criteria and key characteristics of research quality.

According to Saunders et al. (2012, p. 684) validity is the extent to which data collection method(s) accurately measure what they were intended to measure. The extent to which the research findings are really about what they profess to be about.

From the above, it is evident that validity as a concept, examines the end-result of the measurement. It asks the question whether what was intended to be measured was in actual fact measured. Reliability in turn, is the extent to which data collection technique(s) will yield consistent findings, similar observations be made or conclusions reached by other researchers or if there will be is transparency in how sense was made from the raw data as defined by Saunders et al. (2012, p. 680).

The analysis of research data and information was be done by the researcher. For the quantitative data, all the data was recorded using numerical codes and a computer software programme. The Statistical Package for Social

Sciences (SPSS) was used to analyse the data. Thereafter statistics, tables and graphs was presented and discussed as results (as depicted in chapter 4).

For the qualitative data, the interviews were recorded for better analysis and the participants were requested permission to allow the interview to be recorded. All recordings were transcribed and common themes, essential to understanding strategy implementation in a LAC, was identified.

3.7 Ethical considerations

Saunders et al. (2012, p. 226) indicates that ethics in the context of research refers to the standards of behavior that guide your conduct in relation to the rights of those who become the subject of your work or are affected by it. The following ethical principles as guided by Saunders et al. (2012, p. 231) will be adhered to, these being:

- Integrity and objectivity of the researcher

The researcher committed herself and acted openly, truthfully, promoted accuracy, avoided deception, dishonesty, or misrepresentation of data and findings.

- Respect for others

The rights of all participants were recognised and their dignity respected as part of the study.

- Avoidance of harm

Any possible harm to participants was avoided.

- Privacy of those taking part

Privacy was at all times protected as part of the study.

- Voluntary nature of participation and right to withdraw

The right not to participate in a research is unchallengeable; this accompanied by the right not to be harassed to participate will be respected.

- Informed consent of those taking part

The LAC's written permission was sought through the Office of the Chief Executive Officer, due to the context of the research. No limitations were imposed on any information, whether sensitive or confidential, and strict research ethics were adhered to.

- Ensuring confidentiality of data and maintenance of anonymity of those taking part

Special precautions were made not to disclose any confidential information or the identities of the participants in the study.

- Responsibility in analysis of data and reporting of findings

The assurance about privacy, anonymity and confidentiality was upheld when data was analysed and reported. Primary data was not made up or altered and results were not falsified.

3.8 Limitations of the Study

The important limitation of this study is the fact that the research is an explorative one. It implies that the study managed to look at the LAC's specific characteristics in implementing strategy and through this, identified its biggest barriers and success factors. The research was employed to a specific LAC and

cannot necessarily be generalised to all Local Authorities and other research settings. The findings are thus case study specific.

3.9 Summary

This chapter outlined the research design, research methodology and research strategy used. The chapter also indicated the type of sampling used for the purpose of collecting data and information, the research instruments used, how data was collected as well as a brief discussion on the data analysis. The study took into consideration ethical considerations related to the study.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings from both the semi-structured interviews and the questionnaires on strategy implementation in a Local Authority Council (LAC). The questions were asked to the management cadre of the LAC whereas the semi-structured interview was directed to selected individuals. Such individual were on different levels within the management cadre, as well as knowledgeable respondents on the topic of strategic implementation or the local authority environment.

Primary data were collected from respondents using a self-administered questionnaire with structured questions consisting of quantitative and qualitative variables. The findings are linked to theories discussed in chapter two of the study.

4.2 Questionnaire and semi-structured interview research findings

4.2.1 Demographic Information (questionnaire)

Section A of the questionnaire aimed to obtain background information regarding the demographic characteristics of the LAC. As stated above the respondents were mainly from the management cadre.

Table 4. 1 Distribution of respondents by department and gender

Department/ Councillors	Male	Female	Total	Total response s
	%	%	%	
Councillors	5.6	6.7	6.0	5
City Police	5.6	0.0	3.6	3
Community Services	7.4	10.0	8.3	7
Economic Development and Environment	3.7	20.0	9.5	8
Electricity	9.3	3.3	7.1	6
Finance	9.3	6.7	8.3	7
Human Resources	9.3	10.0	9.5	8
Information and Communication Technology	14.8	10.0	13.1	11
Infrastructure, Water and Technical Services	24.1	16.7	21.4	18
Office of the Chief Executive Officer	5.6	16.7	9.5	8
Urban Policy and Property Management	5.6	0.0	3.6	3
Total	100	100	100	84

Table 4.1 presents the distribution of respondents by Department and it shows that 21.4% of the respondents were from the Infrastructure, Water and Technical Services Department. This Department is the largest Department within the LAC, hence the larger response rate.

At the City Police Department there is no female representation on management level, thus the 0% female response.

The female respondents from the Urban Policy and Property Management Department did not complete the questionnaires, therefore the 0% response indicated.

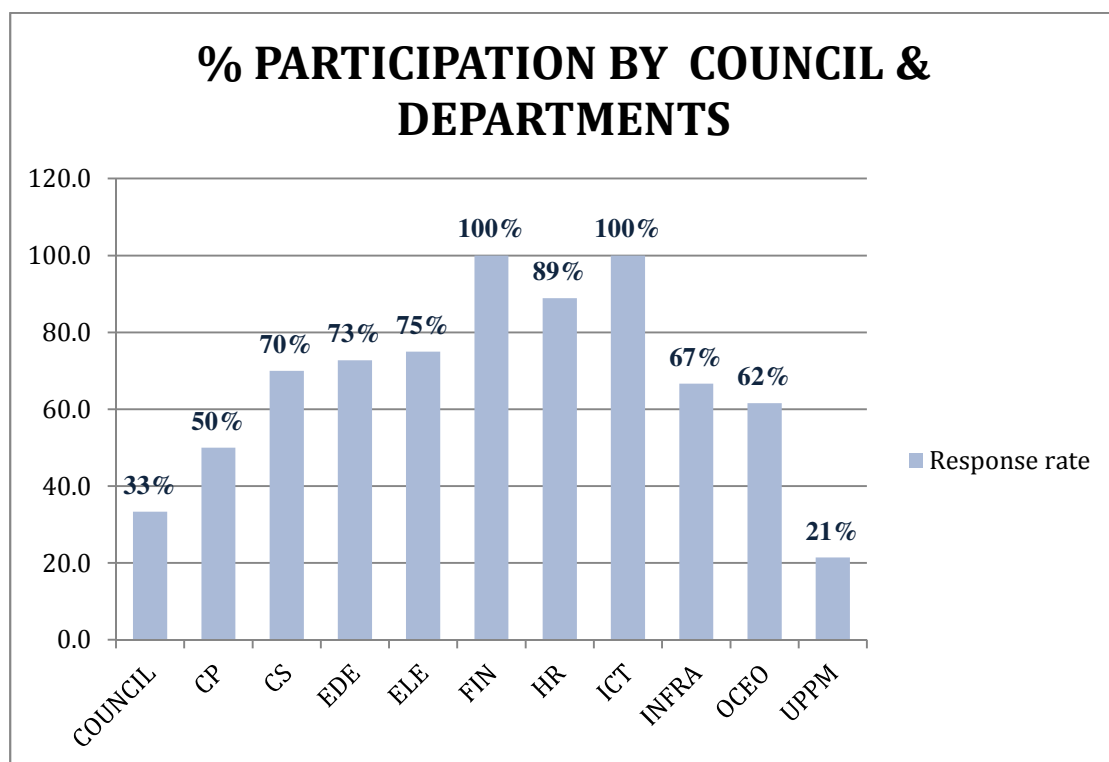


Figure 4. 1 Percentage participation by Council and per Department

Figure 4.1 presents the participation rate by Council and departments with the departments Information, and Communication Technology, and Finance with the highest participation (100%). The Human Resources (89%), Electricity (75%), Economic Development and Environment (73%), Community Services (70%) respectively. The lowest participation was observed with the Urban Planning and Property Management (21%) and Council (33%).

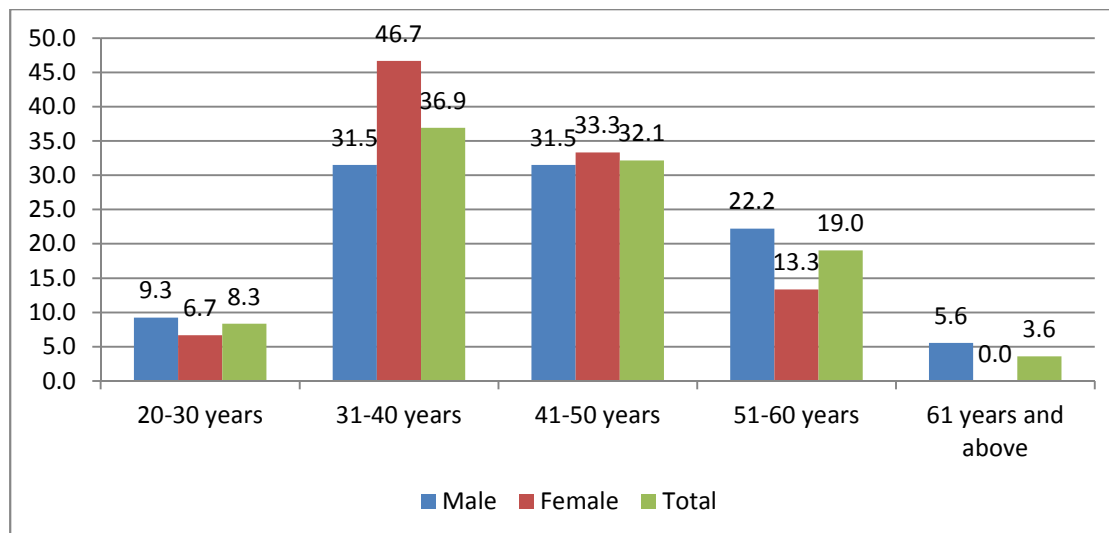


Figure 4. 2 Respondents by age group and gender

Figure 4.2 shows that 36.9% of the respondents are between 31-40 years old; implying the bulk of the targeted group is in this age bracket. The second highest age bracket (32%) is between the ages 41-50. Less than 10% is between the ages 20-30 years and 3.6% is 61 years and above.

More females (46.7%) are in the age group 31-40 years, whereas for the same age group males are only 31.5%. Interesting an equal proportion (31.5%) of males is aged 31-40 years and 41-50 years of age. No female representation exists in this age bracket, 61 years and above.

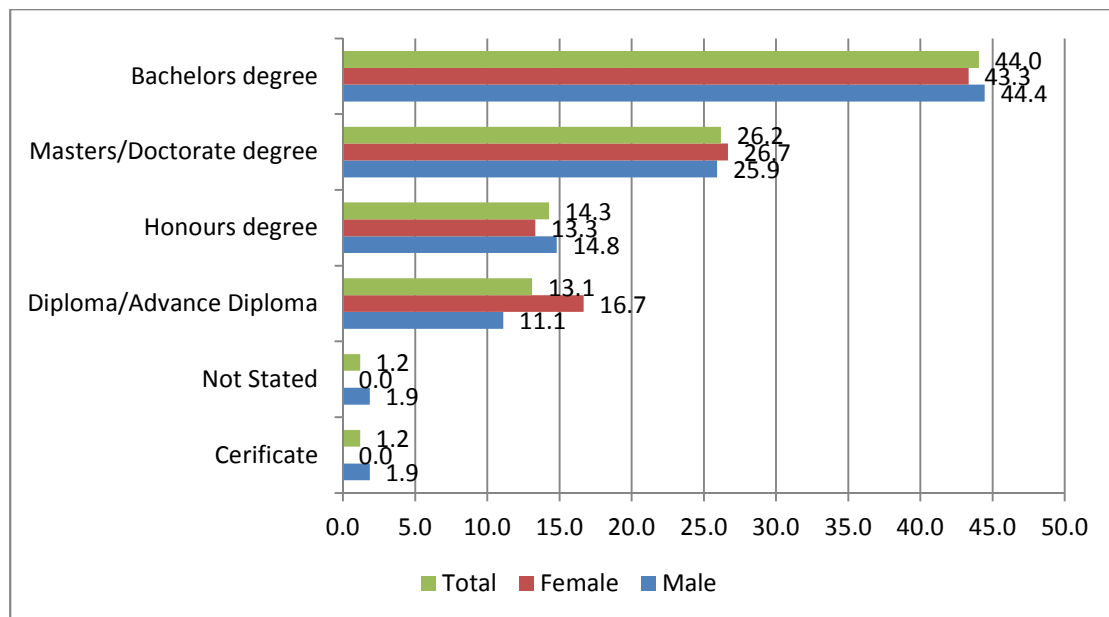


Figure 4.3 Respondents by highest level of education and gender

Figure 4.3 indicates that 44% of the respondents are having a Bachelor degree as the highest level of education completed. More males (44.4%) are having a Bachelor degree as the highest level of education completed.

About 26% of the respondents are having Masters or Doctorate degrees as the highest level of education. The females (26.7%) and males (25.9%) respectively are in possession of either Masters or Doctorate degrees. In total 14.3% of the respondents are in possession of an honours degree. About 13% are in possession of a Diploma/ Advance Diploma while only 1% holds a certificate.

Table 4.2 Respondents by highest level of managerial training attained and gender

Level of Managerial training attended	Male	Female	Total
	%	%	%
Middle management development programme	37.0	50.0	41.7
Senior management development programme	27.8	16.7	23.8
Executive management development programme	5.6	0.0	3.6
None	24.1	33.3	27.4
Other	5.6	0.0	3.6
Total	100	100	100

Table 4.2 shows that 41.7% of the respondents attended middle management development programmes, of which 50% are females and 37% males. More females attended the middle management development programme however; the opposite can be observed where more males (27.8%) attended senior management development programme compared to females (16.7%).

Only male respondents 5% attended the executive management development programme. A total of 27% respondents did not attend any management development programmes, while 5% males attended other management development programmes.

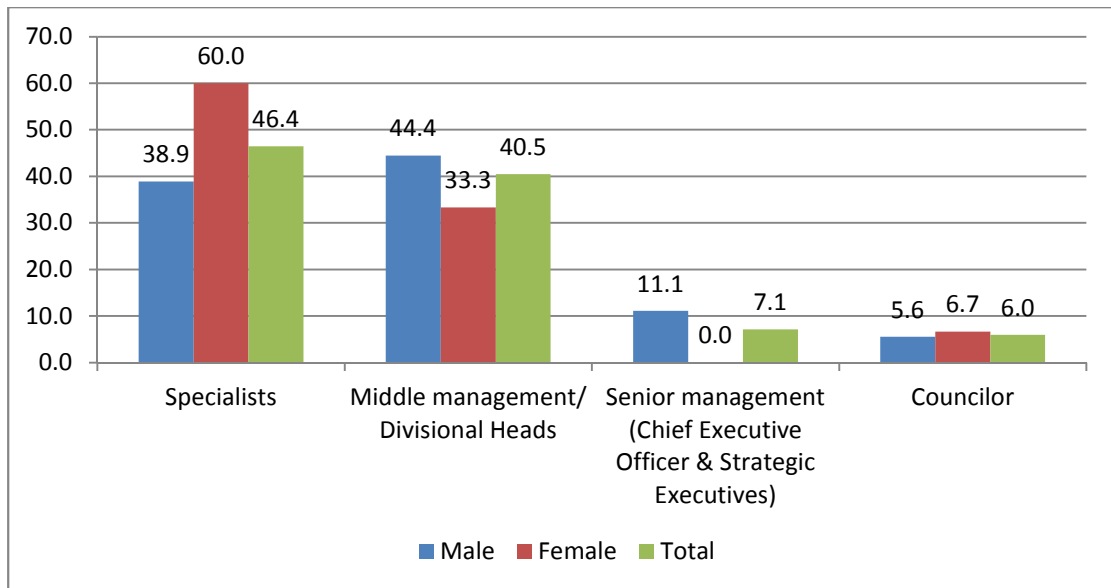


Figure 4.4 Respondents by job level and gender

The majority responses (46.4%) were from the specialists, of which 60% were female specialists. About 40% of the respondents are employed as middle management/divisional heads. The respondents at senior management job level (Chief Executive Officer and Strategic Executives) contribute 7.1% and Councillors 6%, respectively.

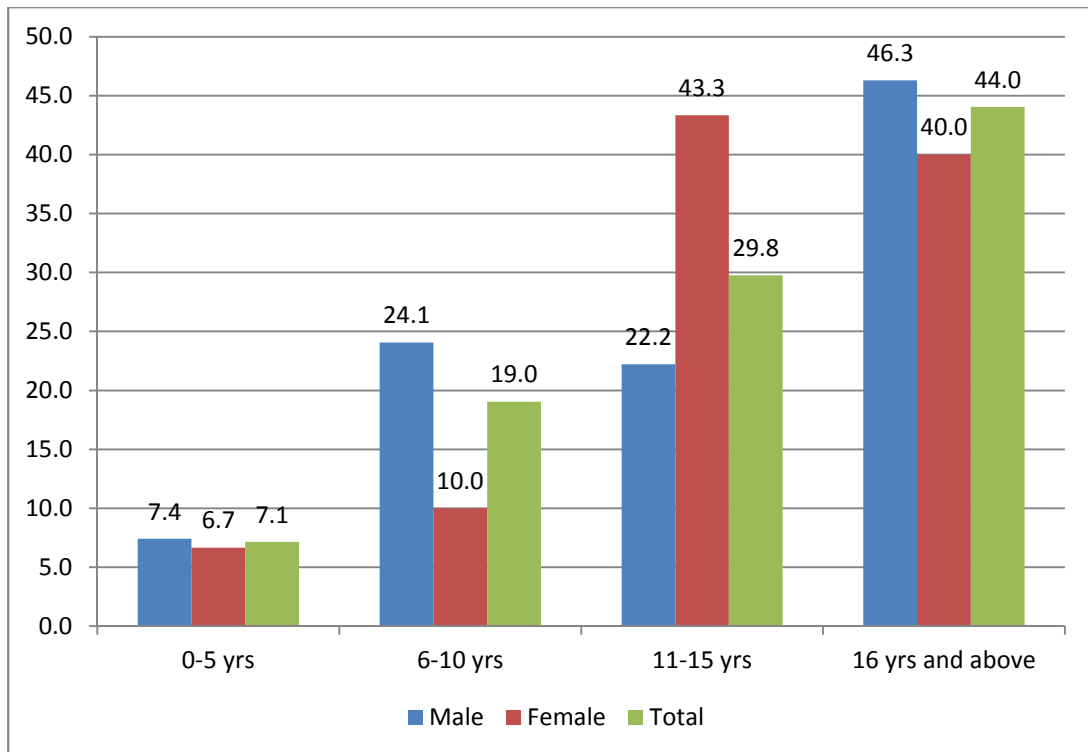


Figure 4.5 Duration of employment by gender

44 % of the respondents worked 16 years and more in the organisation. About 7% worked between 0-5 years. More males than females worked 16 years and more in the organisation.

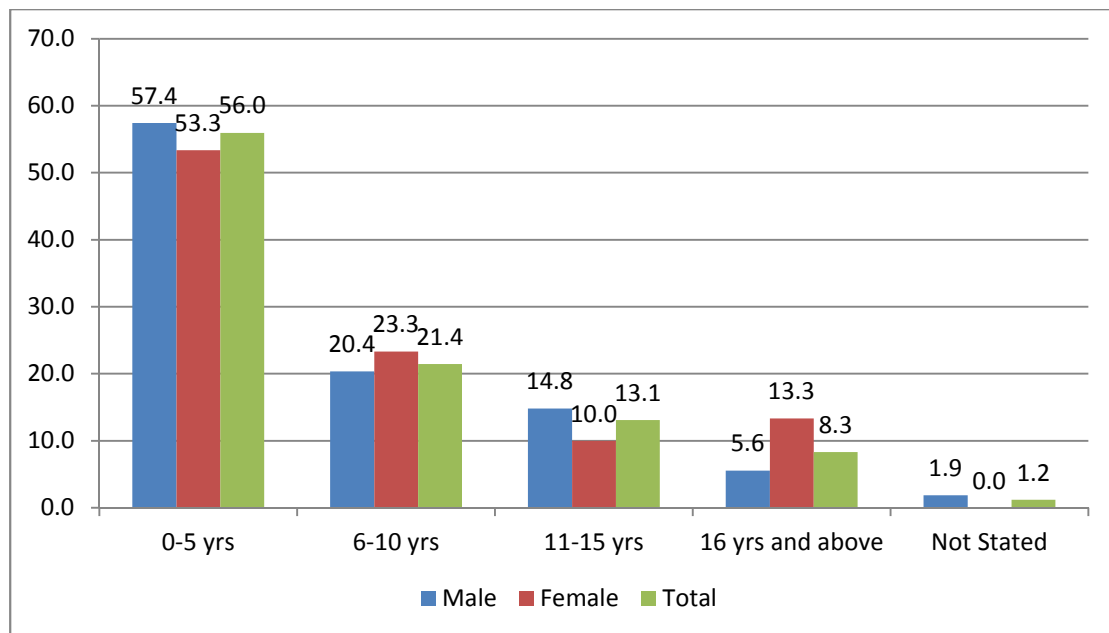


Figure 4.6 Duration of employment in current job by gender

Figure 4.6 shows that currently 56 % of the respondents worked between 0-5 years in their current job. Less than 10% worked 16 years and above in their current job. More females (13.3%) than males worked 16 years and above in their current job.

The above reflected the demographics of the sample group used in this study with regard to biographical information as provided by the respondents for Section A of the questionnaire. The management cadre and councillors were identified as the units of analysis for the study. The specific characteristics of the unit of analysis were collected through primary data collection and include:

- Distribution of respondents by department (e.g. City Police, Community Services etc.)
- Respondents by age group
- Respondents by highest level of education
- Respondents by highest level of managerial training

- Respondents by job level
- Duration of employment by gender
- Duration of employment in current job by gender

4.3 Demographic information (semi-structured interviews)

The background information of the research participants that responded to semi-structured interview questions was as follows:

Table 4. 3 Characteristics of the research participants

PARTICIPANTS	GENDER		INSTITUTION
	MALE	FEMALE	
Chief Executive Officer	√		LAC
Middle Manager/Divisional Head	√		LAC
Specialist		√	LAC
Expert Dr.Minna-Kaarina Forssén University Lecturer		√	Aalto University School of Science Finland
Expert Dr.Heini Ikävalko Postdoctoral Researcher		√	

The above reflected the characteristics of the research participants that were interviewed. An opportunity was granted to meet Dr. Heini Ikävalko, a renowned researcher on strategy implementation. Dr.Minna-Kaarina Forssén also attended the meeting which was held on 25th October 2013, Finland.

The platform was used to ask critical questions pertaining to strategy implementation and to gain additional insight on the topic. The other three participants are currently working at the LAC.

4.4 Strategy implementation

Section B of the questionnaire aimed to obtain information regarding the perception of respondents on strategy implementation in the LAC. They were asked to indicate the current status of strategy implementation as well as the importance of strategy implementation. The questionnaire was divided into specific elements/themes and under each theme specific questions had to be answered by the respondents in terms of current status as well as importance.

Under the current status the respondents had the options of selecting: no extent, small extent, moderate extent, large or very large extent. For the purposes of analysis the 'large and very large extent' options were merged and will be discussed accordingly.

Table 4.4 Respondents perceptions on the current status of strategy formulation at the LAC

STRATEGY FORMULATION	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%
SF1: Strategy of Council is realistic	1.2	10.7	38.1	46.4	3.6	100
SF2: Staff members' opportunity to influence strategy formulation	6.0	36.9	31.0	25.0	1.2	100
SF3: Council members' opportunity to influence strategy formulation	1.2	7.1	11.9	78.6	1.2	100
SF4: Council is better at formulating than at implementing strategy	4.8	7.1	33.3	52.4	2.4	100
SF5: A gap exists between strategy formulation and implementation	0.0	6.0	19.0	72.6	2.4	100

SF6: Existing business information and statistics are used in strategy formulation.	3.6	23.8	46.4	26.2	0.0	100
SF7: External environment (Political, Social, Legal, Environmental, and Economic etc.) plays a role in strategy formulation.	1.2	2.4	13.1	82.1	1.2	100
SF8: Internal environment (Strengths and Weaknesses) plays a role in strategy formulation.	1.2	15.5	22.6	58.3	2.4	100

Table 4.4 presents the perception of respondents on the current status of strategy formulation of the LAC and it shows that 46.4% of the respondents indicated that the strategy of the LAC is realistic- to a large or very large extent.

Close to 37% indicated that staff members have the opportunity to influence strategy formulation to a small extent. If the responses of no extent (6%), small extent (36.9%) and moderate extent (31.0%) are added, it implies that approximately 73.9% of the respondents view the opportunity to influence strategy as limited.

Approximately 78% of the respondents are of the opinion that Council members have a better (large/very large) opportunity of influencing strategy formulation. About 52.4% indicated that Council is better (large/very large extent) at formulating strategy than implementing strategy.

Close to 73% feel that a gap exists between strategy formulation and strategy implementation - to a large/very large extent. About 46% indicated that the use of existing business information and statistics in strategy formulation is moderate. Respondents (82%) feel that external environment, such as political, social, legal, environmental and economic factors plays a role in strategy

formulation to a large/very large extent. About 58% indicated that the internal environment such as strengths and weaknesses plays a large/very large role in strategy formulation.

Interviewee B is of the opinion that “ a basic understanding of Strategy, I believe it is there, in terms of the theoretical aspect like base practices and how to implement and how to identify and all of that, I think there is generally a lack of understanding which can be brought about by training and development interventions. The basic understanding of strategy is there, but there is a strong need to improve that to elevate it to a different level.”

When the statement was made in the context of the LAC, the challenge that emerged is the level of competence and understanding of decision makers pertaining to Strategy. Kaarina Forssén (2013) confirmed that this is similar in Finland.

Ikävalko (2013) explains that after every election, when new party members become Councillors, the persons do not necessarily have the knowledge of Strategy or how the Local Authority functions. It requires a lot of effort to educate and bring all on par in terms of Strategy and other related Local Authority issues.

Table 4.5 Respondents' perception on the importance of strategy formulation at the LAC

STRATEGY FORMULATION	IMPORTANCE						
	Not	Low	Medium	High	Critical	Not Stated	Total
	%	%	%	%	%	%	%
Strategy of Council is realistic	0.0	2.4	13.1	41.7	36.9	6.0	100
Staff members have the opportunity to influence strategy formulation	0.0	3.6	15.5	45.2	28.6	7.1	100
Council members have the opportunity to influence strategy implementation	0.0	3.6	21.4	36.9	29.8	8.3	100
Council is better at formulating than implementing strategy.	6.0	2.4	35.7	31.0	17.9	7.1	100
A gap exists between strategy formulation and implementation	6.0	4.8	11.9	29.8	39.3	8.3	100
Existing business information and statistics are used in strategy formulation	0.0	3.6	16.7	27.4	45.2	7.1	100
External environment (Political, Social, Legal, Environmental, and Economic etc.) affects strategy formulation	1.2	6.0	16.7	34.5	36.9	4.8	100
Internal environment (Strengths and Weaknesses) plays a role in strategy	0.0	1.2	15.5	33.3	45.2	4.8	100

formulation							
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Table 4.5 presents the perception of respondents on the importance of strategy formulation in the LAC. It shows that 41.7% of the respondents indicated that a realistic strategy of Council is highly important.

About 45% indicated that staff members' opportunity to influence strategy formulation is highly important. Close to 37 % of them feel that Council members' opportunity to influence strategy implementation is highly important.

About 35% indicated that that Council is better at formulating than implementing strategy (medium rating). Close to 40% feel critically that a gap exists between strategy formulation and implementation. About 45% indicated that the use of existing business information and statistics in strategy formulation is critical.

About 47% feel that it is critically important to be aware that external environment such as political, social, legal, environmental and economic factors plays a role in strategy formulation. About 45% indicated that it is critically important to be aware of internal environment, such as strengths and weaknesses which plays a role in strategy formulation.

Table 4.6 Respondents perception on the current status of leadership in strategy implementation at the LAC

LEADERSHIP (COUNCIL AND SENIOR MANAGEMENT)	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%

L1: Leadership conviction that strategy implementation is key in organisational success.	2.4	31.0	29.8	36.9	0.0	100
L2: Leadership actively provides strategic direction	11.9	28.6	35.7	23.8	0.0	100
L3: Strategy dictates decision making in organisation	13.1	16.7	33.3	34.5	2.4	100
L4: Strategy is supported by leadership	6.0	26.2	32.1	33.3	2.4	100
L5: Leaders are competent to drive strategy	2.4	23.8	47.6	21.4	4.8	100

Table 4.6 present the perception of respondents on the current status of leadership in terms of strategy implementation at the LAC. It shows that 36.9 % of the respondents indicated that the leadership in the LAC largely/very largely has a deep conviction that strategy implementation is key in organisational success.

About a third indicated that strategy dictates decision making in the LAC - largely/very largely. About 35% moderately feels that leadership in the LAC actively provides strategic direction.

Almost a third (33%) indicated that strategy is moderately supported by leadership. Close to half indicated that leaders are moderately competent to drive strategy.

Interviewee C indicated that as leadership you give directives and you demand the results for the directives. But the only problem is that if you give directives and you are also going to interfere with the implementation of your directives, it really plays a role. We have administrative leadership, but we have

also the political leadership. This political decision clash with its own rules and regulation – the organisation – because there are already policies, there are some rules which govern the organisation, but which might not allow the political interference or the political decision, yes there are really problem with this two leaderships.

It is always difficult to address this political interference. That will be only possible if this politicians, if they were also appointed. I have in mind that we have to go through a certain interview so that the one can really satisfy with the requirement it might be one has to go back and address this issue at the legislation level that ,what are the requirements of a politician, the requirement of the Councillor, required apart from political affiliation and understanding, but when it comes to deliver service to the need and to the residents of this LAC, because you see in delivering of services it needs somebody understanding not only politically, but also in a certain field where the problem is. We really need to address the issue of requirement of the political leaders, we require a person to understand the complexity of this service, land delivery or water, electricity, sanitation and all what does into it.”

Table 4.7 Respondents perception on the importance of leadership in strategy implementation at the LAC

LEADERSHIP (COUNCIL AND SENIOR MANAGEMENT)	IMPORTANCE						
	Not	Low	Medium	High	Critical	Not Stated	Total
	%	%	%	%	%	%	%
Leadership conviction that strategy implementation is key in the organisation	0.0	3.6	7.1	33.3	50.0	6.0	100

success							
Leadership actively provide strategic direction	1.2	1.2	6.0	35.7	48.8	7.1	100
Strategy dictates decision making in the organisation	0.0	1.2	15.5	25.0	48.8	9.5	100
Strategy is supported by leadership	0.0	3.6	6.0	29.8	52.4	8.3	100
Leaders are competent to drive strategy	0.0	2.4	7.1	25.0	54.8	10.7	100

Table 4.7 present the perception of respondents on the importance of leadership in terms of strategy implementation at the LAC. It shows that 50% of the respondents indicated it as critical that the leadership of LAC should have a deep conviction that strategy implementation is key to the organisational success.

About 48% critically feels that leadership in the LAC must actively provide strategic direction and that strategy should dictate decision making in the LAC. More than half indicated that strategy must critically be supported by leadership. Almost 55% indicates that it is critical that leaders should be competent to drive strategy.

Table 4.8 Respondents perception on the current status of Organisational Culture on strategy implementation at the LAC

ORGANISATIONAL CULTURE	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%

OC1: Culture support strategy implementation	17.9	31.0	29.8	21.4	0.0	100
OC2: Changes is managed effectively	17.9	32.1	38.1	10.7	1.2	100
OC3: Culture is aligned to strategy	11.9	41.7	36.9	8.3	1.2	100
C4: Cooperation between Council and Senior Management exists	14.3	25.0	48.8	10.7	1.2	100
OC5: Ethical practice are evident in strategy implementation	9.5	26.2	42.9	19.0	2.4	100
OC6: Cooperation between departments exists	8.3	38.1	40.5	13.1	0.0	100

Table 4.8 shows that 31% of the respondents feel that organisational culture support strategy implementation to a small extent. About 38% feels moderately that change is managed effectively. About 41% feels that the LAC's culture is aligned to strategy to a small extent. Close to 50% indicated that cooperation between Council and Senior Management exists moderately. More than 42% indicated that ethical practice is evident in strategy implementation and cooperation between departments (40%) exists to a moderate extent.

According to **Interviewee A:** "The culture within the organisations is perceived to be rather bureaucratic – we did a recent study – the client survey which came out very strongly that things, processes took too long, there is too many signing at authority level, we have to go various meetings before something that is quite operational in most instances can be signed off at even divisional head even it be level, so but again I think that is also because the act on the Local Authorities Act, I think there are certain clauses in there that make it

difficult for us to delegate powers of authority to a much lower level which is ideally how most organizations work, so perhaps as a first step would be to look at some of the clauses within the act where the lines of responsibility and accountability are clearly defined, but also delegated to the right levels and that might cut out a lot of the need for meetings”.

However, **Interviewee C** states: “There is an issue, with the culture it is really a problem. The culture goes a long way and is in need of some development. This organisation is expanding, it is growing but we have this culture, where they want us to keep as we used to do this in the past. Yes, it is really play also a big role, because as I say there are those who want just to remain as is. Yes, it plays a big role in the organisation more especial with regard to change. The change is constant people however resist the change, but we have to give time so that the change can sink in, and hopefully change their mindsets.”

Table 4.9 Respondents perception on the importance of organisational culture in strategy implementation at the LAC

ORGANISATIONAL CULTURE	IMPORTANCE						
	Not	Low	Medium	High	Critical	Not Stated	Total
	%	%	%	%	%	%	%
Culture support strategy implementation	1.2	3.6	10.7	41.7	35.7	7.1	100
Change is managed effectively	1.2	2.4	8.3	31.0	50.0	7.1	100
Culture aligned to strategy	1.2	3.6	16.7	41.7	31.0	6.0	100
Cooperation between Council and Senior Management exist	0.0	3.6	10.7	21.4	58.3	6.0	100
Ethical practice are evident in strategy implementation	2.4	3.6	16.9	27.7	41.0	8.4	100

Cooperation between departments functions	0.0	2.4	6.0	29.8	56.0	6.0	100
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Table 4.9 reflects the importance of organisational culture in strategy implementation from the perspective of the respondent. It shows that 41.7% of the respondents feel that LAC's culture should support strategy implementation highly. Half of the respondents feel critically that change should be managed effectively.

About 41% feels that it is highly important that LAC's culture must be aligned to the strategy.

Close to 60% critically feels that cooperation between Council and Senior Management should exist. More than 40% critically indicated that ethical practice should be evident in strategy implementation and more that 50% critically feels that there must be cooperation between departments.

Table 4.10 Respondents perception on the current status of organisational design in strategy implementation at the LAC

ORGANISATIONAL STRUCTURE	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%
OD1: Structure of org supports strategy implementation	4.8	20.2	42.9	31.0	1.2	100
OD2: Staffed at the right levels	8.3	32.1	40.5	15.5	3.6	100
OD3: Jobs that create most value are identified	14.3	36.9	25.0	22.6	1.2	100
OD4: Competencies of key positions are identified	7.1	21.4	40.5	29.8	1.2	100

Table 4.10 shows that more than 40% of the respondents feel that the current structure of the LAC supports strategy implementation to a moderate extent.

The respondents further feel that the LAC is staffed at the right levels and competencies. About 36% indicated that jobs which create most value in the LAC, are identified - to a small extent.

Table 4.11 Respondents' perception on the importance of organisational design in strategy implementation at the LAC

ORGANISATIONAL STRUCTURE	IMPORTANCE					
	Low	Medium	High	Critical	Not Stated	Total
	%	%	%	%	%	%
Structure of org supports strategy implementation	2.4	8.3	40.5	42.9	6.0	100
Staffed at the right levels	1.2	11.9	28.6	50.0	8.3	100
Jobs that create most	4.8	11.9	32.1	42.9	8.3	100

value are identified						
Competencies of key positions are identified	2.4	8.3	36.9	44.0	8.3	100

Table 4.11 shows that more than 40% of the respondents feel that it is critically important that the structure of the organisation supports strategy implementation. Jobs that create most value in the organisation are identified and competencies of key positions are defined and they do influence hiring and development decisions for employees. More than half (50%) said it is critically important that the organisation is staffed at the right levels.

Table 4.12 Respondents perception on the current status of resources in strategy implementation at the LAC

RESOURCES	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%
R1: Human capital effectively developed to support strategy implementation	7.1	29.8	41.7	19.0	2.4	100
R2: Allocation of resources is aligned with strategy	9.5	29.8	41.7	17.9	1.2	100
R3: Financial planning and strategy interlinked	13.1	21.4	42.9	20.2	2.4	100
R4: Strategy and realisation assessed regularly	19.0	29.8	34.5	15.5	1.2	100
R5: Strategy is realised	13.1	33.3	31.0	17.9	4.8	100
R6: Corrective actions taken if strategy goals not reached	23.8	36.9	31.0	7.1	1.2	100

Table 4.12 presents the respondents' perception on the current status of resources in strategy implementation at the LAC. It shows that more than 40%

indicated that human capital is effectively developed to support strategy implementation, allocation of resources is aligned with strategy, and financial planning and strategy are interlinked to a moderate extent.

More than 30% moderately feels that strategy and its realisation are being assessed regularly, strategy is realised in the LAC, and corrective actions are taken if strategy goals are not reached.

Interviewee A was asked if the allocation of resources strategy implementation? “I think it starts with planning and even before that I think if we knew what the overall vision and state is, we plan around that, we budget around that, we source through various, whether it is funding models, grants or whatever sponsorships everything needs to be around the planning and budgeting, but knowing towards what we are planning and budgeting. So that area I think really needs to be strengthened.”

Furthermore, **Interviewee C** indicated: “The allocation of resources is really impacting the implementation of some of the decisions or resolutions. Everything is depending on resources, we plan and after we plan, we budget according to what we want to achieve and in many case we might not really achieve this because of the resources. We have no resources whether money, human resources, we need people to do the work, you need to pay them. If we need to pay them we have to have the resources.”

Table 4.13 Respondents perception on the importance of resources in strategy implementation at the LAC

RESOURCES	IMPORTANCE						
	Not	Low	Medium	High	Critical	Not	Total

						stated	
	%	%	%	%	%	%	%
Human capital effectively developed to support strategy implementation	0.0	2.4	10.7	38.1	42.9	6.0	100
Allocation of resources is aligned with strategy	0.0	2.4	11.9	41.7	35.7	8.3	100
Financial planning and strategy interlinked	0.0	1.2	10.7	26.2	53.6	8.3	100
Strategy and realisation assessed regularly	0.0	2.4	7.1	46.4	35.7	8.3	100
Strategy is realised	1.2	1.2	6.0	45.2	36.9	9.5	100
Corrective actions taken if strategy goals not reached	1.2	1.2	9.5	27.4	52.4	8.3	100

Table 4.13 presents the respondents' perception on the importance of resources in strategy implementation at the LAC and it shows that 42.9% of the LAC critically indicated that human capital should be effectively developed to support strategy implementation.

About 41% highly feels that allocation of resources should be aligned with strategy and 53.6%%critically feels that financial planning and strategy are interlinked.

More than 40% highly feels that strategy and its realisation should be assessed regularly to realise strategy in the LAC. More than half critically feels that corrective actions should be taken if strategic goals are not reached.

Table 4.14 Respondents' perception on the current status of communication in strategy implementation at the LAC

COMMUNICATION	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%
C1: Workforce understands meaning of organisational strategy	16.7	44.0	28.6	9.5	1.2	100.0
C2: Strategy clearly communicated to different stakeholders	17.9	31.0	36.9	13.1	1.2	100.0
C3: Strategy easy to understand	11.9	21.4	42.9	17.9	6.0	100.0

Table 4.14 presents the respondents' perception on the current status of communication in strategy implementation at the LAC and it shows that 44% feels that workforce understanding towards the meaning of organisational strategy is small.

About 36.9% moderately feels that strategy is not clearly communicated to different stakeholders. Close to 43 %moderately feels that strategy is easy to understand.

Interviewee B stated:- "Communication is probably the most important part next to our –leadership competence and our leadership support. It plays a definite role, if we were to look specifically with regards to our organization, the channels generally are there, I mean it is not as if we have large changes with

regards to communication, I mean we live in a modern society, in terms of internet, email, various other means of how we communicate with our people. We have internal magazines, but once again, it comes down to, I think, just an understanding of how best to use our resources and how best to come up or to implement a communication strategy within the organization. So without a strong communication plan and strategy, we start off on the wrong foot. Because you get the feeling that people that are involved in the process of Strategy, might have a good understanding, but to get it out to the organization is always a huge challenge and then also we have challenges in terms of the languages that we speak, language barriers, different levels - to which we communicating-we always need to tone it down or tone it up.”

Table 4.15 Respondents’ perception on the importance of communication in strategy implementation at the LAC

COMMUNICATION	IMPORTANCE						
	Not	Low	Medium	High	Critical	Not Stated	Total
	%	%	%	%	%	%	%
Workforce understands meaning of organisational strategy	3.6	0.0	4.8	29.8	54.8	7.1	100
Strategy clearly communicated to different stakeholders	1.2	1.2	6.0	33.3	51.2	7.1	100
Strategy easy to understand	1.2	2.4	9.5	28.6	48.8	9.5	100

Table 4.15 presents the respondents’ perception on the importance of communication in strategy implementation at the LAC and it shows that more than 50% critically feels that the workforce should understand the meaning of

organisational strategy and the strategy should be clearly communicated to different stakeholders. Close to 50 % critically feels that strategy should be easy to understand.

Interviewee C indicated: “Communication very, very important to communicate and it must be clear. Clear and straightforward, if there is no communication than one may not really do anything or achieve what you set out to achieve. Communication should be clear and whether it is from top or bottom. It is important of cause that everybody in the organisation must know what is expected from them and that it is understood.”

Table 4.16 Respondents’ perception on the current status of incentives in strategy implementation at the LAC

I1: Goals and incentives for workforce aligned to the strategy	%
No extent	33.3
Small extent	31.0
Moderate extent	20.2
Large extent	14.3
Not Stated	1.2
Total	100

Table 4.16 presents the respondents’ perception on the current status of incentives in strategy implementation at the LAC and it shows that 33% of respondents indicated that goals and incentives are to no extent aligned to the strategy.

The above was confirmed by Interviewee B: “At the moment, incentives are pretty much non-existent in the organisation, what we have done is at the

moment we have left it out to the relevant manager, or the relevant supervisor so what you can do, is you can give somebody a pat on the back to show them that you appreciate the extra effort. In terms of institutional reward system, nothing exists. It is one of the first things that we have identified before thinking about rolling out any sort of performance management system. We've made plans for something like that."

Limited research is available on strategy implementation linked to incentives. Ikävalko (2013) indicates that she is currently conducting a research project, to determine the dimensions between Strategy and Incentives. The research would typically reflect on Traditional or Classical Strategy views, which is also reflected in the issues of strategic pay or aligning compensation and strategy, the same traditional idea of plans and mechanistic alignment and she thinks she will argue for more dimensions in that alignment.

Table 4.17 Respondents' perception on the importance of incentives in strategy implementation at the LAC

Goals and incentives for workforce aligned to the strategy	%
Not	2.4
Low	1.2
Medium	7.1
High	40.5
Critical	40.5
Not Stated	8.3
Total	100

Table 4.17 presents the respondents' perception on the importance of incentives in strategy implementation at the LAC and it shows that more than 40% of respondents critically indicated that goals and incentives (for the workforce) should be aligned to the strategy.

Table 4.18 Combined respondents' perception on the current status of the strategy implementation at the LAC

	CURRENT STATUS					
	No extent	Small extent	Moderate extent	Large or Very Large extent	Not Stated	Total
	%	%	%	%	%	%
Strategy formulation	2.4	13.7	26.9	55.2	1.8	100
Leadership (Council and Senior Management)	7.1	25.2	35.7	30.0	1.9	100
Organisational Culture	13.3	32.3	39.5	13.9	1.0	100
Organisational Structure	8.6	27.7	37.2	24.7	1.8	100
Resources	14.3	30.2	37.1	16.3	2.2	100
Communication	15.5	32.1	36.1	13.5	2.8	100
Incentives	33.3	31.0	20.2	14.3	1.2	100

Table 4.18 presents the combined respondents' response on the current status of strategy implementation at the LAC. It shows that 55% of the respondents indicate to a large/very large extent that strategy is formulated. More than 35% feels that leadership (35.7%), organisational culture (39.5%), resources (37.1%), and organisational design (37.2%) is moderately aligned to

strategy implementation in the LAC. More than 30% feels that incentives are not aligned to strategy implementation.

Table 4.19 Combined respondents' perception on the importance of strategy implementation at the LAC

	IMPORTANCE					
	Not	Low	Medium	High and Critical	Not Stated	Total
	%	%	%	%	%	%
Strategy formulation	1.6	3.4	18.3	69.9	6.7	100
Leadership (Council and Senior Management)	0.2	2.4	8.3	80.7	8.3	100
Organisational Culture	1.0	3.2	11.5	77.5	6.8	100
Organisational Design	0.0	2.7	10.1	79.5	7.7	100
Resources	0.4	1.8	9.3	80.4	8.1	100
Communication	2.0	1.2	6.7	82.1	7.9	100
Incentives	2.4	1.2	7.1	81.0	8.3	100

Table 4.19 presents the respondent's perception on the importance of strategy implementation at the LAC and it shows that more than 80% highly and critically indicated that leadership, resources, communication and incentives as important. Equally, strategy formulation, organisational culture and organisational design were viewed of critical importance by the respondents.

4.5 Summary

This chapter presented the results of the statistical analysis carried out. The overview of the statistical techniques employed in the study was explained before the results of the measures were presented. It was then followed by a presentation of the statistical findings. The next chapter will discuss the outcomes of the statistical results as presented in this chapter.

CHAPTER 5

DISCUSSION OF RESULTS

5.1 Introduction

The primary objective of the study was to assess the characteristics of strategy implementation in a Local Authority Council as well as to achieve the secondary objectives. The purpose of this chapter is to discuss the research results in relation to the primary and secondary objectives.

5.2 Barriers strategy implementation

Various authors (highlighted in Table 5.1) have researched barriers to strategy implementation. The literature reviewed indicates the following major barriers to strategy implementation:

- The organisation's strategy is not effectively communicated
- The workforces does not understand the organisational strategy
- Ineffective leadership
- Ineffective resource allocation
- The organisational goals and incentives are not aligned with the strategy of the organisation.

The underneath table depicts the research objective and barriers of strategy implementation, which was confirmed by literature.

Table 5.1 Barriers to strategy implementation

Research objective	Barriers to strategy implementation	Author (s)
To identify barriers inhibiting strategy implementation.	The organisation's strategy is not effectively communicated	Beer & Eisenstat (2000); Katsioloudes (2002); Ikävalko (2005); Ungerer et al. (2007); Ikävalko (2007); Hrebiniak (2008)
	The workforces does not understand the organisational strategy	
	Ineffective leadership	
	Ineffective resource allocation	
	The organisational goals and incentives are not aligned with the strategy of the organisation.	

As stated, the study only focused on the prevalent barriers, which are- Strategy Formulation, Leadership, Organisational Culture, Structure, Resources, Incentives, Communication.

The research participants identified the following categories of barriers:

- Major barrier to strategy implementation
 - The incentives are not aligned to the overall strategy of the organisation
 - The issue of political interference impedes strategy implementation.

- Moderate barriers to strategy implementation

- The LAC is challenged with resources, as well as the allocation of resources which is not aligned to the strategy of the organisation.
 - The LAC's strategy is not effectively communicated to the workforce.
 - Leadership is not driving the strategy.
 - The culture of the organisation is not responsive to strategy implementation.
- Minor barrier to strategy implementation
 - The organisational design is to some extent responsive to strategy implementation.

It is evident from the above categorisation, that the major barrier identified (and equally confirmed by literature) is that incentives are not aligned to the overall strategy of the organisation.

The respondents did not perceive leadership, resource allocation, workforce not understanding the strategy, and strategy not effectively communicated, as major barriers – only as moderate barriers. Similarly, culture was identified as a moderate barrier.

These barriers are aligned to the barriers which were already alluded to in Chapter 1, Section 1.4 of the recurrent themes as presented (LAC, 2012c) namely:

- Communication
- Governance and Ethics
- Management and Leadership
- Culture

The other major barrier that was identified was political interference. This was confirmed in a study conducted by Mwijuma, et al. (2013) which indicated that political interference could severely impact Local Authorities. Political interference was equally identified as a strategic issue as per MRLGHRD (2008) and presents itself as a unique barrier to the Local Authority context. Literature is supported that these factors are truly and equally inhibiting strategy implementation in a LAC.

5.3 Drivers to strategy implementation

Literature indicated that various drivers, if used or applied correctly, can lead to successful strategy implementation. Ehlers and Lazenby (2004, p. 181) distinguished between two types of drivers (structure and human drivers) that lead to strategy implementation. The structural drivers of strategy implementation are:

- Organisational structure
- Resource allocation

The human drivers of strategy implementation are:

- Organisational culture
 - Leadership and reward systems
-

According to Noble (1999) as cited by Yang et al (2008) there are five managerial levers which are critical in the strategy implementation -goals, organisational structure, leadership, communications and incentives. These levers are not only critical in the implementation phase, but also acts as success factors driving strategy implementation.

Table 5. 2 Drivers of strategy implementation

Research objectives	Major Drivers	Author (s)
To determine the drivers of successful strategy implementation.	Leadership of the organisation	Ehlers and Lazenby (2004)
	Culture of the organisation	Breneset al. (2007); Hrebiniak (2005);
	Organisational design	Hrebiniak (2007)
	Resource allocations	
	Strategy formulation	
	Corporate governance	

The research participants perceived the following as most important variables for strategy implementation within the context of the LAC. It can be assumed that these were perceived drivers of strategy. The five highest ranked were as follows:

- Communication (82%)
- Incentives (81%)
- Leadership (80%)
- Resources (80%)
- Organisational design (79 %)

Hrebiniak (2005) indicated that corporate governance should lead the change. This element refers to the corporate governance system that must be fully supported, at every level of strategic change, to such a point of driving and leading strategy implementation. All the stakeholders must be ready and committed to support management in this process. When research participants were posed the question if ethical practices are evident in strategy implementation at the LAC, it was indicated to a moderate extent (42%).

This question was intentionally incorporated with specific reference to one of the surveys (LAC, 2012c) which was studied as part of this study. The participant indicates 'moderately' ethical practices are evident in the LAC, which leaves room for an additional area of development.

Literature indicates-that leadership is one of the biggest drivers of strategy implementation. The study revealed that communication and incentives are greater drivers of strategy implementation in the LAC than leadership.

5.4 Models on strategy implementation which exist

Literature indicates that an area for future research exists pertaining to models of strategy implementation. Yin et al (2008) critiques research models and frameworks by saying: "there is a trend towards holistic frameworks of strategy implementation, most simply add a new variable to previous frameworks. Some authors call their frameworks models although they cannot be tested empirically and that the need for future research exists. The future research should focus on further developing both focused models examining key

relationships as well as comprehensive implementation frameworks that provide guidance to practitioners on different models.

Table 5. 3 Models for strategy implementation

Research objectives	Types of models	Author (s)
To explore which strategy implementation models exists.	Strategy Execution Model: Key Decisions and Actions	Hrebiniak (2005)
	Five Process Approaches for Strategy implementation	Bourgeois III & Bronwin
	Four stages of implementation	Noble (1999)

5.5 Performance indicators

Literature indicates that the Balanced Scorecard (BSC) translates the strategic intent (vision, mission and strategy) into a set of performance measures that provides the framework for strategic measurement. The scorecard measures the organisational performance across four balanced perspectives: financial, customers, internal business processes and learning and growth. The BSC equips organisations to track financial results while at the same time monitoring progress in building the capabilities and acquiring the intangible assets they will require for future growth, Kaplan and Norton (1996).

Table 5. 4 Performance indicators of strategy implementation

Research objectives	Balanced Scorecard Perspectives	Author (s)
To determine the performance indicators to measure strategy implementation in	Customer Financial Internal Processes Learning and Growth	Mwijuma et al (2013) Wisniewski & Olafsson (2004); Ho & Chan (2002), Wisniewski & Olafsson (2004); Chan

Local Authority Councils.	(2004); Chang, (2006); Niven (2003) Wilson et al. (2003)
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The questions pertaining performance indicators probed the following:

- Human capital effectively developed to support strategy implementation
- Allocation of resources is aligned with strategy
- Financial planning and strategy is interlinked
- Strategy and realization are being assessed on a regular basis
- Strategy is realised in the organisation
- Corrective actions are taken if strategic goals are not reached.

The respondents' perception indicated that more than 40% of human capital is effectively developed to support strategy implementation. Allocation of resources is aligned with strategy and financial planning and strategy are interlinked to a moderate extent.

More than 30% moderately feels that strategy and its realisation are being assessed regularly, strategy is realised in the LAC, and corrective actions is taken if strategy goals are not reached.

If the intention of the Balanced Scorecard (BSC) is to translate the strategic intent into a set of performance measures that provides the framework for strategic measurement and the respondents report the indicators are reached/achieved moderately, the measures across four balanced perspectives requires additional attentions.

The LAC will have to track financial results while at the same time monitor progress, build capabilities and take corrective actions if strategy goals are not met.

5.6 Summary

The primary objective of the study was to assess the characteristics of strategy implementation in Local Authority Council as well as to achieve the secondary objectives.

The purpose of this chapter was to discuss the research results in relation to the primary and secondary objectives.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a summary of the study. The chapter will outline the findings the literature offered, the results obtained, the limitations of the study, and the recommendations for further study.

6.2 Overview of the study

The overview will highlight the purpose, the main research objectives, and finally the overview of the content of the study.

6.2.1 Purpose of the study

The purpose of the study was to assess the characteristics of strategy implementation in a Local Authority Council (LAC).

6.2.2 Research objectives

The above purpose also formed the basis for the overall objective of the research as set out in chapter 1, namely;

To assess the characteristics of strategy implementation in a LAC.

The secondary objectives of this study were set out in chapter 1, namely to investigate the following as a means of achieving the primary objectives:

- To identify barriers inhibiting strategy implementation;
-

- To determine the drivers of successful strategy implementation;
- To explore which strategy implementation models exists;
- To determine the performance indicators to measure strategy implementation in Local Authority Councils.

6.2.3 Content of the study

The content of the study placed emphasis on the six (6) chapters which were laid out in this document.

Chapter 1 introduced the problem statement, the research objectives, research questions, an overview of Namibian Local Authority Councils, the case study of a LAC, and its survey data. The chapter further outlined the delineation and the motivation of the study and concluded with an outline of the whole study.

Chapter 2 started with creating an understanding of strategic management and strategy. Thereafter the chapter provided certain definitions of strategy implementation, indicated why strategy implementation is important, and which factors inhibit or leads to successful strategy implementation.

The chapter also highlighted the difference between strategy implementation in Local Authorities and profit driven organisations. The chapter further indicated what models exists and which performance indicators are used to measure strategy. It was concluded with a summary on what the chapter was all about.

Chapter 3 entailed a detailed discussion of the research methodology and design that were selected as the basis through which the research questions of the study were answered. The chapter highlighted that a mixed research approach was applied and a single organisation used as a case study. The population, unit of analysis, the sample, and the research instrument were discussed in detail. Clarity was also provided as to how the data will be collected, analysed, and which ethical issues were taken into consideration.

Chapter 4 described the biographical information that was collected during the data collection phase of the study. The next part discussed the statistical analysis of the concepts involved in the study. The last part gave a summary of the whole chapter.

Chapter 5 discussed the results as presented in Chapter 4 as well as the broad alignment between the research objectives and the results obtained.

Chapter 6 consists of an overview of the research finding in relation to the literature reviewed and the statistical analysis undertaken. The limitations of the study are addressed and recommendations for further study in the field of strategy implementation where made. In conclusions final comments are made.

6.3 Conclusions drawn from the study

The research conclusions as a result of the case study strategy implementation in a Local Authority Council are presented as follows.

6.3.1 Conclusions from the literature

Chapter 2 focussed on a discussion of strategy implementation.

It was established that strategy implementation is a phase in the strategic management process and that strategy needs first to be formulated before such a strategy can be implemented. It was mentioned that strategy implementation can be much longer than strategy formulation. The implementation phase can implement strategies through:

- The development of policies and annual objectives
- The allocation of resources
- Measuring performance
- Taking corrective action, such as changing the strategies if necessary
- Continuous evaluation and adaptations of strategies, goals and objectives

The definitions of strategy implementation accommodated various school of thoughts and no universal definition exists for strategy implementation. The first perspective (a process perspective) argues that strategy implementation is a sequence of carefully planned consecutive steps. The second approach treats strategy implementation as a series of more or less concerted (but often parallel) actions and examines these actions from a behavioural perspective. The behaviour perspective implies that strategy implementation is action orientated and calls for leadership, managerial skills, and certain behaviours, to be ratified.

Some authors combine the process perspective and behaviour perspective as a third approach, which is labelled a hybrid perspective. From the study the conclusion is drawn that strategy implementation can be both a process and behavioural approach (thus also a hybrid approach). Addressing

barriers of strategy implementation in the LAC would require concerted efforts-, both at a process and behavioural level.

It was highlighted that organisations (inclusive of LAC's) find it difficult to implement strategy and that there are various barriers and drivers of strategy implementation. Various barriers namely; leadership, organisational culture, organisational structure, communication, strategy formulation and incentives impedes strategy implementation. The study agrees with literature that these factors are truly inhibiting strategy implementation in organisations and equally so in the identified LAC.

Political interference was identified as an additional barrier that is unique to the context of Local Authorities.

Drivers of strategy implementation were also discussed in the literature and leadership was described as a key driver of strategy implementation. In the study, leadership did not emerge as the key driver. The identified key drivers of strategy implementation in the LAC were communication and incentives.

Many strategy implementation studies which exist are predominately based on private corporations, local firms', and also multinational firms and furthermore lacks implementation perspectives from state-owned or public sector organisations.

It was stated that there has been no studies comparing similarities or differences regarding strategy implementation among private corporations and state-owned corporations, or amongst local firms or multinational firms. The

specific differences in these organisations are thus not known and it is clearly another avenue for future research.

In addition to the above, the literature shows that few models of strategy implementation do exist and how the Balanced Scorecard (BSC) is adopted as a tool for measuring effectiveness of strategy implementation in public organisations.

6.3.2 Conclusions from the statistical analysis

From the statistical analysis conducted in the study the following conclusions can be drawn:

One of the objectives of the study was to identify barriers/inhibiting factors of strategy implementation. The respondents' perceptions were categorised as follows:

- **Major barriers to strategy implementation**
 - The incentives are not aligned to the overall strategy of the organisation
 - The issue of political interference impedes strategy implementation.
- **Moderate barriers to strategy implementation**
 - The LAC is challenged with resources as well as the allocation of resources which is not aligned to the strategy of the organisation.

- The LAC's strategy is not effectively communicated to the workforce.
 - Leadership is not driving the strategy.
 - The culture of the organisation is not responsive to strategy implementation.
- **Minor barrier to strategy implementation**
 - The organisational design is to some extent responsive to strategy implementation.

It can be concluded, based on the above mentioned categorisation of barriers, that barriers does exist within the LAC, but that most barriers were classified as moderate.

From the results it was concluded that certain areas are critically important for strategy implementation. In sequence of importance, the following were highlighted.

- Communication (response rate 82%)
 - Incentives (response rate 81%)
 - Leadership (response rate 80%)
 - Resources (response rate 80%)
 - Organisational design (response rate 79 %)
 - Organisational culture (response rate 77%)
-

From the above, it can further be concluded that the perceived ranking of drivers of strategy were:

- Communication (response rate 82%)
- Incentives (response rate 81%)
- Leadership (response rate 80%)
- Resources (response rate 80%)
- Organisational design (response rate 79 %)

Further it can be concluded that cooperation between Council and Senior management as well as co-operation between departments exist moderately. Change management and ethical practices requires additional attention, as it was rated moderately.

6.4 Recommendations for further research

It was stated that there has been no studies comparing similarities or differences regarding strategy implementation among private corporations and state-owned corporations, or amongst local firms or multinational firms. No comparative literature exists of strategy implementation in Local Authorities and private organisations. The specific differences in these organisations are thus not known. This is clearly another avenue for future research.

A further area of future research is that literature indicated that a few models on strategy implementation exist. It is recommended that a model be developed to guide strategy implementation in Local Authorities.

From the various survey data it is evident that the LAC is challenged with leadership (Councillors and Senior Management) issues, the understanding of strategy management, and specifically strategy implementation. The LAC should focus on the aspect of implementing strategy in their leadership development interventions.

Similarly, the areas of communicating strategy and the alignment of incentives to strategy implementation are definite areas where improvements in the LAC are needed and where future attention and resources should be allocated.

The researcher concurs with the recommendation of Katoma (2009) that the LAC should have constant advisory dialogue with the departmental heads/strategic executives (senior managers), the divisional heads (middle managers) and the rest of the employees with regard to the implementation of organisational strategies.

6.5 Summary

The empirical evidence in the study demonstrated the characteristics of strategy implementation in a LAC. The fact that the key barriers were impeding strategy implementation in the LAC provided key areas to be focused on. If such areas are optimally addressed, strategy can be implemented more successfully.

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ANNEXURE A

QUESTIONNAIRE

SECTION B

TO WHAT EXTENT DO YOU BELIEVE THE FOLLOWING:	NE	SE	ME	LE	VLE
1. That your organisation is better at formulating strategy, than at implementing strategy?	1	2	3	4	5
2. That there is a gap between the formulation of, and the effective implementation of, strategy in your	1	2	3	4	5
3. That your organisation is effective at implementing strategy?	1	2	3	4	5
4. That an improvement in the effectiveness of strategy implementation in your organisation will lead directly to an improvement in the shareholder value of your organisation?	1	2	3	4	5
5. That an improvement in the effectiveness of strategy implementation in your organisation will lead directly to an improvement in the level of customer satisfaction in your organisation?	1	2	3	4	5
6. That an improvement in the effectiveness of strategy implementation in your organisation will lead directly to an improvement in the level of employee satisfaction in your organisation?	1	2	3	4	5
7. That an improvement in the effectiveness of strategy implementation in your organisation will lead directly to an improvement in the operational effectiveness of your organisation?	1	2	3	4	5
8. That an improvement in the effectiveness of implementing strategy is an important leadership challenge for your organisation?	1	2	3	4	5

<p>TO WHAT EXTENT DO YOU BELIEVE THAT EACH OF THE FOLLOWING IS <u>A BARRIER</u> TO EFFECTIVE STRATEGY IMPLEMENTATION IN <u>YOUR ORGANISATION</u>?</p>	NE	SE	ME	LE	VLE
1. The organisation's strategy is not effectively	1	2	3	4	5
2. The workforce does not understand the organisation's strategy.	1	2	3	4	5
3. The strategic leaders do not provide strategic direction for the organisation.	1	2	3	4	5
4. The goals of, and incentives for, the workforce are not aligned with the strategy of the organisation.	1	2	3	4	5
5. The allocation of resources is not aligned with the strategy of the organisation.	1	2	3	4	5
6. There is a lack of alignment between the culture of the organisation and the strategy of the organisation.	1	2	3	4	5
7. There is an inability to manage change effectively.	1	2	3	4	5
8. The strategies are poorly or vaguely formulated.	1	2	3	4	5
9. Top managers do not support strategy implementation.	1	2	3	4	5
10. The implementation of strategy is not effectively controlled.	1	2	3	4	5
11. Ethical practices are not evident in strategy implementation.	1	2	3	4	5
12. The leaders are not competent enough to implement strategy.	1	2	3	4	5
13. The core competencies of the organisation are not aligned with the strategy of the organisation.	1	2	3	4	5
14. Human capital is not effectively developed to support strategy implementation.	1	2	3	4	5
15. Social capital is not effectively developed to support strategy implementation.	1	2	3	4	5

TO WHAT EXTENT DOES EACH OF THE FOLLOWING CONTRIBUTE <u>POSITIVELY</u> TO EFFECTIVE STRATEGY IMPLEMENTATION IN <u>YOUR ORGANISATION?</u>	NE	SE	ME	LE	VLE
1. The structure of the organisation.	1	2	3	4	5
2. The allocation of resources in the organisation.	1	2	3	4	5
3. The culture of the organisation.	1	2	3	4	5
4. The performance management system of the organisation.	1	2	3	4	5
5. The strategic leadership of the organisation.	1	2	3	4	5
6. Training and development in the organisation.	1	2	3	4	5
7. The information systems of the organisation.	1	2	3	4	5

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ANNEXURE B

POLYTECHNIC OF NAMIBIA



October 2013

INFORMED CONSENT FOR PARTICIPATION IN AN ACADEMIC RESEARCH STUDY

Title of the study

A case study of strategy implementation in a Local Authority.

Research conducted by:

(Ms. L. Vries 211095303)

Cell: 081210 7745

Dear Participant

You are invited to participate in an academic research study conducted by Lizette Vries, Master's student from the Harold Pupkewitz Graduate Business School at the Polytechnic of Namibia.

The purpose of the study is to assess the characteristics of strategy implementation in a Local Authority Council as well as to achieve the underneath specific objectives:

- To identify which factors inhibits strategy implementation in Local Authorities.
- To explain which factors contributes to successful strategy implementation.
- To identify which models on strategy implementation exists.
- To determine the performance indicators to measure strategy implementation in a Local Authority Council.

The survey will be administered through the use of a research questionnaire and you are requested to complete such a questionnaire. The researcher is bounded to adhere to specific research ethics and thus you attention is drawn to the following:

- This is an anonymous study survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential.
 - Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
 - Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 30 minutes of your time.
-

- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leaders, (Dr Rudi Koekemoer, rudi@visions.com.na; Dr Grafton Whyte, gwhyte@polytechnic.edu.na) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Participant's signature

Date

Section A: Biographical Information

Please answer all questions in this section by marking the applicable answer with a cross (X)

Please state the Department you are working in (e.g. Electricity, Infrastructure, Water & Technical Services, Human Resources, Information, Communication and Technology, Community Services, Finance)								
Please state the Division you are assigned to (e.g. Human Resources Development, Crime Prevention etc.) Procurement, Payroll, etc.)								
Gender	Male	Female						
Please state your age in years	20-30 years	31-40 years	41-50 years	51-60 years	61- above			
Highest level of education/ qualifications	Grade 12 /Matric	Certificate	Diploma/ Advanced Diploma	Bachelor's Degree	Honours Degree	Master's/ Doctorate Degree	Other	
Please indicate highest level of managerial training attended.	Middle Management Development Programme	Senior Management Development Programme	Executive Management Development Programme	None	Other			
What is your job level?		Councilor	Senior Management (Chief Executive Officer & Strategic	Middle Management/ Divisional Heads		Specialist/s		

		Executives		
How many years have you been working (years of total work experience)?	0-5yrs	6-10yrs	11-15yrs	16-above

How many years have you been working at your current job?	0-5yrs	6-10yrs	11-15yr	16-above
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SECTION B:

STRATEGY IMPLEMENTATION

We are interested in how you perceive the strategy implementation in your organization. Please indicate the **Current Status** of Strategy

Implementation as well the **Importance** thereof for you in the scales provided below. Please tick the appropriate answer in the tick boxes provided.

Please complete all statements.

STATEMENTS	CURRENT STATUS					IMPORTANCE				
	1 No extent	2 Small extent	3 Moderate extent	4 Large extent	5 Very large extent	1 Not	2 Low	3 Medium	4 High	5 Critical
STRATEGY FORMULATION										
The strategy of Council is realistic.	1	2	3	4	5	1	2	3	4	5
Staff members have the opportunity to influence/attribute to the formulation of strategy.	1	2	3	4	5	1	2	3	4	5
Council has the opportunity to influence/attribute to the formulation of strategy.	1	2	3	4	5	1	2	3	4	5
Council is better at formulating strategy than at implementing strategy.	1	2	3	4	5	1	2	3	4	5
A gap exists between strategy formulation and strategy implementation.	1	2	3	4	5	1	2	3	4	5

Existing business information and statistics are utilized in the strategy formulation.	1	2	3	4	5	1	2	3	4	5
The external environment (Political, Social, Legal, and Environmental, Economical etc.) plays a role in strategy formulation.	1	2	3	4	5	1	2	3	4	5
The internal environment (Strengths & Weaknesses) plays a role in strategy formulation.	1	2	3	4	5	1	2	3	4	5

STATEMENTS	CURRENT STATUS					IMPORTANCE				
	1 No extent	2 Small extent	3 Moderate extent	4 Large extent	5 Very large extent	1 Not	2 Low	3 Medium	4 High	5 Critical
LEADERSHIP (COUNCIL & SENIOR MANAGEMENT)										
The leadership in the organisation has a deep conviction that strategy implementation is key in organisational success.	1	2	3	4	5	1	2	3	4	5
The leadership of the organisation is actively providing strategic direction to the organisation.	1	2	3	4	5	1	2	3	4	5
Strategy dictates decision making in the organisation.	1	2	3	4	5	1	2	3	4	5
Strategy is supported by leadership.	1	2	3	4	5	1	2	3	4	5
Leaders are competent to drive strategy.	1	2	3	4	5	1	2	3	4	5

ORGANISATIONAL CULTURE										
The culture of the organisation support strategy implementation.	1	2	3	4	5	1	2	3	4	5
Change is managed effectively.	1	2	3	4	5	1	2	3	4	5
The culture is aligned to the strategy of the organisation.	1	2	3	4	5	1	2	3	4	5
The cooperation between the Council and Senior management functions well.	1	2	3	4	5	1	2	3	4	5
Ethical practices are evident in strategy implementation	1	2	3	4	5	1	2	3	4	5
Cooperation between departments functions well	1	2	3	4	5	1	2	3	4	5

STATEMENTS	CURRENT STATUS					IMPORTANCE				
	1 No extent	2 Small extent	3 Modera te extent	4 Large extent	5 Very large extent	1 Not	2 Low	3 Mediu m	4 Hig h	5 Critica l
Organisational Design										
The structure of the organisation supports strategy implementation.	1	2	3	4	5	1	2	3	4	5
We are staffed at the right levels in our organisation.	1	2	3	4	5	1	2	3	4	5

The jobs that create the most value for the institution are identified.	1	2	3	4	5	1	2	3	4	5
The competencies for key positions are defined and they influence hiring and development decisions for employees.	1	2	3	4	5	1	2	3	4	5
Resources										
Human capital is effectively developed to support strategy implementation.	1	2	3	4	5	1	2	3	4	5
The allocation of resources is aligned with the strategy of the organisation.	1	2	3	4	5	1	2	3	4	5
Financial planning and strategy are interlinked.	1	2	3	4	5	1	2	3	4	5
The strategy and its realization are being assessed on a regular basis.	1	2	3	4	5	1	2	3	4	5
The strategy is realized in the organisation.	1	2	3	4	5	1	2	3	4	5
Corrective action is taken if strategic goals are not reached.	1	2	3	4	5	1	2	3	4	5

Statements	Current Status					Importance				
	1 No extent	2 Small extent	3 Moderate extent	4 Large extent	5 Very large extent	1 Not	2 Low	3 Medium	4 High	5 Critical
Communication										
The workforce understands the meaning of the organisational strategy.	1	2	3	4	5	1	2	3	4	5
The strategy is clearly communicated to different stakeholders (e.g. customers, business community, residents, etc.)	1	2	3	4	5	1	2	3	4	5
The strategy is easy-to-understand.	1	2	3	4	5	1	2	3	4	5
Incentives										
Goals and incentives for the workforce are	1	2	3	4	5	1	2	3	4	5

ANNEXURE C

SEMI- STRUCTURED INTERVIEW

POLYTECHNIC OF NAMIBIA



Title of the research:

A case study of strategy implementation in a Local Authority

The purpose of the study is to assess the characteristics of strategy implementation in a Local Authority Council. The areas I wish to explore or seek explanations during the semi structured interview are listed below:

- *Strategy formulation*
- *Leadership*
- *Culture*
- *Organisational structure*
- *Communication*
- *Resources*
- *Incentives*

About the nature of the research

The type of data that will be required from you as an interviewee will be your views and opinions on characteristics of strategy implementation as per the listed themes above. The data will be collected through a semi-structured interview.

A once-off interview per participant will take between 30 minutes- (1) hour. The target dates to undertake the research and for participation are from 15-18 October 2013.

About the implications of taking part and the participant's rights

- Your participation is voluntarily
- At any time you have the right to decline to answer a question or questions
- You have control over the right to record any of your responses where a voice recorder is used
- You have the right to withdraw at any time
- Your participation in this research is completely confidential and anonymous and nothing you say would be attributed to you directly.

About the use of the data collected and the way in which it will be reported

- Only as summary of the findings will be made available to the respective participating members. Thus, only the researcher will have access to individual responses.

- Each interview transcribed will be saved as a separate word document file, but the filename will maintain confidentiality and anonymity, with important information codified.

Whom to contact if there are any questions about the research:

Lizette Vries

Audit House, Gartner Street,

Telephone number: 290 2227

E-mail: vli@windhoekcc.org.na

SEMI- STRUCTURED INTERVIEW QUESTIONS

➤ **Drivers of strategy implementation**

What would you indicate as the biggest drivers for effective strategy implementation?

➤ **Barriers to strategy implementation**

What would you indicate as the biggest barriers for effective strategy implementation?

➤ **Leadership**

What is the critical role of leadership in strategy implementation?

➤ **Culture**

What role does organisational culture play in strategy implementation?

➤ **Resources**

How is the allocation of resources impacting on strategy implementation?

➤ **Communication**

What role does communication play in strategy implementation?

➤ **Incentives**

Are incentives aligned to strategy implementation?

ANNEXURE D

MEMORANDUM

MEMORANDUM

TO: Chief Executive

DATE: 17/09/2013

FROM: Lizette Vries

REF: Research



PERMISSION TO CONDUCT RESEARCH

This memorandum serves to request permission to conduct research. In partial fulfillment of a Masters in Leadership and Change Management from the Polytechnic of Namibia the student (Lizette Vries - Student No 211095303) is requested to conduct research. The research is a case study on strategy implementation in a Local Authority (Windhoek Municipal Council).

The overall objective of the research is to assess the characteristics of effective strategy implementation as well as to achieve the underneath research objectives:

- To identify which factors that inhibits strategy implementation.
- To explain which factors contributes to successful strategy implementation.
- To compare strategy implementation in Local Authorities and profit driven organisations.
- To identify which strategic implementation models exists.
- To determine the performance indicators to measure and improve strategy implementation in Local Authorities.

The research is supervised under the guidance of Dr Rudi Koekemoer and Dr Grafton Whyte, under the guidance of the two supervisors the necessary research and academic requires will be honoured and adhere to.

The research findings and recommendations could contribute to current and future strategic processes of the Windhoek Municipal Council. Upon completion the research report will be availed to Council for further consideration and use.