



**POLYTECHNIC OF NAMIBIA**

**HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS**

**Investigating Reasons for Failing to Implement Strategic Plans in the Ministry of  
Regional and Local Government, Housing and Rural Development**

**BY**

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## DECLARATION

I, Florah Kahimbi Yambwa, declare that this thesis submitted for the Master of International Business (MIB) degree at Polytechnic of Namibia (PON) is my own work and that I have not previously submitted it at any university or other education institution for the award of a degree.

.....

**Signature**

.....

**Date**

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The undersigned certify that he has read and recommends to HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS for accepting this thesis submitted by **Florah Kahimbi Yambwa** in partial fulfilment of the requirement for the Master of International Business Degree.

.....*fanuel*.....

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**F. Dangarembizi**

**DATE**

**SUPERVISOR**

## **DEDICATION**

This thesis is dedicated to my beautiful daughter Chaze Mphonyana Yambwa and my beloved best friend ba Chippa Mwazi, for their support, patience, encouragement and understanding during the time of my studies. I am so grateful for their amazing strong support and encouragement over the years, I love you all so dearly. Your words and deeds have indeed showed me how to focus my eyes to the light and turn a blind eye to the darkroom where fear and negative thoughts are developed.

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“Those who trust in the Lord for help will find their strength renewed, they will rise on wings like eagles, they will run and not get tired, they will walk and not grow weak” Isaiah 40:31 (Today’s English Version, 2009).

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## LIST OF ACRONYMS

NDPs	National Development Plans
PON	Polytechnic of Namibia
NDP 3	Third National Development Plan
PMS	Performance Management System

WASCOM	Wages and Salary Commission
MRLGHRD	Ministry of Regional, Local Government and Housing and Rural Development
HRIMS	Human Resources Information Management System
IRBM	Integrated Result Based Management
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
PEMP	Performance and Effective Management Program
O/M/As	Offices, Ministries and Agencies
PAS	Performance Appraisal System
OPM	Office of the Prime Minister
GRN	Government of the Republic of Namibia
AALS	Affirmative Action Loan Scheme
BSC	Balanced Score Card
NPC	National Planning Commission
NPC-RPRP	National Planning Commission
DD	Deputy Director
DDC	Directorate of Decentralization
DRDC	Directorate of Rural Development Coordination
DHHPTSC	Directorate of Housing, Habitat Planning and Technical Services Coordination
DFHRA &IT	Directorate of Finance, Human Resources and Administration
DRLGTAC	Directorate of Regional & local Government and Traditional Authorities Coordination
RCs	Regional Councils
PSC	Public Service Commission
USA	United State of America
VIP	Very Important People

## DEFINITIONS OF KEY TERMS

**Strategic Plan:** Is a long-term plan or a formal document setting out an organization's goals, budget and initiatives and the actions needed to achieve those goals over a given period of time.

**Vision:** Is the attractive and desirable picture of the future of the organization.

**Mission:** The mission statement defines the nature and core purpose of the organization and is based on its mandate as expressed in specific legislation.

**Initiatives:** Are current and future activities, projects and programmes the organization is embarking upon in order to surpass performance targets.

**Values:** are identified moral or professional standards of behaviour that staff members need to uphold in achieving the organization's objectives and results.

**Objectives:** A specific, concrete, short term statement of a desired result.

**Monitoring:** Is a day to day activity to analyse the progress towards achieving planned results with the purpose of improvement.

**Evaluation:** Is to assess project results and draw lessons for the future

**Leadership:** Is about setting a new direction for a group, management, its directing and controlling according to established principles.

**Implementation:** Is to put planned activities into action.

## ABSTRACT

The main purpose of this study was to investigate the factors influencing the ineffective implementation of strategic plans in the MRLGHRD and identify possible remedies to improve the situation. The study was guided by four objectives and data were collected to answer the research questions. An administered questionnaire were used, both descriptive (qualitative) and quantitative data were collected and analysed in order to answer the questions of the study. The study also used a combination of both primary and secondary data to evaluate the MRLGHRD' strategic plan implementation.

A randomly study was conducted from a total of 247 identified staff members on the Ministry's staff establishment (MRLGHRD, 2012). The focus of the study was mainly the operational staff members in the MRLGHRD such as: Permanent Secretary, Deputy Permanent Secretary, Directors, Deputy Directors, Middle Managers/Chiefs and Non- supervisors. The accessibility population was made up of 127 people selected at randomly. The study revealed the response rate and the non-response rate of 69% and 31% respectively (table 8). This turnout was good because the researcher managed to achieve the objectives of the study. Based on the findings, the study found out that strategic plan implementation is influenced by the following major factors as indicated on table 12. The study revealed that 68% of the respondents strongly agreed that lack of commitment and teamwork is one of the major factors affecting the strategic plan implementation in the Ministry. Followed by 63% respondents strongly agreed that the organisational structure and culture are not aligned to strategy and 59% strongly agreed that employee's performance not measured meaning no appraisal system (reward system) in the Ministry to motivate staff members to deliver quality services. 51% of respondents strongly agreed that the

budget for the ministry is not enough to execute its programmes/projects as set in the strategic plans, and the budget is not allocated accordingly to where it needed mostly; inadequate leadership to direct strategy implementation; organizational culture; lack of appropriate technology to support the implementation; shortage of staff to implement strategic plan and poor involvement of key stakeholders. However, based on the research findings the following are the major key recommendations that were made for the MRLGHRD consider:

- There is a need to conduct an urgent skills audit within the Ministry and revise the organisational structure. All those in management level should be equipped with the necessary leadership skills, which will help in the successful implementation of the Ministry's strategic plans.
- Allocation of funds including donor funded programmes should be in line with the set strategies (priorities), thus help the Ministry to be focused and implement the strategies to achieve desired results.
- Bureaucracy should be minimised because it destroys the whole concept of strategic plan especially when one does not understand the subject matter, then the whole system will collapse since there is none to explain it better.
- Government to create strong monitoring and evaluation systems and effective strategic plan implementation teams to coordinate and monitor the implementation process in all O/M/As.

Finally, strategic plan implementation and reward system cannot be treated separately, therefore the study suggested that there is a need to introduce and implement the reward system in the Public Service of Namibia to motivate staff members to deliver quality services to its customers.

## **CHAPTER 1: GENERAL INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1 Introduction**

Strategic Plan Implementation has been identified as one of the most challenging aspects of the management's responsibilities in the Ministry Regional and Local Government, Housing and Rural Development (MRLGHRD). Experience made us to believe that strategic plan implementation is a very complex phenomenon with many interconnected factors related to the context, process and content in which the strategy is implemented. Effective implementation of strategic plans has been identified to be one of the major challenges faced by today's managers due to increased competition and dynamism of both the internal and external environments (Zaribaf and Hamid, 2008). Strategic plan implementation affects all the organizations and it is considered to be the most complicated stage in the strategic management process as it requires personal discipline, commitment and sacrifices (David, 2009). If desired goals are not achieved, the organisation might be doomed to fail. Generally more time, energy and resources are being used in the crafting of strategic plans but implementation is always a challenge.

The same applies to the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) it has good strategic plans in place which are scaled down into annual plans and review of its implementation which is done on a quarterly basis. Despite all these efforts, implementation of the strategic plans is still below expectations. It is on this basis that the study was conducted to identify, analyse and describe the reasons that lead to ineffective implementation of strategic plans in Namibia specifically the MRLGHRD.

## 1.2 Background of Namibia

Namibia is located in the South West of the Africa Continent, bordering with Angola and Zambia in the North, Botswana and Zimbabwe in the East and South Africa to the South. Namibia covers 824,268 square kilometres and is naturally an arid open and sparsely populated. According to the 2011 Namibian Census, Namibia had a population of approximately 2.1 million of which a total of 1.2 million (57%) people live in rural areas (Namibia Statistic Agency, 2011).

**Table 1 Namibia's official census in 2011**

Female population	1 091 165
Male population	1 021 912
Total population	2 113 077
Annual average growth rate, 2001-2011, %	1.4
Number of households	464 839
Average size of households (No. of persons per household)	4.4

**Source:** [www.nsa.org.na](http://www.nsa.org.na)

Namibia gained its independence on the 21<sup>st</sup> of March 1990, when the government was formed by the founding President Dr. Nujoma S.S as from 1990- 2005. Thereafter, on the 21<sup>st</sup> March 2005, His Excellency President Pohamba L. H took over the office up to date. Since its independence, the country has established Institutional structures to pursue economic development, peace, democracy and good governance. The Country is demarcated into 13 Administrative Regions such as; Zambezi, Erongo, Hardap, Karas, Kavango, Khomas, Kunene, Ohangwena, Omaheke, Omusati, Oshana, Oshikoto and Otjozondjupa. Each Region has a Regional Council which makes up a regional Government network.

Namibia has two important offices; the office of the President and the office of the Prime Minister, with 21 line Ministries and 7 Government Agencies. The Public Service of the Republic of Namibia has the staff complement of approximately 85 334 of which 28 268 Office Bearers in Uniform and 57 066 Public Servants and Regional Councils. (PSC, Annual Report, 2010).

Staff training in the Public Service of Namibia is carried out to build the capacity of the staff members in various Offices, Ministries, Agencies and Regional Councils (O/M/As and RCs). During the 2008/09 Financial Year, about 438 staff members attended training courses both locally and internationally. Every organisation around the world is concerned with performance improvement and improved service delivery to customers (citizens). The Namibian government is not an exception and has also embarked on several reform initiatives to improve service delivery, efficiency and quality of service, effectiveness and accountability of public servants.

### **1.3 Ministry of Regional and Local Government, Housing and Rural Development**

The Ministry of Regional and Local Government, Housing and Rural Development is committed to the delivery of services to the satisfaction of all communities through rural development, establishment of an effective decentralised Regional and Local Government System, Housing and physical planning services at both Regional, Local and Traditional Authorities. The Ministry's main roles are to coordinate development in rural areas, spearhead the decentralization process and ensure effective and efficient provision of shelters to improve social and living standards of the Namibian inhabitants.

The Directorate for Decentralisation Coordination (DDC) within the Ministry is entrusted with the effective coordination and management process of the decentralization



process. The other four (4) Directorates are: Directorate of Regional and Local Government and Traditional Authority Coordination (DRLGTAC), Directorate of Housing, Habitat, Planning and Technical Services Coordination (DHHPTSC), Directorate of Rural Development Coordination (DRDC) and the Directorate of Finance, Human Resources, Administration and Information Technology (DFHRAIT) are supporting the decentralisation either through direct decentralisation measures or through general supportive services to the Regional, Local and Traditional Authorities, while at the same time attending to the mandated normal routine functions of spearhead the strategic plan implementation in the Ministry.

The Directorate of Housing, Habitat, Planning and Technical Services Coordination is responsible in ensuring effective and efficient provision of shelter, physical planning and municipal services at all levels, in order to improve social and living conditions of the Namibian inhabitants. The struggle for Namibia was mainly over the issue of land (houses), where majority of the Namibian citizens did not afford to own a decent house all over the country. Therefore, the Ministry through the DHHPTSC has embarked upon programmes to reduce these imbalances. Programme such as:

- Build Together Programme, is a programme that was introduced immediately after independence to assist poor (low-income) Namibian communities with shelters.

During the 2007/08 financial year a total of 1096 individual have been benefited from the programme in all the 13 Regions (MRLGHRD Annual Report, 2009).

- Upgrading of Informal Settlement Programme (the Directorate has provided 3652 household) with water and communal toilet facilities at Oshivelo, Berseba, Bethanie and Keetmanshoop (MRLGHRD Annual Report, 2009).

Looking at the huge tasks and responsibility assigned to the MRLGHRD on the issue of rural development at regional level, The Directorate for Rural Development Coordination (DRDC) was created to promote the sustainable rural livelihoods and reduction of rural poverty and rural –urban migration through coordination of rural development initiatives. The MRLGHRD through the DRDC has embarked upon a Rural Sanitation programme, with the purpose to provide proper sanitary facilities in flood prone rural areas and to abolish the use of the bucket system in some areas in the country. Currently 6 758 (six thousand seven hundred and fifty eight) VIP rural sanitation was constructed to improve rural sanitation in the 7 Regions such of: Zambezi, Kavango, Kunene, Ohangwena, Oshana, Omusati and Oshana (Annual Workshop report: MRLGHRD, 2011/12 financial year).

#### **1.4 Structure of the MRLGHRD**

The MRLGHRD is headed by the Minister and Deputy Minister who are appointed by the President as political appointment and a Permanent Secretary, and a Deputy Permanent Secretary who are the accounting officers. There are Five (5) Directorates headed by 5 Directors who are the technical heads within the Ministry, assisted by Deputy Directors. All of the above constitutes the top structure of the Ministry's Management. The MRLGHRD is the mother Ministry to all the 13 Regional Councils, Local and Traditional Authorities in Namibia. The Regional Councils are headed by the Governors who are political appointees, the Town Mayors and the Traditional Chiefs.

#### **1.5 MRLGHRD Strategic Plan**

Strategic plans implementation is one of the major challenges facing all government ministries in Namibia. The MRLGHRD is not unexceptional, it has been implementing programmes/projects as outlined in the National Development Plans and Strategic Plans which are scaled down to annual plans, all have been aligned to the achievement of Vision

2030. The implementation of strategic plan is still a challenge that has been facing the Ministry for quite a long time.

The Ministry' Strategic Plan was developed for the period of five (5) years, (2005-2009) and also the (2009-2014). These plans were then scaled down into yearly (annual) plans that indicate what is to be achieved for that particular year and what resources are required. Quarterly review meetings were conducted to track progress and propose possible solutions in order to address the under-performing activities.

The Ministry's performance is measured by assessing the implementation rate of its 5 year strategic plan which is scaled down to annual programmes/projects implementation plans. As for 2010/2011 and 2011/1012 financial years the Ministry's performance stood at 50% which is unsatisfactory. Funding has been proven not to be the problem simply because the Ministry has always under spent on its budget and funds always return to treasury at the end of the financial year. There are several factors that lead to this problem and this research has looked deeper into the causes of this under performance in the MRLGHRD. The MRLGHRD is the custodian of development in the 13 Regions, and it has to see to it that indeed development takes place, by transferring development funds to the Regional Councils as the implementers of programmes/projects in their respective regions.

Towards the end of each plan the Ministry under took an evaluation of the strategic plan with the assistance of the Office of the Prime Minister (OPM) to determine the Ministry's achievements of the set objectives. This exercise formed the basis on which the new strategic plan 2013-2017 was developed. In the new strategic plan the Ministry outlines its high level statements to improve the strategic plan implementation as: (MRLGHRD, Strategic Plan, 2013).

**1.5.1 Vision:** “A vibrant and innovative Ministry with developed sub-national government systems delivering sustainable development to the communities”.

**1.5.2 Mission:** “To facilitate and coordinate the development of sub-national government systems capable of creating public infrastructure and enabling environment which improve, sustain and support quality of life for all”.

**1.5.3 Core values:** “Innovation and Creativity, Accountability, Integrity, Commitment and Equity”.

The above backgrounds formed part of the study for the reasons that it affects effective implementation of the Ministry’ Strategic Plans. But still one might ask a question, why the Ministry is not achieving its targets of fully implementing the strategic plans, what hampers the effective implementation in the MRLGHRD? It is good to develop strategic plans and it is also equally important to implement them fully.

## **1.6 Statement of the Problem**

In Namibia it is a requirement that all ministries should develop a strategic plan as a means of enhancing results based management and efficiency in their operations. Hence the Ministry of Regional and Local Government, Housing and Rural Development is not an exceptional. Ideally these plans should provide direction in regard to resources targeting the programmes to be implemented.

The MRLGHRD has good strategic plans, implementing them is rarely a challenge and the result has been haphazard, poor prioritization and failure to use the inadequate resources for the right projects. In 2005-2009 and 2009- 2014 the Ministry has failed to achieve the planned goals and objectives, and this reflected the poor execution rate for the two consecutives strategic plans.

According to Welman, Kruger et al., (2005) they argued that a research problem “refers to some difficulties the researcher experiences in the context of either a theoretical or practical situation which a researcher wants to obtain a solution for it” (p. 14). Literature shows that many organisations across the world have good and well formulated strategic plans but implementation remains a challenge.

In light of the above the main purpose of conducting this study is to find solution on how best the MRLGHRD can improve the implementation of the strategic plans which is currently a burning issue on the Ministry’s agenda. The study will be beneficial not only to the Ministry but to the entire government since it will address most common challenges that affecting the strategic plan implementation in entire government.

### **1.7 Objectives of the Study**

The following were the objectives of the study.

- To identify the reasons that cause poor implementation rate of the Ministry’s strategic plans (2009-2014).
- To determine the challenges experienced during the implementation by the MRLGHRD.
- To propose possible remedies or recommendations to improve the implementation of the strategic plans.
- To investigate why strategic plans goals and targets set are not achieved.

### **1.8 Research Questions**

The study intends to answer the following questions:

- (i) What are the reasons for failing to implement strategic plans at the MRLGHRD?
- (ii) What are the challenges experienced during strategy implementation at MRLGHRD?
- (iii) What are the impacts of not implementing strategies properly?
- (iv) What intervention strategies can be put in place to ensure successful implementation?

The study attempted to answer the above questions and explore why there are deficiencies in implementing strategic plans in the Public Service especially in the Ministry of Regional and Local Government, Housing and Rural Development.

### **1.9 Significance of the Study**

The study will be of great value to the MRLGHRD and the entire Public Service of Namibia. The research findings will be useful to the Ministry to advice and assisting in planning accurately when implementing its functions. The Ministry through its management has acknowledged that strategic plan objectives are not realised but no study was done to investigate the root cause of this scenario. The research document will serve as an eye opener and a guiding tool for the Ministry to lobby funding, from other development agencies to finance all the priority programmes/projects as set in the 2013-2017 strategic plan. The study findings and recommendations will also improve the formulation and implementation of the envisaged future strategic plans. It will oversee the magnitude of the existing gap between the previous and the current strategic plan thus will stimulate further research and awareness in the subject.

### **1.10 Limitation of the Study**

The following limitations were noted: The study focused only on the MRLGHRD (case study). It required management and staff members of the Ministry to take a retrospective of what was transpired. In some cases respondents were not providing a true reflection of what is the reality. It might be unfair to generalise the findings across the public service even though in most cases the situation might be the same. Time was also one of the most limited resources to the completion of this study.

### **1.11 Ethical Consideration**

Confidentiality of information collected was maintained at all levels. Respondents were informed that information provided would be kept confidential and they were required to agree voluntarily to participate in the study. To ensure anonymity, names of participants were not required on the questionnaire, but they were requested only to indicate their gender and positions. The purpose of the study was also clearly explained to the participants before they were requested to fill in the questionnaire.

### **1.12 Summary**

Chapter 1 outlined the main aim of the study, which is to investigate the reasons for failing to implement strategic plans and identify possible solutions to this problem. The chapter highlighted the objectives and the research questions that were answered by the respondents, examined the significance of the study. The following Chapter 2 reviews the current literature and theories related to the topic under investigation.

## **CHAPTER 2: LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **2.1 Introduction**

The previous chapter presented the general introduction of the topic, Namibia background, the MRLGHRD's structure and strategic plan. The chapter also presented the objectives of the study, problem statement and definitions of the key terms used in the study.

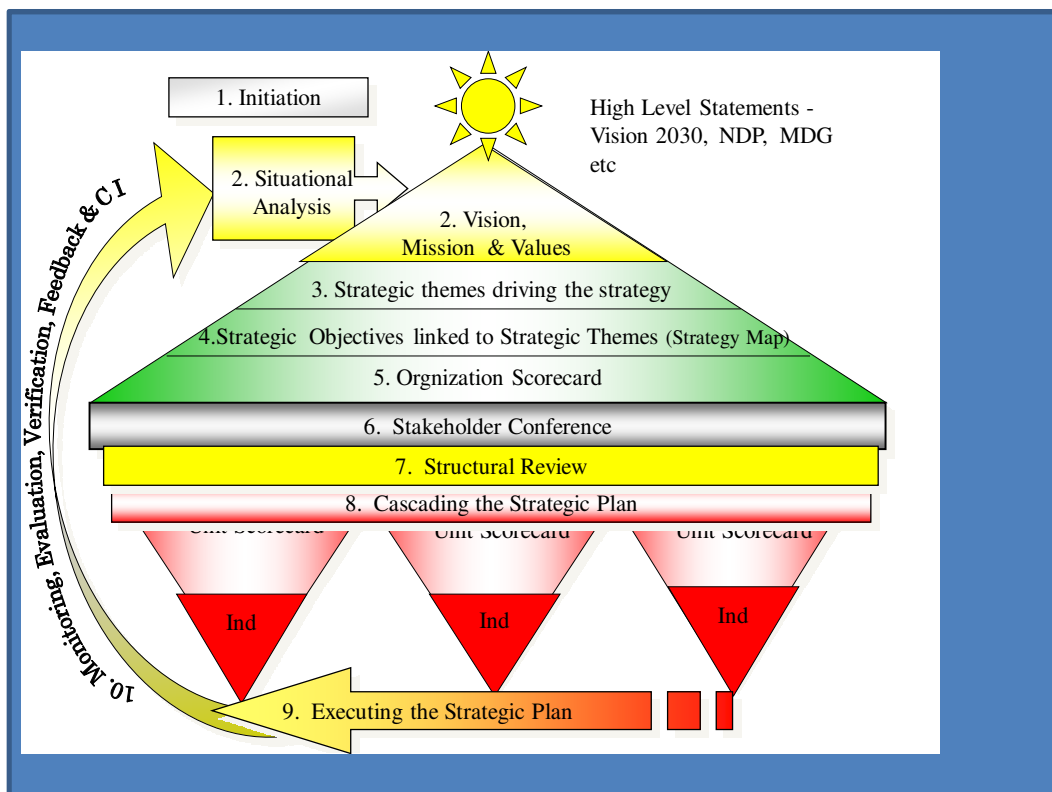
This chapter provides an overview of the literature and theories that are relevant to strategic plan implementation. It provided an in-depth knowledge on the topic. Literature revealed that successful implementation of strategic plans depends primarily on the design and use of various implementation structures that coordinate and manage implementation activities (Bryson, 2004).

Similarly according to Brink (2000) he also argued that literature review is “a process that involves the findings, reading, understanding and forming conclusions about published research theories on a particular topic” (p. 76).

### **2.2 Theoretical Framework**

According to Blanche et al., (2009, p. 21) “theoretical review traces theoretical developments in a particular area often showing how each theory is supported by empirical evidence.” The framework was used to explore factors having influence on the strategic plan implementation. The researcher observed that strategic planning steps (process) are strongly interrelated and cannot be taken disjointedly and examined in isolation. Thompson, Peteraf, Gamble et al., (2012, p. 4) indicate that strategy means “moving an organization forward in order to achieve its intended objectives.”





**Figure 1 The “Strategy Diamond”. Strategic planning conceptual model from top-down**

**Source:** Public Service Strategic Management framework, (2008, p. 20)

Conceptual model is an essential tool used to facilitate, brainstorm, highlight linkages and build themes in a particular situation. This model highlights the steps in which the strategic planning is conducted.

### Step 1: Initiation

This stage of the framework involves preparatory and discussion among key decision makers in the organisation. The framework has revealed that, top management should pave the way for the successful development and implementation of the quality strategic plan. For the strategic plan to be successful it should be understood by the Minister, Permanent Secretary and the entire management staff.

### Step 2: Situation Analysis

Situation analysis is the heart of the strategic planning process and it should not be ignored. It is defined as the strategic ways of examining the current status quo and identifying the strategic issues that affect the operations of the organization. This is the stage where top management and the entire staff of the organisation have to investigate and analyse external and the internal situation. Thus the mission, vision and values statements need to be upgraded and developed if not existing.

### Step 3: Strategic Themes

These are the key performance areas or pillars of excellence in which the organisation must excel in order to achieve its vision, mission and deliver value to its customers/stakeholders.

### Step 4: Strategic objectives and Linkages

Strategic objectives can be considered as a bridge that spans the strategy overall priorities and measures which should gauge the success of the strategic implementation. Strategic objectives can be described as action statements that clarify what and how the organisation should do best in order to effectively implement the strategy.

### Step 5: Balanced Scorecard

The balanced scorecard is a management tool that provides stakeholders with comprehensive measures on how the organisation is progressing towards the achievement of its strategic goals. The researcher observed that, the balanced scorecard should contain enough data to give a complete picture of an organization's performance towards achieving the overall strategy. Literature revealed that, they are some principles to consider in order to implement the strategic plan successfully, such as, translate the strategy into operational

terms, align the organisation to the strategy, make strategy everyone's job, make strategy a continual process and mobilise change through executive leadership.

#### Step 6: Stakeholder Conference

One might ask a question who is a stakeholder? According to the researcher's understanding a stakeholder can be any person who have an interest in the organisation's work and to whom the organisation has an ethical duty. Based on this definition it is worthwhile for the organisation to conduct a stakeholder conference in order to make all interested stakeholders aware on what the organisation is intending to achieve.

#### Step 7: Structure Review

The framework, figure 1 indicated that, organizational structure should be reviewed based on the objectives and initiatives of its strategic plan which should be cascaded to all its unit levels. The framework also revealed that, it is the responsibility of top management to implement the organization's structure according to the approved budget.

#### Step 8: Cascading the strategic plan

Cascading refers to the process of taking the strategic plan and driving it down into the organization's units in order to make informed decisions thus to add meaning to the work of employees. Cascading can be done after the strategic plan is completed and it can be used regardless of who formulated the plan and it should be done even if the organization has two (2) staff, or 100 or even 30 000 employees.

#### Step 9: Executing the Strategic Plan

This is the stage in which management aligns leadership, organizational culture, organizational structures, and reward systems and resources allocation with the chosen

strategy. Experience has shown that it is completely worthless to have strategic plan that reflects the hard choices that, the organization must make, if that strategic plan is just collecting dust on a shelf in an executive office. Literature also revealed that 90% out of 100% organizations fail to implement strategies and only as few as 10% of formulated strategies are effectively implemented.

#### Step 10: Monitoring, Evaluation, Verification, Feedback and continuous Improvement

Strategic monitoring provides feedback to all stakeholders on the strategic formulation and implementation stages of the strategic management process. This feedback indicates the adjustments that the organization should make in order to align itself better with its environment and improve the likelihood of successful strategy execution. The strategic monitoring and evaluation results may lead to changes on how the strategy is being implemented and give mandates to top managers to have ownership and accountable to the strategic plan.

### **2.3 Strategy**

According to David (2009, p. 54), the term strategy comes from a Greek word “strategos” which refers to a military general and combines “stratus” (the army) and “ago” (to lead). It has a military legacy and the terms used, such as objective, mission, strengths, weaknesses were first formulated to address problems in the battlefield and have now been adopted in both organisations and businesses. According to him “strategies are the means to achieve long-term objectives” (David, 2009, p. 44). Similarly, Ehlers and Lazenby (2010, p. 3), argued that, “strategy can be defined as an effort or deliberate action that an organisation implements to outperform its rivals.” The strategy is a potential action that requires top management decisions and large amount of the organisation’s resources; it can affect an

organisation's long-term wealth if not properly managed. The strategy of an organisation therefore serves as the road map towards achieving its long-term objectives.

## **2.4 Strategic Plan**

Implementation of strategic plans is indeed a challenge in the Ministry and yet this issue remains under-researched. Since the launch of the 2001-2006 strategic plan, there were several reviews conducted to determine how the Ministry have gone in the implementation of its set objectives. The study had shed some light on what was wrong and right in the process of implementing its strategies, the why and how questions have been answered to enable the Ministry and the Public Service at large to move forward. The study also looked at some impending factors that hamper effective strategic plan implementation and provide much needed information especially to managers to make informed decisions. The Ministry through its management has acknowledged that strategic plan objectives are not realised but no study was done to investigate the root cause of this scenario.

Bryson (2004, p. 6), indicated that a strategic plan is a “disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation is, what it does, why it does it and how it does it best.” He also argued that, a strategic plan can be viewed as ABCs, as shown on figure 2 whereby, A - is where you are, B - where you want to be and C - how to get there with a focus on the future.



**Figure 2 The ABCs of strategic planning**

*Source: Bryson, J. M, (2004, p. 7)*

Literature has proven that a strategic plan is a game plan of an organisation, which is a step-by-step determination of where you are, where you want to go, how you wish to get there, when you want to arrive, who will do the work and how much you are willing to pay.

In addition a strategic plan is a management tool that helps an organisation focus, to ensure that goals are achieved and they adjust to the organisation's new direction in response to a changing environment. One might also understand a strategic plan as an organisational management activity that is used to set priorities, focus energy and resources, strengthening operations, ensure that employees and other stakeholders are working toward common goals and adjust the organisation's direction in response to a changing environment.

## **2.5 Strategic Management**

According to Ehlers and Lazenby (2010, p. 3), strategic management is defined as “a process whereby all the organisational functions and resources are integrated and coordinated to implement formulated strategies which are aligned with the environment, in order to achieve the long-term goals of the organisation, and thereafter gain a competitive advantage through adding value for the stakeholders.” They also argued that, competitive advantage is an important term in the definition, because one might have to ask questions such as; what makes one organisation better than another? Why do some organisations outperform their rivals with few resources, capital and employees?

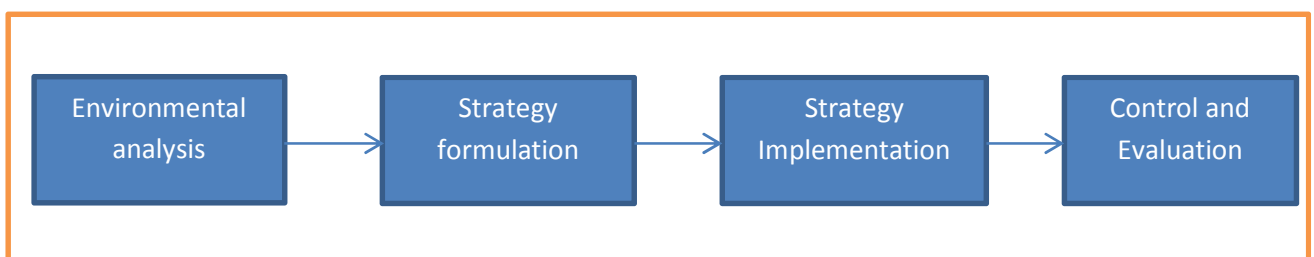
In addition the researcher also viewed strategic management as a comprehensive gathering of continuing activities and procedures that organisations use to systematically coordinate and align resources and actions with mission and vision throughout an organisation.

Coulter (2010, p. 5), also argued that, strategic management is “a process of analysing the current situation, developing appropriate strategies, putting those strategies into action and evaluating and changing those strategies as needed.”

However David (2009, p. 54), explained that, strategic management is like “a man or woman who might know too little, perform poorly, lack judgement and ability and yet not do too much damage as a manager, but if a person lacks character and integrity, no matter how knowledgeable, how brilliant, how successful, but still he can discourage, he can disregard people who are the most valuable resources of the organisation; he destroys the spirit and destroys people’s performance.” He also cited the proverb which says, “Trees die from the top” which means the spirit of an organisation is created from top to bottom, the statement is true because if the organisation has a Great Spirit, it is because the spirit of its top managers is great and if it decays it’s because top managers are rotten.

Strategic Management is also defined by David (2009, p. 54), as the “art and science of formulating, implementing and evaluating cross-functional decisions that enables an organisation to achieve its objectives.”

Figure 3 below depicts the following four (4) stages (process) of strategic management such as; Environmental analysis, Strategy formulation, Strategy implementation and Strategy control and evaluation.



**Figure 3 the four basic strategic management processes**

*Source: Ehlers T and Lazenby K, (2010, p. 9)*

### **2.5.1 Environmental Analysis**

This is the most important and crucial stage of the strategic management process, without it, it is impossible to move on effectively to the next stage. The creation of a favourable working environment for public servants is a responsibility of the state. The



strategic objective of the government is to create a favourable environment and better working conditions for employees in order to achieve vision 2030 objectives. Every organisation should have a vision statement and mission statement to guide it into future. These give organisational direction, and focus the employees and managers on how, why they are in the organisation.

Literature revealed that environmental analysis should be done by strategic managers whereas, Ehlers and Lazenby (2010, p. 8) indicated that environmental analysis focuses more on “evaluating and analysing the external environment for possible opportunities and threats, and internal environment for possible strengths and weaknesses (SWOT analysis)” therefore this can be done at all the levels within the organisation.

### **2.5.2 Strategy Formulation**

Strategy formulation is described by David (2009, p. 43) as the second stage of the strategic management process, “which involves developing a vision and mission, identifying an organisation’s external opportunities and threats, determining internal strengths and weaknesses.” According to Ehlers and Lazenby (2010, p. 174), “strategy formulation is about positioning organisations for long-term competitive advantage.” Literature shows that crafting an effective strategy requires hard work, which requires both analysis and synthesis thus as much as analytical is as much as creative act.

Strategy formulation includes defining the organisation’s vision statement (where are we going), mission statement (who are we and what we do), values (what we believe in), specifying achievable objectives (what we want to achieve), developing strategies and setting policy guidelines (Hunger & Wheelen, 2002). This shows that during the strategy formulation a closer look should be considered on how that strategy will actually be put into action.

### **2.5.3 Strategy Implementation**

This is the third stage of the strategic management process and it is the most critical action stage in the process. It turns the strategic plan into series of action tasks, and ensures that these tasks are executed in such a way that the objectives of the strategic plan are achieved. Implementation is the most difficult and time consuming task for managers. Strategic implementation is the main focus of this study; it answers questions of how organisations can get to where they want to be, however, the road to effective strategy implementation is full of potholes and dangers because of various obstacles that can cause failure in the implementation.

According to the researcher's observation the aim of developing plans and strategies is to help the organisation stay focused on its mandate and achieve best results. Strategic plan implementation often is called the action stage of strategic management. Therefore, implementing the strategy means mobilising employees and managers to change formulated strategies into action. Strategy implementation requires someone with personal discipline, commitment and sacrifice to do the action. Literature has made us to believe that any implementation to be successful it must be centrally generated, planned and directed by the top managers. Hence the same goes for strategic plans, for these to be implemented effectively one has to direct the implementation. Therefore, successful strategy implementation axes upon managers' ability to motivate employees to perform.

Strategy implementation is a very important tool in any organisation, but generally there is a lack of understanding among most organisations. Successful strategy formulation does not guarantee successful strategy implementation. Strategy implementation is different from strategy formulation, whereas strategy formulation focuses more on positioning forces before the action, strategy implementation focuses on the effectiveness of plans and it requires good coordination and good analytical skills. However on the other hand, according

to David (2009), “strategy implementation focuses on the managing forces during the action, focuses on the efficiency, requires proper coordination, special motivation and leadership skills” (p.261).

According to the researcher’s observations it appears that many of today’s top executives are far much better at developing strategy than implementing it, due to political and organisational obstacles that stands in their way.

Strategy implementation includes developing an effective organisational structure, redirecting marketing efforts, preparing budgets, developing and utilising information systems and linking employee’s compensation to organisational performance (David, 2009). In addition, implementing effective programmes, projects, action plans, and budgets will bring life to the strategies and it will create more tangible value for the organisation and its stakeholders as mandates are met and mission fulfilled (Bryson, Anderson and Alston, 2000). The implementation process itself should allow for adaptive learning as new information becomes available and circumstances change. Therefore, such learning will lead to more effective implementation, emotional, practical basis for developing strategies and new rounds of strategizing. Strategic implementation can be viewed as a method that turns tactics and ideas into action in order to realize planned objectives and goals.

According to Ehlers and Lazenby (2010, p. 261) strategy implementation is defined as “a process that turns the selected strategy into action to ensure that the stated goals are aligned with the vision and mission.”

It is clear from this definition that strategy implementation deals with translating the strategic plan into action. Strategy implementation activities affect all employees and managers in an organisation, thus every division and department must decide on answers to questions such as, what must we do to implement our part? And how best can we get the job

done? Similarly, David (2009) added that implementing strategy means mobilising employees and managers to put formulated strategies into action, and it requires personal discipline, commitment and sacrifices.

Strategy formulation and implementation are inter-related and successes in both stages are essential for superior performance. One might look at strategy formulation as an organisation's roadmap which is essential to track a particular strategic direction and set the achieved goals effectively. However, strategies formulated but not implemented serve no useful purpose; it does not guarantee that the desired targets are reached any more than having a roadmap that guarantees the traveller arrives at the desired destination. Therefore failure to possess the managerial competencies needed for strategy implementation is the most important barrier to strategy implementation.

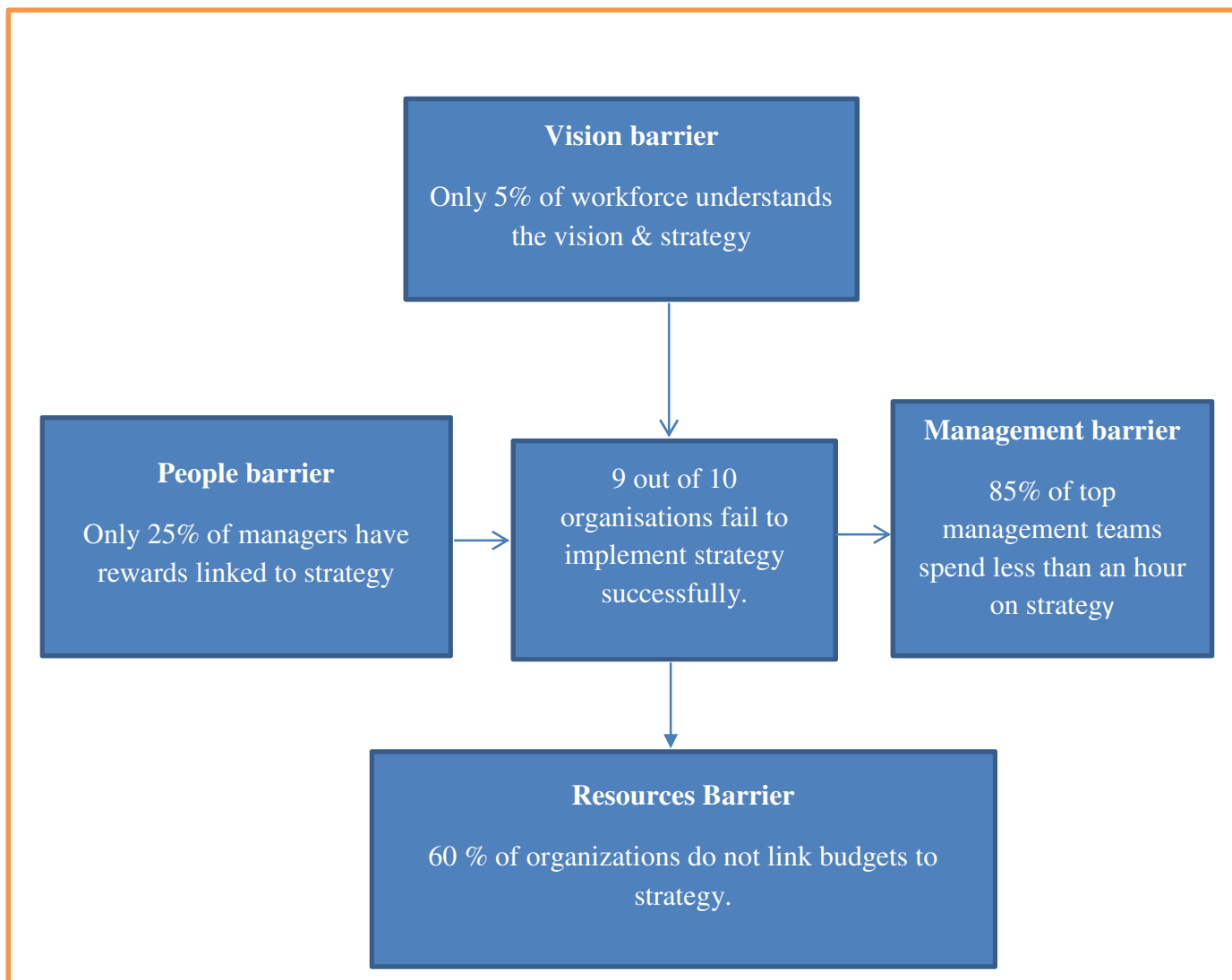
Ehlers and Lazenby (2010, p. 263) indicated that some of the managerial competence problems organisations often experience when attempting to implement strategic plans are the following:

- There is no alignment between the organisational structure and the strategy.
- The information and communication systems are inadequate to report on the progress of strategy implementation.
- The coordination of implementation efforts was not sufficiently effective.
- The leadership and direction provided by top and middle managers was inadequate.
- Goals were not sufficiently defined and not well understood by employees.
- The formulators of the strategy were not involved in the implementation or left before the implementation was completed.

- Key changes in the responsibilities of employees were not clearly defined.

Kaplan and Norton (2008) conducted a survey on different companies in the USA in 1996 regarding strategic plan implementation. The results from the survey revealed that nine (9) out of ten (10) organisations failed to successfully implement their planned strategies, simply because strategic management processes were not properly followed.

In addition Ehlers and Lazenby (2010, p. 263) indicated that, organisational strategies are not properly implemented due to the following strategy implementation barriers illustrated under figure 4.



**Figure 4** the diagram depicts the four barriers to strategy implementation

*Source: Ehlers T and Lazenby K, (2010, p. 263)*

#### **2.5.4 Strategy control and Evaluation**

This is the final stage in the strategic management, according to Ireland/ Haskisson and Hitt, (2011, p. 280), they indicated that strategic control is “largely subjective criteria using appropriate strategies for the conditions in the external environment and the company’s competitive advantages.” Thus strategic control is concerned with examining the fit between what the company might do (as suggested by opportunities in its external environment) and what it can do (as indicated by its competitive advantages). Effective strategic control help the organisation understand what it takes for it to be successful.

Strategic control demand rich communication between managers responsible for using them to judge the organisation’s performance and those with the primary responsibility for implementing the organisation’s strategies (such as middle & first level managers). According to Pearce II and Robinson Jr, (2009), strategic control is a management tool which is used to track progress made during the strategic plan implementation, detect problems or changes in its underlying premises and make necessary adjustments.

Coulter (2010), also relates strategy control to be a tool used for monitoring the implementation of the strategic plans which ensure quality and effectiveness in the organisation’s performance. While strategic evaluation involves the evaluating of both the outcomes of the strategies and how they have been implemented. In the same vein Ireland/ Hoskisson/ Hitt, (2011, p. 280), indicated that strategic control can be used “to evaluate the degree to which the organisation focuses on the requirements to implement its strategies.” It can also be used as a tool to study primary and support activities to verify that the critical activities are being emphasized and properly implemented.

According to the researcher's views there are many evaluations and control techniques used, one of it is the Balanced Scorecard which was developed in 1993 by two Harvard Business Professors, Kaplan R. S and Norton D. P. The Balanced Scorecard allows organisations to evaluate the overall performance of the organisation and its progress towards achieving its objectives based on four perspectives such as; financial performance, customer knowledge, internal business process and learning and growth (Kaplan and Norton, 2001).

In summary, Coulter (2010, p. 11), argued that, "strategic management is not simply the responsibility of an organisation's top managers, but people at all levels should play a role in developing strategy as well as implementing it." Literature also revealed that, the vision of the organisation should be clear and properly communicated to all levels if not, it will create confusion as employees are not sure what is expected from them and eventually consequently performance will decline. In addition, Ehlers and Lazenby (2010) stated that, the formulation of the strategic plan is not sufficient thus the responsibility of the board members is to ensure that management should not only implement the formulated strategy, but also monitor the implementation.

## **2.6 Key drivers affecting the strategy implementation**

Strategy implementation is a tremendous challenge to organisations, thus organisations need to take into consideration various instruments such as, short-term objectives, functional tactics and policies, and these instruments will ensure effective strategy implementation process by focusing on what exactly needs to be done. Similarly, in order for the organisations to push strategy implementation efforts in the right direction, the following strategic plan implementation drivers should be applied:

- Leadership

- Organisational Culture
- Reward systems
- Organisational Structure
- Resource Allocation

### **2.6.1 Leadership**

To begin with, one might ask who is a leader. According to Goldman, Maritz, Nienaber, Pretorius, Priilaid and Williams, (2010, p. 75) defined a leader as “a person who influences other people and inspires them to follow.” Therefore, from this definition it is clear that there is a leader and followers. There are some indications that demonstrate that indeed this person is a leader such as, virtue, wisdom, charisma and vision. Experience leads us to believe that a true leader possess, virtue, wisdom, charisma and vision. A good leader should be able to articulate (communicate) a vision and mission to his/her followers that guides towards achieving long and short term organisational goals and objectives. The holistic package of the person and the task can be termed leadership. Therefore leadership according to Ehlers and Lazenby (2010, p. 283) is the “ability to anticipate, envision, and maintain flexibility in order to empower others to create strategic change as necessary.” Leadership also is defined by Bryson, Anderson and Alston (2011, p. 55) as “the inspiration and mobilization of others to undertake collective action in pursuit of the common goal.”

Therefore, Leadership is important in strategy implementation, as it is only through effective strategic leadership that organisations are able to use the strategic management process successfully whereby it includes supervising employees’ behaviour, performance, attendance and attitudes.



The challenge that strategy implementation imposes on leaders is that of provocative commitment among internal and external stakeholders to implement strategies and embrace changes. Successful implementation of strategies requires leaders who can lead through inspiration and coaching rather than command and control, leaders who can mould the behaviour of employees. Some organisations hold their strategy secret to their employees and it is shared only among the top management.

Literature revealed that implementing a strategy should begin by educating and involving the people who must implement it. Some leaders have a deep desire for big salaries or status; they don't even strive to achieve expected goals. Leaders and people with passion for their work have a lot of energy, are optimistic even during setbacks and are committed to the organisation and to their jobs.

### **2.6.2 Organisational Culture**

According to Schein (2010, p. 18), he defines culture as a “pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration, which has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think and feel in relation to those problems.”

In the same vein Robbins, Judge, Odendaal and Roodt (2009, p. 424) also indicated that organisational culture refers to “a system of shared meaning held by members, distinguishing the organisation from other organisations.” Similarly Ehlers and Lazenby (2007, p. 223) defined organisational culture as “a set of important, often unstated, assumptions, beliefs, behavioural norms and values that the members of an organisation share.” Successful organisations will create an environment and a culture that brings out the best in their people and will work in partnership with their people to achieve the goals of the organisation.

According to O’hair, Rourke IV et al., (2001, p. 456) they also defined organisational culture as “the way how an organisation thinks of itself and its members.” If the organisation places a great deal of power in the hands of the leader, that individual will be in a critical position to regulate communication. If power is shared in an organisation and communication practices will be more likely be negotiated among members.

The best way to understand organisational culture is by examining its important elements which includes values that organisational members share such as:

- Customer satisfaction which is essential to the success of the organisation.
- People should do a good job.
- Team work can frequently accomplish more than individual effort.
- Excellent performance will be noticed and rewarded.
- Treat your colleagues as you would like (want) them to treat you.
- Complete every task the way it should be done.

Observations show that an organisation’s hierarchical structure, its management style and its organisational culture influences the direction in which messages can flow.

According to O’hair, Rourke IV et al., (2001, pp. 459-461) stated that, in an organisation, there are three main directions in which messages can flow:

- Downward communication: These are messages or instructions that come from superiors to subordinates.
- Upward communication: Messages that are sent from subordinates to superiors.

- Horizontal communication: Messages that are exchanged among individuals at the same hierarchical level in an organisation.

### **2.6.3 Reward Systems**

Reward system is one of the five (5) important strategy implementation drivers that focus on the people inside an organisation. It is also the most important tool for strategy implementation. Ehlers and Lazenby (2007, p. 230) define reward system “as the umbrella term for the different components considered in performance evaluation and the assignment of monetary and non-monetary rewards to them.” Reward system should be tightly linked to the strategy to encourage a change in behaviour to support strategy implementation. In addition it should be tied to achieving the specific outcomes in order to make the new formed strategy to work. It must also emphasise on rewarding people (employees) for accomplishing results.

Rewards includes profit sharing, cash bonuses, retirement packages, salary increases, job security and promotion and many other means to encourage high team performance. In most organisations reward systems are designed for a short-term focus and for top managers only. Ehlers and Lazenby (2007, p. 230) indicated that in order for an organisation to be an effective motivator for strategy implementation, reward systems should be “extended to middle and lower levels of management and be used for the entire workforce.” It is proven that reward is another way of motivation and motivated managers and employees will be committed to the implementation of the chosen strategy.

### **2.6.4 Organisational Structure**

According to Robbins, Judge et al., (2009, p. 401) organisational structure is “the way how job tasks are formally divided, grouped and coordinated.” They continue to argue that the organisation’s structure is a means to help management achieve its intended objectives.

Since objectives are derived from the organisation's overall strategy, it is only logical that strategy and structure should be closely linked. When management makes a significant change in its organisation's strategy, the structure will need to be modified to accommodate and support this change. Ehlers and Lazenby (2007, p. 247) indicated that organisational structure is "the framework within which the strategic process must operate to achieve the organisation's objectives."

Literature also revealed that an organisation structure is the backbone to the organisation's formal reporting relationship, procedures, controls, authority and decision-making processes (Ireland, Hoskisson and Hitt, 2011, p. 279). Strategy and structure have a reciprocal relationship, meaning as much as strategy influences structure so as structure will also influence the strategy. When a tight fit between strategy and structure is absent, the organisation's performance will experience administrative and resource allocation problems and conflicting priorities regarding strategy implementation tasks will decline.

### **2.6.5 Resource Allocation**

Ehlers and Lazenby (2007, p. 256) indicated that, to achieve successful strategy implementation, "it is essential that resources be allocated in such a way that they support the organisation's long-term goals, chosen strategy, structure and short-term objectives." They further indicated that an organisation that does not follow a strategic management approach, resources are often allocated on a political or personal basis and not according to the priorities established by the short-term objectives. For the organisation to succeed it needs to have the best and the most appropriate resources for its strategy thus change in strategy requires a change in resource allocation plan of an organisation.

Four main types of resource that an organisation can use to implement strategies are briefly discussed below:

### **2.6.5.1 Financial resources**

According to Ehlers and Lazenby (2007, p. 257) “budgets are based on organisation’s short-term objectives and operating results are regularly compared with the budget.” They further argued that, if few resources are allocated, this will slow down and hinder strategy implementation efforts’ whereas if the allocation of resources are too many it will be a waste and it reduces financial performance. Literature has proved that one of the barriers to implementing strategy is the failure to link action programs and resources allocation to long-term strategic priorities. Ehlers and Lazenby (2010, p. 263) further proved to agree with the results from the study conducted from different companies in the USA which revealed that “60% of the organisations do not link budget to strategy.”

In view of the above background it is clear that a change in strategy requires resources to be re-allocated in order to support the new objectives and priorities.

### **2.6.5.2 Human Resources**

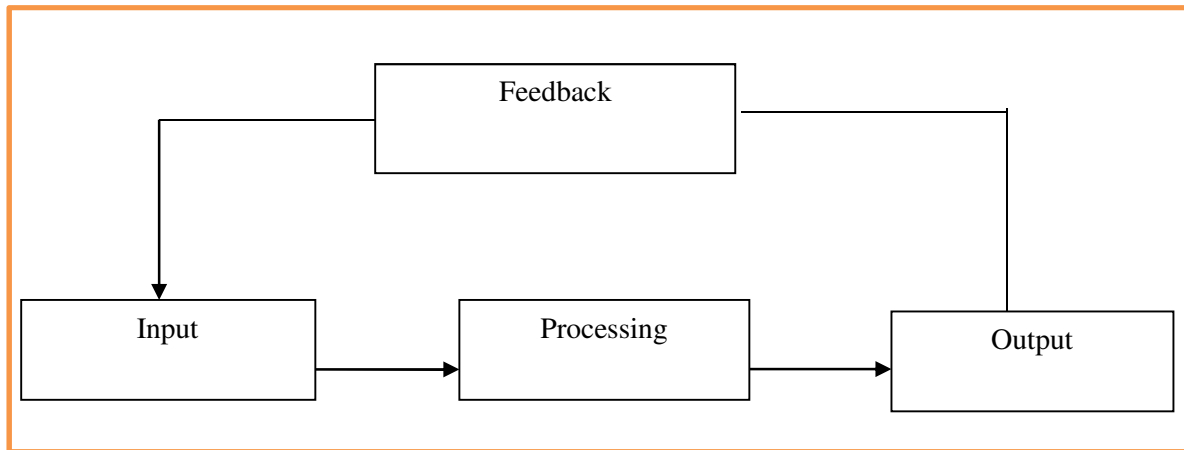
Ehlers and Lazenby (2007, p. 257) explained that “human resources are at the heart of strategy and in the knowledge era, it is important for strategy implementation that people are allocated to the most important task in implementing the strategy.” They further indicated that organisations can no longer deliver or generate profit without ideas, skills and talent of knowledge workers. Literature has revealed that, developing and motivating employees is the most important part of the organisation. Organisational managers should spend one-third of the time with employees, they should invest a certain amount of money annually on training to make employees better. After the strategy is formulated, the organisation needs to take a look at its human resource needs to know what kind of skills are needed to implement the strategy. However, human resource is not necessarily the people but it includes the competencies, knowledge and skills that these people will bring into the organisation to help in the implementation of strategies.

### **2.6.5.3 Technology**

Robbins and Judge et al., (2009, p. 412) define technology as “the way how an organisation transfers its inputs into outputs.” According to Jones and George (2003) they also define technology as a combination of skills, knowledge, tools, machines, computers and equipment that are used in the design, production and distribution of goods and services. It has been proven that, the usages of computers and internet have made information more accessible in the organisation. Therefore, successful implementation of strategies can be achieved by integrating and coordination of technology, innovations, production processes, marketing, financing and personnel.

### **2.6.5.4 Information System**

One might ask a question what is a system? According to Stair, Reynolds and Chesney (2008) define a system as a set of elements or components that interact to accomplish goals. Figure 5 explains that, a system has inputs, processing mechanism, outputs and feedback. It processes the input to create the output; on the other hand information is a collection of facts, e.g. data. Therefore, information system is a set of interrelated components that collect, manipulate, store and disseminate information and provide feedback mechanism to meet an objective. It is the feedback mechanism that helps organisations to achieve its goals, such as increasing profits or improving customer service. Information is power and the source of knowledge, without it managers cannot plan, organise, lead and control effectively. Information system transmits information upwards and downwards and is one of the instruments that can collect and organise data for managers in order to make informed decisions.



**Figure 5 depicts the information system process**

*Source: Stair R, Reynolds G and Chesney T, (2008)*

## **2.7 Measures that the Government of the Republic of Namibia has put in place to enhance strategic plan implementation in the public service**

Since independence, the Government of Namibia has attempted to address a number of specific challenges faced by the strategy implementation in the country. It has embarked on several reform initiatives to improve service delivery, efficiency and quality of service, effectiveness and accountability of public servants. These measures are discussed below:

### **2.7.1 Vision 2030**

In June 2004, the then President of the Republic of Namibia, His Excellency President Dr.Nujoma launched the Namibian Government’s Vision 2030. This is the Namibia’s forecast at 2030, “to be a prosperous and industrialised country, developed by her human resources, enjoying peace, harmony and political stability.” This vision guides Namibia to where she is, where she wants to go and over what time frame (NPC, 2004). It is the high level statement or policy directive that guides the development of Namibia.

### **2.7.2 National Development Plans**

The National Development Plans (NDPs) is a five (5) year planning tool, consisting of the key national objectives, strategies and key result areas and targets for sectors. Every after 5 years Namibia develops this developmental tool that guides the nation's planning process. The process started with NDP 1 (1995/96- 1999/2000), NDP 2 (2000/01-2005/06), NDP 3 (2006/07-2011/12), and currently NDP 4 (2012/13- 2016/17). The formulation of NDP 3 was guided by vision 2030 objectives, SWAPO Party Manifesto and the Millennium Development Goals (MDGs). The overall theme for NDP 3 was "Accelerated Economic Growth and Deepening Rural Development." However, NDP 4 has adopted three overarching goals which are; high and sustainable economic growth, employment creation and increase income equality. The theme for NDP 4 is "Changing gear towards vision 2030" (NPC, NDP 4, 2012). The National Development Plans guides Namibia's progression towards its vision 2030.

### **2.7.3 Medium Term Expenditure Framework**

Medium Term Expenditure Framework (MTEF) is the document that highlights the formulation of the national budget with the aim to produce a system that permits better public expenditure decision making. In March 2001, Namibia published its First Medium Expenditure Framework document which explains how Line Ministries will utilize the funds allocated to them for both development and recurrent activities. The Namibian Government uses a three years rolling budget whereby activities can roll over to the next financial year, while funds do not roll. Meaning, if there are any unspent funds during that specific year, funds go back to treasury and money will be reallocated the following financial year. This is done to ensure prudent financial management of public funds. The Development Budget is coordinated by the National Planning Commission and Ministry of Finance



#### **2.7.4 Charters**

Customer charters are often developed by organisations to highlight the basic rights of the clients as to what services government is providing to improve service delivery. It also highlights organisations promises to customers and what customers can do if not satisfied. The charter indicates what services are offered, at what standard and what is expected from the clients to ensure that the service's standards are met. The Namibian government like any other government adopted a charter for the public service during the 3<sup>rd</sup> Biennial Pan- Africa Conference for Government Ministries that took place in Windhoek, Namibia on the 5<sup>th</sup> of February 2001. The purpose of the charter for the public service in Africa is to establish a common framework and principles for public services across Africa (Public Service Pocket Guide, 2003).

In 1997, Namibia launched its charter highlighting nine (9) public service charter principles which are: Standard, Information, Courtesy and Helpfulness, Consultation and Choice, Accountability, Openness, Non-discrimination, Quality of Service and Value for Money. Thereafter each Ministry was expected to develop its own charters based on the nine (9) principles with the ultimate aim to improve service delivery and be committed to serve all citizens of the country. This exercise is coordinated by the Office of the Prime Minister.

#### **2.7.5 E- government**

The Namibia government is also part of the global village that is striving to move with technology. E-government is “ the information and communication technologies in public administration, combined with organisational change and new skills, in order to improve public and democratic processes and strengthen support to public policies” (Public service Pocket Guide, 2003). The use of information technology helps to improve services through simplified administration, services delivery and easy interaction between different parties including government itself, citizens and businesses at large. The Namibian Government is

still in the process of electrifying all its data but it remains a challenge and still a long way to go.

### **2.7.6 Decentralization**

Decentralisation is the process of transferring powers and responsibilities from Central Government to Regional and Local Authorities (Sub-national government) for performing of core functions, powers and services from central government to the sub-national governments. In short decentralisation means bringing services closer to the communities by providing people at grass root level with the opportunity to participate in their own decision making process.

Namibia has 13 administrative regions namely: Zambezi, Hardap, Karas, Kunene, Kavango, Oshikoto, Ohangwena, Omusati, Oshana, Omaheke, Otjozondjupa, Erongo and Khomas and each region has its Regional Council that makes up the Regional Government network. The Ministry of Regional and Local Government, Housing and Rural Development is mandated to spear head this assignment. The Decentralization is in three (3) phases according to the (MRLGHRD, Decentralisation Policy, 2000).

These are:

- Deconcentration - Occurs when central government dispenses its officials, to sub-national levels to carry out regular functions under the authority of central government. Currently almost all Government Ministries have passed this stage and are represented in the Regions and MRLGHRD is one of those.
- Delegation - Occurs when central government hands over central functions to sub-national levels to be performed on an agency basis. Currently only few government services have been delegated to the regions such as: Health, Education, Agriculture

Extension Services, Lands and Resettlement and the MRLGHRD is at the advance stage of delegating its functions.

- Devolution – Occurs when the functions, resources and power are transferred to the sub-national levels of government and assumes full responsibility and public accountability of certain functions. To date no Government Ministries has been fully devoluted to the regions, but the process of doing so is at the advanced stage.

### **2.7.7 Human Resources Information Management System**

Human Resources Information Management System (HRIMS) is a computerised system aimed at providing government human resources data for planning and statistical purposes (Public Services Pocket Guide, 2003). The system is aimed at capturing all staff member's employment profile for easy management on the computer such as name, position, date of assumption of duty, qualifications and experience. Currently the system has been introduced in all Ministries but not all data has been captured due to technical errors with the system.

### **2.7.8 Performance and Effective management Programme**

Performance and Effective Management Programme (PEMP) is an initiative that started in 1998 by the Namibian Government to channel funds towards Policy imperatives to spend less on less important or less effective areas to deliver value for money (Pocket Guide, 2003). This is a document where O/M/As and RCs outline objectives and measures to indicate how it will be done focusing on results and resources allocated. This is an important supporting document for Annual Appropriation Bill that is presented to Parliament by the Minister of Finance at the beginning of every financial year. Both the MTEF and PEMP are coordinated by the Ministry of Finance.

### **2.7.9 Performance Management System for Public Service of Namibia**

At independence, the Namibian Public Service inherited a Performance Appraisal System that used the Merit Assessment and Efficiency Rating Approach. These two approaches were used to evaluate staff performance until 1996, when a new Performance Appraisal System (PAS) was introduced. The PAS was introduced after the recommendations of the Wages and Salary Commission (WASCOM) that has to do with a system that could appraise or evaluate each public servant performance in his/her job. However this system was suspended during 1998 due to poor supporting organisational culture and insufficient training on the system prior to implementation. Therefore, Performance Management Unit was created in the Office of the Prime Minister to coordinate the public service performance. In 1998 the Performance Management System (PMS) concept was conceived and in 2001 a project team was constituted with the mandate to develop a framework and identify principles for a PMS for the Public Service of Namibia. In March 2004 the action plan for the project was set to complete the PMS framework and principles, with the date for piloting it in the selected few O/M/As set for 1 April 2004 and the implementation across all O/M/As scheduled for 1 April 2005.

PMS is a system that helps to motivate staff, to ensure effective management and provide tools to objectively measure staff performance and in so doing it leads to improved performance in the public service. It is the system that aims to transform the public service of Namibia in an efficient and performing organisation and hence assist Namibia to achieve the nation's vision 2030 objectives (PMS principles and Framework, 2005). Performance Management System for Public Service is applicable to all public servants and requires all to perform and render services according to the principles of the Public Service Charter of the Republic of Namibia.

The first step towards implementation of the PMS is to craft the five year strategic plan that is in line with the NDPs, MTEF and the Vision 2030 objectives. Strategic plan is further cascaded down into Annual Management Plans that directs what to be achieved over a specific year. Management plans are then cascaded into Performance Agreements signed between the staff member and supervisor agreeing on what activities to be done by each staff and thereafter performance will be measured on what is achieved and reward (bonus) or punishment is taken against the non-performances. PMS encourages performance and is result oriented.

During 2006/07 financial year, PMS internal facilitators were appointed to train many staff members on the PMS and Ministerial implementations teams were formed and pilot Ministries were also identified but the implementation process is very slow. The process of fully implementing PMS in the public service at large is also very slow, and currently there is no O/M/As that has rolled out the system.

Various academics have conducted studies on the Namibian Public Sector Reform Initiatives, results are mixed and the majority found out that the reform was extensive but not well synchronized and coordinated therefore not yielding desired outcomes. The study will dwell much more on the items to find out what are the casual factors for failing to implement strategic plans.

## **2.8 Summary**

This chapter is an overview of theoretical literature which explores the reasons and some of the factors that hamper strategic plan implementation in the MRLGHRD.

According to the literature reviewed, it appears that there are a multitude of factors that influence the failure for the Ministry not successfully implementing strategic plans such as among others:

- Lack of strategic alignment at every level: Management must clearly link strategic plan to all departmental goals and to individual goals.
- Misallocation of resources (budget): The Ministry should critically communicate the strategic priorities and resources should be allocated according to priority areas those that bring improvements.
- The Ministry maintained insufficient operational measures: The Ministry need appropriate measurement systems at operational level to successfully implement its strategic plans.
- Lack of leadership skills: The ministry should ensure training on leadership management for all management levels.

In addition the study revealed that the ministry has formulated good plans and ending up collecting dust in management shelves without being implemented due to the following reasons listed below:

- Lack of ownership: This is the most common reason why implementation is a failure since employees do not have stake in the strategy formulation therefore they will be frustrated.
- Lack of communication: the plan does not get communicated to employees therefore they do not understand how they contribute to it.
- An overwhelming plan: Too many goals and actions generated in the strategic plan, thus top managers fail to eliminate non-critical actions and employees do not know where to start with the implementation.

- A meaningless plan: Employees do not buy in the vision, mission and value statements hence they are not clear.
- No progress report: Top managers do not have methods to track progress, and the plan only measures what is easy and ignores what is important in the plan.
- No accountability: None is accountable for any failure since there is no ownership.
- Lack of empowerment: Employees must also be involved and must have the powers, responsibilities and necessary tools to impact relevant measure.

Since strategy implementation affects the overall performance of the Ministry the study therefore recommends that, all identified factors that affecting implementation of strategies should be avoided and strictly measures should be put in place.

The next chapter 3 presents the methodology used, the research design and data collection of the study thereof.

## **CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

The previous chapter reviewed in detail the available literatures and theories that are relevant to strategic plan implementation. The chapter summarises some of the identified major factors affecting the implementation of the strategic plan in the MRLGHRD.

This chapter presents the research design, followed by sample design, sample techniques used and criteria used in the choice of the sample size. It includes data collection methods and procedures used.

### **3.2 Rational for Study**

The rational for the study was to investigate the reasons why implementation of the strategic plan in the Ministry is a failure. Also to make recommendations based on the study findings with the view for improvement.

### **3.3 Research Approach**

The research conducted by using a sample selected from the total number of staff members within the MRLGHRD and were grouped into different job categories. The study used key instruments such as informant interviews and questionnaires and in some cases observation was used as data collection methods. According to Garson (2002), a research survey is “a way of gathering data from respondents thought to be representative of some population, using an instrument composed of closed structure or open ended questions.” This is the most dominant form of data collection in social sciences providing for efficient collection of data over broad populations. The research used a case study approach for the MRLGHRD.



### **3.4 Research Design**

The study adopted a descriptive and quantitative research design. The study chose this research design because the study aimed at collecting information from respondents on their attitudes and opinions in relation to influences on strategic plan implementation in their offices. This method had a clear advantage of being effective in collecting data from a large sample in a faster and cheaper way. Literature revealed that descriptive research is easiest a process of collecting data in order to answer questions concerning the current status of the object of the study. It is against the above observation that the study settled on this research design.

According to Welman and Kruger (2001) the appropriate research design is one which would be helpful in answering the research questions in order to achieve research objectives. Literature has also proved that there are several classifications of research strategies that can be used such as, surveys, case studies, descriptive, exploratory and explanatory thus each has its pros and cons.

The study also used a combination of quantitative and qualitative approach, which includes the exploratory and descriptive research strategies as not much is known about strategy implementation in the Ministry and factors affecting the implementation have been looked at. The study mainly focuses on the relationship between the strategic plan and their implementation. The descriptive research is to portray an accurate profile of persons, events or situations. It is necessary to have a clear picture of the phenomena on which you wish to collect data prior to the collection of data. A descriptive approach has been clarified as the process of streamlining complex issues through breaking them into smaller components (Saunders, Lewis and Thornhill, 2003).

Therefore, in this research questionnaires were used to provide answers to the critical questions. The researcher is also a staff member within the researched Ministry. This made it easy to observe the same processes and make meaningful analysis. The advantage of quantitative approach is that it measures the reaction of many responses to a limited set of questions, facilitating comparison and statistical aggregation of data. Therefore, more quantitative methods were used and less qualitative because it involves examining and reflecting on perceptions regarding how strategies have been executed in the Ministry. A survey was used as a research strategy in order to provide a broader overview of a representative sample of a large population as well as to give room to the researcher to have control over the research process.

### 3.5 Target Population

The study was conducted randomly from a total of 247 identified staff members on the Ministry’s staff establishment. The focus of the study was mainly the operational staff in the MRLGHRD such as: Permanent Secretary, Deputy Permanent Secretary, Directors, Deputy Directors, Middle Managers/Chiefs and Non- supervisors. The accessibility population of 127 people were randomly selected of which 88 (69%) responded.

According to Chilunga (2009), he indicated that population represents the entire group of people, events or things of interest.

**Table 2 Target population by job category and gender**

<b>Job Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Top Management (PS, Deputy PS, Directors)	6	1	7
Senior Management (Deputy Directors)	11	5	16
Middle Level (Chiefs)	39	42	81

Non- supervisory level	41	102	143
<b>Total</b>	<b>97</b>	<b>150</b>	<b>247</b>

*Source: MRLGHRD, Organisational Structure, (2012)*

### 3.6 Sampling

Many research scholars define sampling as a process of selecting a sample from a population in order to obtain information regarding a phenomenon in a way that represents the population of interest. Bless and Higson (2000, p. 86) highlighted that “non-probability sampling is almost always cheaper, faster and quite adequate for homogeneous populations.” Sampling allows the researcher to get a representative sample from different subgroups of the population. This study utilised a convenient, purposeful/ judgemental sampling to select sampling units. Judgemental sampling approach is used when a sample taken based on certain judgements about the overall population. According to Wegner (2005), purposive or judgemental sampling is used by the researcher to select the best sampling units to include in the study. This includes a selection of few people from the population to represent the whole group. A sample of 127 staff divided into job categories and gender was selected randomly.

**Table 3 Distribution of sample size by job category and gender**

<b>Job Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Percentage</b>
Top Management (PS, Deputy PS, Directors)	5	0	5	71%
Senior Management (Deputy Directors)	3	6	9	56%
Middle Level (Chiefs)	18	23	41	51%
Non- supervisory level (rest of staff)	25	47	72	50%
<b>Total</b>	<b>51</b>	<b>76</b>	<b>127</b>	<b>51%</b>

### 3.7 Sampling procedures

The sampling method that was used is the stratified random sampling, which allowed the researcher to divide the population into subgroups, strata on the basis of variable chosen, such as gender, age or level of education. The variables used in this study were the position of staff members within the Ministry e.g. top management (PS, Deputy PS and Directors), senior management (Deputy Directors), middle level (chiefs) and non-supervisory level (rest of staff).

This method was used in order to get views from different staff in job categories about their perceptions on how the strategic plan is being implemented in the Ministry, also to derive reasonably reliable information about the population conveniently and economically. All staff who participated was divided into sub-groups of their job categories (stratum). Proportional sampling used was based on the 150 sample selected whereby each stratum had the same proportion as in the population. The table below depicts how stratification was done.

**Table 4 distribution of the stratified random sample**

<b>Stratum</b>	<b>Job Category</b>	<b>Total no. of staff</b>	<b>Percentage of Total</b>	<b>Number sample</b>
1	Top Management (PS, Deputy PS, Directors)	7	4%	5
2	Senior Management (Deputy Directors)	16	7%	9
3	Middle Level (Chiefs)	81	32%	41
4	Non- supervisory level (rest of staff)	143	57%	72
<b>Total</b>		<b>247</b>	<b>100%</b>	<b>127</b>

### **3.8 The research Instrument**

The researcher used a self-designed questionnaire, which structured into multiple choice questions. Thus the following key methods used in this research are:

- Questionnaires
- Desk top review of secondary data from MRLGHRD
- Informant interviews

Questionnaires were the main method used in data collection. The questionnaire was chosen as the data collecting tool for this descriptive study to gather a broad spectrum of information from respondents. It does not put respondents under pressure of giving immediate information, as in the case of interviews. A constructive questionnaire was developed and used as a data collection method with semi structured interview questions. We used mostly closed-ended questions in the questionnaire as this gives room to the researcher to discover the participant's perception on how the organisation is performing. A questionnaire was designed and administered to staff members of the Ministry in various job categories. The advantages of using questionnaire are: it can be given to a larger group; respondents can complete the questionnaire at their own convenience, answer questions out of order, they skip questions, take several sessions to answer the questions and write in comments as they wish. The cost and time involved in using questionnaires is less. It is a useful method, particularly when the questions are straight forward enough to be comprehended without verbal explanation.

Interviews were conducted as a data collection method in some cases since they are direct, flexible and best for interaction behaviours. Through interviews information was gathered on the researched problem, whereas body language was also observed.

Data was collected through analysing documents and observations. Desk study was also conducted to review official documents used in management of MRLGHRD as well as in the public service at large. These include strategic plans, minutes of the management meetings and other relevant reports done on the capital budget of the Ministry.

### **3.9 Data collection techniques**

Firstly permission was granted from the Permanent Secretary who is the Accounting Officer of the Ministry to undertake this study (letter annexed) since the study provided much needed information on the implementation of strategic plans in the Ministry and the entire government. Most questionnaires were distributed to staff members at the Ministerial second quarter review workshop that took place in Otjiwarongo in 2013. This is the platform where all top, senior and middle managers meet to review the progress made for the implementation of the strategic plan per quarter. While those staff members that did not attend or who were not part of this meeting, questionnaires were directly given to them in their offices. The questionnaire was accompanied by a covering letter explaining the objectives of the study and instructions on how to fill the questionnaire as well as the deadline for submitting them back to the researcher. Respondents were given two weeks (10 working days) to fill the questionnaire and send it back to the researcher.

Follow-ups were made by the researcher telephonically and face to face in order to remind them of the deadline. For some staff questionnaires were administered to them through face to face interviews to those that had spare time. Therefore, interview-administered questionnaire was chosen because:

- It yields high response rate than a self-administered questionnaire

- It allows the interviewer to concentrate only on the indented subject and allowing a greater degree of the accurate data.
- It overcomes reluctance on the part of the interviewee
- It gives room for interviewer to explain the meaning of the long and complicated questions before the interviewee.

Participants were informed that information collected will be used strictly for the study and it would be kept confidential.

### **3.10 Data analysis**

Data were analysed using SPSS, descriptive narrations and cross tabulation (IBM, SPSS statistics, version 22, 2013). Qualitative research focus on individual subjects and it goes into great depth and details in describing them. The researcher observed that, it is necessary to have a clear picture on the problem phenomenon which you wish to collect data prior to the collection of data. Quantitative data analysis technique is looking for categories and checking for regular patterns of events that addressed the study objectives were used. Frequency tables were used to look for common trends in data collected to make meaningful analysis.

### **3.11 Methodology Limitation**

The following limitations should be noted, firstly, for practical purposes, the study will be focused only for the MRLGHRD. Therefore, such focus was taken as for not making enough room for generalization of the findings. Secondly, lack of time and financial resources were the major limiting factors for the scope of the findings, because the whole study was conducted and funded by the researcher.

### **3.12 Summary**

Chapter 3 presented the research methodology and design used in the study. It highlighted how data were collected and presented. It is very important for the researcher to be sure of what instruments to be used in conducting research and to ensure greater reliability and validity of research instruments. The next section, chapter 4 will present the data analysis and presentations for the study.



## **CHAPTER 4: ANALYSIS OF DATA AND INTERPRETATION**

### **4.1 Introduction**

The previous chapter presented the research design, research methods, research instruments, sampling procedures and data analysis methods.

This chapter presents the statement of analysis and the results of the study, using different formats that include tables, cross tabulation and descriptive narrations with the purpose of answering research questions indicated in chapter 1. The chapter also presents information on demographics and the results of the findings generated from the use of the questionnaire. The results and findings are reported in the order of the questions on the measuring instrument.

The sampling was done at randomly from a total of 247 identified staff members on the Ministry's staff establishment (MRLGHRD, 2012). A total of 150 questionnaires were designed and distributed to 127 staff members selected at randomly, whereas 88 questionnaires were returned back to the researcher and were analysed (table 3). A total of 38 respondents were male and 50 respondents were female (table 6). The study revealed the response rate and the non- response rate of 69% and 31% respectively (table 8). This turn out was good because it is above 50% which is satisfactory and the researcher managed to achieve the objectives of the study. The results are purely based on the answers given by the staff members of the MRLGHRD.

### **4.2 Responses to questions**

#### **4.2.1 Demographic characteristics of the respondents**

Question 1: What are the demographic characteristics of the respondents?

Under this section, personal information such as gender, age, education, job category and duration of service in the Ministry have been highlighted.

**Table 5 Number of respondents by job category and gender**

Job category	Male		Female		Total	
	No	%	No	%	No	%
Top Management	5	100%	0	0	5	100%
Senior Management	2	40%	3	60%	5	100%
Middle Supervisory Level	15	42%	21	58%	36	100%
Non-supervisory	16	38%	26	62%	42	100%
Grand total	38	43%	50	57%	88	100%

In general there are more females (150) than males (97) in the Ministry, table 2. However, out of 97 male, a total of 51 male were selected, whereas out of 150 females only 76 were selected in the study (table 3). Therefore, the results reveal that most responses to the study questions come from females, 50 than responses from males, 38 as shown in table 5 above.

**Table 6 Number of respondents by age and gender**

Age	Male		Female		Total	
	No	%	No	%	No	%
21-30	11	30%	15	41%	26	30%
31-40	16	41%	20	51%	36	41%
41-50	5	19%	12	30%	17	19%

51-60	5	2	7	8%
60 +	1	1	2	2%
<b>Grand total</b>	<b>38</b>	<b>50</b>	<b>88</b>	<b>100%</b>

Table 6 indicates the total number of respondents by gender and age in all the age group. The highest age group is between 31-40 years with 36 (41%) respondents, followed by the age group between 21-30 years 26(30%). Table 6 above shows that they are more females aged between 31- 40 years (20) than male (16).

**Table 7 Number of respondents by gender and education**

Education level	Male	Female	Total	%
Secondary	-	-	-	-
Diploma	17	27	44	50%
Certificate	1	1	2	2%
Undergraduate	20	22	42	48%
Postgraduate	-	-	-	-
<b>Total</b>	<b>38</b>	<b>50</b>	<b>88</b>	<b>100%</b>

Table 7 indicates that the highest number of 44 respondents have diplomas which makes it 50%, followed by 42 (48%) undergraduates. The lowest education level is 2 (2%) those with certificates. The table revealed that they are more female with diploma and undergraduate qualifications 27 and 22 against 17 and 20 males in the Ministry. Table 7 also indicates that the lowest number of 2 (2%) are those staff members with certificates. The table also revealed that they are no respondents with secondary and postgraduate qualifications.

**Table 8 Sample size responses, response rate and non-response rate by job category**

<b>Job Category</b>	<b>Sample size</b>	<b>No.of responses</b>	<b>Response rate %</b>	<b>Non-response rate %</b>
Top Management (PS, Deputy PS, Directors)	5	5	100%	0
Senior Management (Deputy Directors)	9	5	56%	44%
Middle Supervisory Level (Chiefs)	41	36	88%	12%
Non-supervisory level (rest of staff)	72	42	58%	42%
<b>Total</b>	<b>127</b>	<b>88</b>	<b>69%</b>	<b>31%</b>

Table 8 indicates that a high response rate of 5 (100%) was observed from respondents from top management level, followed by those on middle supervisory level with 36 (88%) while 42 (58%) and 5 (56%) non-supervisory and senior management level respectively.

However a high response rate of 44% was observed under the staff on the senior management level and 42% under non-supervisory level, despite the fact that non-supervisory level was the majority selected according to table 8 with a total of 72. This was based on the staff members under this job category that they did not know or understand the strategic plan and thus they could not answer the questionnaire.

**Table 9 Respondents by duration of services and gender**

<b>Duration of Service</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	
			<b>No.</b>	<b>%</b>
Less than 1 year	2	-	2	2%
1-5	16	19	35	40%

5-10	15	26	41	47%
10-15	3	5	8	9%
Over 15 year	2	-	2	2%
<b>Grand Total</b>	<b>38</b>	<b>50</b>	<b>88</b>	<b>100%</b>

Table 9 above reveals that 47% of respondents have served the Ministry for 10-15 years and mostly are female (26). The second group of respondents are those who have been in the Ministry for 1-5 years (40%) and mostly are female (19). About 11% of respondents have been in the Ministry for more than 10 years. The table gives a good indication that the majority of respondents have been involved in the implementation of the 2009-2014 strategic plans which was the basis of the study.

#### **4.2.2 Factors affecting implementation of strategic plan in the MRLGHRD**

Question 6: Do you understand the concept and issues of strategic plan implementation?

This question was asked to get the general view of respondents with regard to overall understanding of strategic plan implementation in the Ministry. Respondents were asked to answer Yes or No to this question. The study revealed that the majority, 85, (97%) of the respondents understand the concept and they have been attending meetings and workshops where the formulation and implementation of the strategic plan have been discussed. However only 3 (3%) of the respondents indicated that no, simply because they don't understand the concept of the strategic plan implementation.

Question 7: What do you think should happen when implementing strategic plan successfully?

Majority 95% of the respondents did not answer this question. However only 5% said the following:

- The Ministry's implementation rate will be improved.
- Involve everybody and make them understand the importance of it.
- A budget should be made available as early as possible at the beginning of the financial year.

Question 8: What is the level of agreement to the following statement below regarding the strategic management process in the MRLGHRD?

This question was asked in order to get the general level of agreement of the respondents regarding the strategic management process in the Ministry.

**Table 10 Level of agreement to strategic management process**

<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
The Ministry is better at formulating strategic plan than implementing it	33 (38%)	46 (52%)	-	8 (9%)	1 (1%)	88 (100%)
There is a gap between formulation and effective implementation of strategic plan	18 (20%)	58 (66%)	7 (8%)	4 (5%)	1 (1%)	88 (100%)
The Ministry is effective at implementing the strategic plan	1(1%)	10 (11%)	14 (16%)	44 (50%)	19 (22%)	88 (100%)

It is observed, from the results on table 10 above that, 90% of respondents acknowledged that the Ministry is good at formulating strategic plan than implementing it, and that there is indeed a gap between strategy formulation and implementation 86%. However 72% of respondents disagreed with the statement that the Ministry is effective at implementing the strategic plans whereas 16% were not sure with the statement (undecided).

This shows that there is a general opinion that strategy implementation in the Ministry is a challenge.

Further analysis was done on the above table to get opinions of staff in different job categories with regard to strategic plan implementation. The table 10 below indicates the results.

**Table 11 level of agreement in strategic management process by job category**

Job Category	Statement									Total
	A	U	D	A	U	D	A	U	D	
	The Ministry is better at formulating strategic plan than implementing it			There is a gap between formulation and effective implementation of strategic plan			The Ministry is effective at implementing the strategic plan			
Top Management	4 (80%)	-	1(20%)	5(100%)	-	-	1(20%)	3(60%)	1(20%)	5(100%)
Senior Management	5 (100%)	-	-	5(100%)	-	-	1(20%)	-	4(80%)	5(100%)
Middle Supervisory level	33(91%)	-	3(8%)	30(84%)	3(8.3%)	3(8.3%)	4(11%)	2(6%)	30(84%)	36(100%)
Non-supervisory	37(88%)	-	3(30%)	36(86%)	4(10%)	2(4%)	12%	9(21%)	28(67%)	42(100%)

The table 11 above indicates that almost all job categories agreed to the statement that the Ministry is good at formulating strategic plans than implementing it. It was also indicated from the table above that 100% of respondents both top and senior management agreed that there is a gap between formulation and implementation of the strategic plan. However results are mixed when it comes to respondents' views with regard to effective strategic plan implementation, whereby majority of respondents 84%, 80% and 67% of middle supervisory level, senior management and non-supervisory level respectively, disagreed with the statement. About 60% of those in top management were undecided with the statement that, the Ministry is effective at implementing the strategic plan.

Question 9: To what extent do the following factors affect the implementation of the Ministry' strategic plan 2009-2014 financial year?

This section presents the responses on the factors affecting the implementation of strategic plan in the Ministry. This was done by using five rating scale such as: Strongly Agree, Agree, Undecided, Disagree and strongly Disagree. All respondents were asked to rate to what extent the following factors affects the implementation of the strategic plan. Factors such as, inadequate leadership, organisational structure, teamwork, information system, human resources, budgets and reward system have affected the implementation of the strategic plan in the MRLGHRD over the past 5 years.

**Table 12 Factors affecting the implementaion of strategic plan in the MRLGHRD**

<b>Factors</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
Inadequate leadership to direct strategy implementation	26(30%)	28(32%)	2(2%)	26(30%)	6(7%)	88(100%)
Organisational structure not aligned to strategy	55(63%)	24(27%)	1(1%)	7(8%)	1(1%)	88(100%)
Lack of commitment and teamwork to implement strategies (organisational	60(68%)	22(25%)	2(2%)	4(5%)	-	88(100%)



culture)		%)	%)				00%)
Lack of appropriate technologies and information system to support strategies	18(20%)	50(57%)	6(7%)	10(11%)	4(5%)		88(100%)
Insufficient skilled and competent staff to execute strategy (Human resources)	20(23%)	41(47%)	6(7%)	17(19%)	4(5%)		88(100%)
Insufficient budget allocation to execute strategy	45(51%)	23(26%)	3(3%)	11(13%)	6(7%)		88(100%)
Employees performance not measured, no appraisal system (reward system)	52(59%)	29(33%)	2(2%)	4(5%)	1(1%)		88(100%)

It is observed from table 12 that respondents have mixed views on the factors that leads to the failure or ineffective implementation of strategic plan 2009-2014. About 37% did not agree that leadership is a factor that contributed to the poor strategic execution. Table 12 also indicated that 90% and 93% of respondents agreed to some extent that organisational structure and organisational culture (teamwork) respectively are the most contributing factors to the high failure rate of the execution of strategic plan; they believe that organisational structure and organisational culture were not aligned to the strategic plan. About 77% of respondents indicated that lack of appropriate technologies and information system to support strategic plan hampered the effective implementation, since they believe that the Ministry does not have enough technology systems such as; computers, printers and photocopy machines for all staff members. Therefore they are sure that these also contributes to the poor execution rate of the Ministry' strategic plan. It is also shown from the table above that 70% of respondents indicated that insufficient skilled and competent staff affected the implementation. While 77% of respondents agreed that, insufficient budget allocation has been a contributing factor to the poor execution rate of the Ministry.

The fact that there is no performance appraisals system (reward system) in the public services in Namibia 92% of respondents agreed that this is also a major contributing factor to

the slow implementation of the plan. Since they believe that performance appraisal system (reward system) should be linked to strategic plan. The overall, results of table 12 shows that all the respondents agreed that, the listed factors on table 12 above contributed to the poor implementation of strategic plan in the Ministry.

#### **4.2.3 Problems/Challenges experienced during the implementation of strategic plan 2009-2014**

Question 10: What are the challenges experienced during the implementation of the Ministerial strategic plan 2009-2014?

All the respondents were asked to rate the challenges/problems experienced in the implementation of strategic plan during 2009-2014. The respondents have to use the five point scale in agreement with each statement as: Strongly Agree, Agree, Undecided, Disagree and strongly Disagree.

**Table 13 Challenges experienced during implementation of strategic plan in the MRLGHRD**

<b>Challenges</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
Deviations from original plan	66(75%)	16(18%)	4(5%)	2(2%)	-	88(100%)
Staff turnover, especially in specialised fields of surveying, valuation, land use planning	20(23%)	37(42%)	6(7%)	15(17%)	10(11%)	88(100%)
Strategies not well communicated or understood to all employees	62(70%)	20(23%)	3(3%)	3(3%)	-	88(100%)
Strategy implementation took more time than originally allocated	64(73%)	19(22%)	3(3%)	2(2%)	-	88(100%)
Competing activities distracted attention from	56(64%)	30(34%)	-	1(1%)	1(1%)	88(100%)

implementing strategies

Table 13 above clearly revealed that, all the respondents agreed that indeed all the indicated challenges were experienced during the implementation of 2009-2014 strategic plans. It is clearly revealed that 93% of the respondents agreed that deviations from original plan was a challenge and also 93% of the respondents agreed that strategies are not well communicated or understood to all employees in the Ministry thus this contributed to the failure of the strategic plan implementation. It also come out as a serious concern that, strategic plan implementation took more time than originally planned 95 %. The table also revealed that 98% of respondents are strongly convinced that competing activities are the ones distracting the attention from implementing strategic plans effectively and this shows that there is a weakness that should be seriously looked at. However 65% of the participants on the study agreed that staff turnover is also a big challenge especially in specialized fields.

#### **4.2.4 Strategies to put in place to enhance implementation of strategic plan**

Question 11: What are the strategies to put in place in order to improve the implementation of strategic plan in the MRLGHRD?

All respondents were asked to indicate the strategies that should be put in place to enhance implementation of strategic plans in the Ministry using five point scales in agreement with each statement as: Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree.

**Table 14 Strategies to put in place to improve implementation of strategic plan in the MRLGHRD**

<b>Strategies</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
Full implementation of Performance Management System (PMS)	70(80%)	17(19%)	1(1%)	-	-	88(100%)
Enhanced Capacity building and training especially for Managers	49(56%)	30(34%)	-	8(9%)	1(1%)	88(100%)
Allocation of financial resources according to set strategies	69(78%)	17(19%)	-	2(2%)	-	88(100%)
Development of information systems to monitor the implementation of strategic plan	63(72%)	24(27%)	-	1(1%)	-	88(100%)
Creation of a performance culture	53(60%)	33(38%)	2(2%)	-	-	88(100%)

Table 14 above indicated that majority of the respondents 99% agreed that the best strategy to put in place is the implementation of performance management system in government. About 97% agreed or suggested that financial resources should be allocated to priority areas and 99% of respondents indicated strongly that they should be a monitoring system that will monitor the implementation of a strategic plan. Thus 98% agreed that creation of a performance culture is one of the suggested strategies that should be considered in improving the strategic plan implementation, whereas 90% indicated that capacity building and training especially for managers should be one of the strategies to put in place to boost the implementation of the strategic plan. Training is important because some of the staff or formulators of the strategic plan were not involved in the implementation or they left before the implementation was completed. However 10% of the respondents are not sure whether once managers trained will fully improve the strategic plan implementation.

#### 4.2.5 Suggestions

Question 12: What are the recommendations /suggestions would you like to make for successful strategic plan implementation in the MRLGHRD?

Under this question respondents were requested to mention some of recommendations that they would feel that they will bring changes for successful strategic plan implementation in the MRLGHRD. However majority did not attempt to answer this question, only 8% of the respondents tried to answer and they suggested the following:

- Strategic plan formulation and implementation training should be undertaken by all staff members of the Ministry
- Planned priorities should be implemented first
- Budget should be allocated to where there is the most need
- Establishment of platforms to engage stakeholders in the planning exercises
- Rewarding system should be introduced as soon as possible to motivate the performance of the employees.
- Strategic plan should be aligned to the organisational structure and culture
- Communication mechanisms should be strengthened to boost the implementation process
- Managers should be committed to the implementation of the strategic plan and should know that it is an important part of management and managing resources.
- Minimise the issue of bureaucracy because it destroys the whole concept of strategic plan especially when one does not understand the subject matter, then the whole system will collapse since there is non to explain it better.

- All employees of the Ministry in one way or another should be seriously involved in the strategic plan formulation and implementation process since the strategic plan is for all the job categories.
- Strategic plan should be spearheaded by the planning department for easy of reference and the explanation of the tools
- A conducive working environment e.g office space, effective communication strategy (peace in the Ministry) and good leadership skills will enhance or contribute to the effective implementation of the Ministerial strategic plan.
- Government to create strong and effective strategic plan implementation team to coordinate and monitor the implementation process.
- All the suggested strategies under question 11 should be considered.

### **4.3 Summary**

This chapter presented the findings of the study in response to the research questions and the next section, chapter 5 presents the discussions of the findings.

## CHAPTER 5: DISCUSSION OF THE FINDINGS

### 5.1 Introduction

This chapter provides the discussions of the findings presented in chapter 4. The study intends to answer the following questions:

- (i) What are the reasons for failing to implement strategic plans at the MRLGHRD?
- (ii) What are the challenges experienced during strategy implementation at MRLGHRD?
- (iii) What are the impacts of not implementing strategies properly?
- (iv) What intervention strategies can be put in place to ensure successful implementation?

### 5.2 Discussions of the Findings

#### **5.2.1 Demographic characteristics of the respondents (gender, age, position, highest qualification and duration of service in the Ministry)**

The demographic evidence from the study revealed that there are more female 57% participated in this study than 43% male as reflected on table 5. The study therefore had revealed that there are more females than male in the Ministry. The study further revealed that there was a good response rate 100% from top management and 88% from middle supervisory level as shown on table 8. The lowest response rate of 56% was from senior management level and 58% from non-supervisory level as most of them indicated that they lack knowledge and understanding regarding strategic plan thus the reason for not answering the questionnaire. This is a great concern which shows that the Ministry does not effectively communicate the strategic plan to all employees.

The results further indicated that 5 (71%) of responses are male aged between 51-60 year and 12 (71%) of the respondents are female aged between 41-50 years. Followed by 58% of those aged between 21-30 years and 56% between 31-40 years and mostly female while 50% of the respondents are between the age of 61 years and above as shown on table 6.

As indicated on table 7 the study continued to show that 50% of the respondents have diploma and 48% with undergraduate qualifications, whereby the lowest 2% have certificates.

The study also revealed that 47% of the respondents had been in the Ministry for 5-10 years, followed by 40% those who have been serving the Ministry for 1-5 years. Only 9% of respondents indicated that they have been serving the Ministry for 10-15 years and only 2% of those served less than 1 year and for over 15 years. This is good for the study as most responses come from people who had been in the Ministry for long and had been part of the formulation and the implementation process of 2009-2014 strategic plan of the Ministry.

## **5.2. 2 Understanding the concept and issues of strategy implementation**

The study seeks the general view of respondents with regard to overall understanding of strategy implementation in the Ministry. The study revealed that majority 85 (97%) indicated Yes, of which out of 85 people 45 (51%) of the respondents understand the concept and they have been attending meetings and workshops where the formulation and implementation of the strategic plan have been discussed. However only 3 (3%) of the respondents have indicated no, simply because they don't understand the concept of the strategic plan implementation.



### **5.2.3 Effectiveness of the strategic management process**

The majority of respondents 90% agreed that the Ministry is good at formulating strategic plan than implementing it. The results shows that 86% agreed that there was a gap between strategic formulation and implementation in the Ministry. This proved that the Ministry does not take much consideration on the implementation part of the strategies during the formulation and this creates a disconnection of the two steps (process). The study also finds out that 72% of the respondents disagreed that the Ministry' strategic plan was effectively implemented thus 16% were undecided and only 12% were in agreement with the statement.

Results from different job categories on the effective implementation of the strategic plan were mixed. All job categories have indicated that, the Ministry is ineffective at implementing the strategic plan. This simply shows that there is a problem in strategic plan implementation table 11.

### **5.2.4 Factors affecting the implementation of strategic plan in the MRLGHRD**

Table 12 indicated that all the listed factors such as: leadership, organisational structure, organisational culture, appropriate technologies and information systems, human resources, reward system and budget allocation affected the implementation of strategic plan 2009-2014. Results on table 12 revealed clearly that 90% of respondents indicated that the organisational structure was not aligned to the strategic plan. It also came out prominently that 93% believed that organisational culture is not taken seriously thus managers also taking strategic plan implementation very low. About 92% agreed that in the absence of reward system strategic plan implementation will be a failure. The study also showed that 77% of the respondents indicated that insufficient budget allocation affecting the execution rate of the plan, followed by 70% insufficient skilled and competent staff to execute strategies.

Table 12, on the issue of leadership, results are mixed with 37% of respondents disagreed that leadership was the contributing factor to the failure of the 2009-2014 strategic plan. Literature reviewed that leadership is one of the cornerstones of successful strategy implementation. Ehlers and Lazenby (2007, p. 217) cited that strategic leadership “involves managing others and influencing human behaviour in order to achieve set goals.” This concludes that leadership in the Ministry is indeed weak as its organisational structure and culture does not support strategy implementation and this leaves much room to be desired. Lack of the reward system or performance appraisal system in the Namibia’s public sectors is a concern since both those who can deliver and those who can not deliver (perform) are treated equally.

#### **5.2.5 Challenges/Problems experienced during the implementation of the Ministerial strategic plan 2009-2014 in the MRLGHRD**

The study revealed the problems/challenges experienced during the implementation of the strategic plan 2009-2014. This revealed that one of the challenges that come out strongly was competing activities that distracted the attention from implementing strategic plan effectively 98%. Table 13 indicated that 95% of respondents indicated that strategic plan implementation took more time than originally planned. It also indicated that 93% agreed that deviations from the original plan were also a prominent issue during the implementation of the strategic plan. Table 13 confirms that all the identified challenges were indeed experienced during the implementation of 2009-2014 strategic plan.

#### **5.2.6 Strategies to put in place to enhance implementation of the strategic plan in the Ministry**

As one of the government lead institution, the MRLGHRD is obliged to adopt and implement strategic initiatives like any other government institutions, with the aim to improve service delivery to the Namibian citizens. Results shows that almost all the

respondents agreed to the strategies listed under table 14 to be the most important strategies to be put in place to enhance the implementation of the strategic plan in the Ministry. 99% responded that the best measure to improve the implementation is the full operationalize of PMS with incentives in the ministry. However 10% of the respondents disagreed on the strategy to train managers on strategic plan implementation. This can be attributed to the fact that there is indeed insufficient knowledge of staff on the envisaged matter.

### **5.3 Summary**

Chapter 5 discussed the findings presented in chapter 4, thus each of the research questions was discussed accordingly. This chapter also confirmed that indeed there are some challenges in the Ministry regarding the implementation of strategic plan.

The study revealed that should strategic plan implemented accordingly it will force the Ministry to think outside the box from its day to day activities and it provides the Ministry with the bigger picture for the future. It helps to align the resources of the Ministry to areas of most beneficial. It also creates a common understanding of the goals of the Ministry. It also gives the clarity about what the ministry want to achieve and how to go about achieving those goals.

Coulter (2010, p. 11), argued that, “strategic management is not simply the responsibility of an organisation’s top managers, but people at all levels should play a role in developing strategy as well as implementing it.” Literature also revealed that, the vision of the organisation should be clear and properly communicated to all levels if not, it will create confusion as employees are not sure what is expected from them and eventually consequently performance will decline. In addition, Ehlers and Lazenby (2010) stated that, the formulation of the strategic plan is not sufficient thus the responsibility of the board members is to ensure

that management should not only implement the formulated strategy, but also monitor the implementation.

According to Kaplan and Norton (2008, p. 3) they once said “our problem is not about the strategy itself, but about execution of it.” This is true; table 11 revealed that 90% of the respondents agreed that the Ministry is better at formulating strategic plan than implementing it. Thus 86% agreed that there is a gap between formulation and effective implementation of strategic plan in the Ministry. However 72% of the respondents disagreed with the statement that the Ministry is effective at implementing the strategic plan. In the light of the above one might conclude that indeed strategic plan implementation in the Ministry is not being seriously considered. On table 12 the study revealed that 68% of the respondents strongly agreed that lack of commitment and teamwork is one of the major factors affecting the strategic plan implementation in the Ministry. Followed by 63% respondents strongly agreed that the organisational structure is not aligned to strategy and 59% strongly agreed that employee’s performance not measured meaning no appraisal system (reward system) in the Ministry to motivate staff members to deliver quality services. Literature has revealed that strategic plan is a management tool for making changes. Therefore the Ministry’s managers should make use of this tool to improve performance in order to achieve its vision, mission and set objectives as indicated in the Ministerial Strategic Plan, 2013-2017. Results also show that 99% responded they are of the opinion that the best measure to improve the implementation is to speed up the operationalization of PMS with incentives in the ministry. This can be attributed to the fact that there is indeed insufficient knowledge of staff on the envisaged matter.

The next chapter 6 summarises the findings, conclusion and recommendations for the future strategic plan.



## **CHAPTER 6: SUMMARY, RECOMMENDATIONS AND CONCLUSION**

### **6.1 Introduction**

The purpose of the study was to investigate the reasons why strategic plan implementation is a failure in the MRLGHRD. Similarly this chapter will set the basis for the summary of the findings, recommendations and conclusion in line with the following objectives of the study:

- ❖ To identify the reasons that cause poor implementation rate of the Ministry's strategic plans (2009-2014).
- ❖ To determine the challenges experienced during the implementation by the MRLGHRD.
- ❖ To propose possible remedies to improve the implementation of the strategic plans.
- ❖ To investigate why strategic plans goals and targets set are not achieved.

### **6.2 Summary of findings**

The following are the summary of the findings based on the analysis of results from chapter 5 sections 5.2 above, which emanated from the data collected through the use of questionnaire, personal interviews and some observations.

The study found out that the Ministry is faced with the following major challenges as indicated on table 13, whereby 98% of respondents agreed that one of the major challenges experienced during the implementation was the competing or adhoc activities distracted attention from implementing strategic plan; the table revealed that 95% of respondents agreed that strategy implementation took more time than what was originally planned; followed by 93% of respondents agreed that deviating strategic plan implementation from its original planned activities and strategic plan not communicated or understood by all

employees were also major challenges during the implementation of 2009-2014 strategic plan. Successful strategic plan implementation means every body should be involved and understand the whole strategic plan process. The other challenges were the budget allocation which is not allocated according to set priorities.

Lack of performance appraisal system (reward system) which is currently not implemented in the whole public service came out strongly from the study; the PMS is not yet implemented or introduced in any of the Government Ministries. Whereby, reward system is one of the tools to implement the strategic plan, literature has revealed that reward system can not be separated from strategic plan implementation. Thus the absence of the rewarding system in government makes it cumbersome for the MRLGHRD to measure employees' performance and reward according to their performance. Performance Management System should be fully implemented within the Ministry and across the public service at large in order to boost strategic plan implementation, which includes the signing of performance agreements, identification of training needs and continuous monitoring and control to achieve set goals.

The study found out that the Ministry fail to effectively implement strategic plans due to the following reasons among others:

- Table 12 revealed that 90% of respondents agreed that organisational structure not aligned to strategic plan. This include work attitudes, information technology, skilled and competent staff as well as strong leadership to direct, monitor and control the strategic plan implementation process.
- 77% respondents believed that the budget is not enough for the ministry to execute its priorities activities as set in the strategic plan.

- 70% respondents agreed that staff members are incompetent to implement strategic plan
- 77% respondents agreed that there are lack of appropriate technology systems at operational level hamper the successfully implement of strategic plan in the ministry.
- 62% respondents agreed that lack of leadership skills to direct or to spearhead strategic plan implementation in the ministry is also major concern.

### **6.3 Recommendations**

The study aimed at investigating the reasons /factors affecting the implementation of strategic plans, challenges encountered during the implementation as well as strategies to put in place to remedy the situation. In view of the findings of this study, the following recommendations are made:

- There is a need to conduct an urgency skills audit within the Ministry and revise the organisational structure. The current structure is not corresponding to the strategies to be implemented and there are insufficient skilled employees to do the work as revealed by the findings.
- Capacity building and training programme should be enhanced to ensure good performance, since some top managers seem not to take strategic plan implementation very serious.
- Allocation of funds including donor funding programmes should be in line with the set strategies (priorities) this will help the Ministry to be focused and implement the strategies to achieve desired results.
- The structure of the Ministry should be appropriate with line authorities having clear, open door policy of communication with employees.



- Leadership development programs for those in top management, senior and supervisory positions should be done in order to facilitate the alignment of organisational structure and culture to strategy and development of the monitoring system to measure the implementation process against the reward system will motivate staff members to perform.
- There should be the right people (employees) on board those with required competencies and skills that are needed to support the plan
- Bureaucracy should be minimised in order not to destroy the whole concept of strategic plan since when one does not understand the subject matter, then the whole system will collapse and there will be non to explain it better.
- All employees of the Ministry in one way or another should be seriously involved in the strategic plan formulation and implementation process, thus literature has revealed that, strategic plan is for all the job categories.
- There should be appropriate technology systems to help managers to track the progress of the plan and make it faster to adapt to changes.
- Management should be equipped with the necessary leadership skills to help the successfully implement strategic plans in their ministries.
- Ministries should embrace strict policies measures in place to monitor the successful implementation of the ministerial strategic plans.

#### **6.4 Conclusions**

The research study attempted to explore and analyse the reasons why strategic plan implementation is a failure in the MRLGHRD

The importance of strategic plan implementation in the Ministry is very crucial, thus once the Ministry is failing to implement it, that Ministry is doomed. Literature revealed that it is good to have a strategic plan in place but the most important is to put it into action. The importance of implementing set strategies should not be overemphasised, it is important to turn strategic plan into action and properly implemented.

One might believe the statement mentioned on page 20, paragraph 2, line 1, that say, strategic management is like a man or woman who might know too little, perform poorly, lack judgement and ability and yet not do too much damage as manager, but if a person lacks character and integrity, no matter how knowledgeable, how brilliant, how successful, but still he can destroy, he can destroy people who are the most valuable resources of the organisation; he destroys spirit and destroys performance.

In the same vain one might agree with the statement made by David (2009, p. 54) that says; “Trees die from the top” which means the spirit of an organisation is created from top to bottom, the statement is true because if the organisation has great spirit, it is because the spirit of its top managers is great and if it decays it’s because top managers are rotten. The Ministry had appropriate strategic plans, with clear mission and vision statement, which if properly implemented would benefit the entire public service in Namibia.

Finally, the research study has achieved its objectives and recommendations were also provided to improve the Ministry’s next strategic plan implementation (2013-2017).

### **6.5 Suggestion for future research**

The literature revealed that strategy implementation is a very important tool in any organisation, but generally there is a lack of understanding among most organisations. Successful strategy formulation does not guarantee successful strategy implementation.

The study found out that a change in strategy requires a change in the reward system to make employees happy in order to successfully deliver and achieve the intended results as set in the strategic plan. Experience made us to believe that happy employees always outperform those that are unhappy. Therefore without the reward systems the managers and employees' norms, value, culture within the ministry will be affected. Therefore, strategic plan implementation and reward system cannot be separated, it is important to marry them in such a way that it can be beneficial to all staff members in ministry and the entire Public Service.

The researcher suggested that another research study can be undertaken to investigate the root cause for failing to implement strategic plans in Namibia touching on the same questions that was used in this study.

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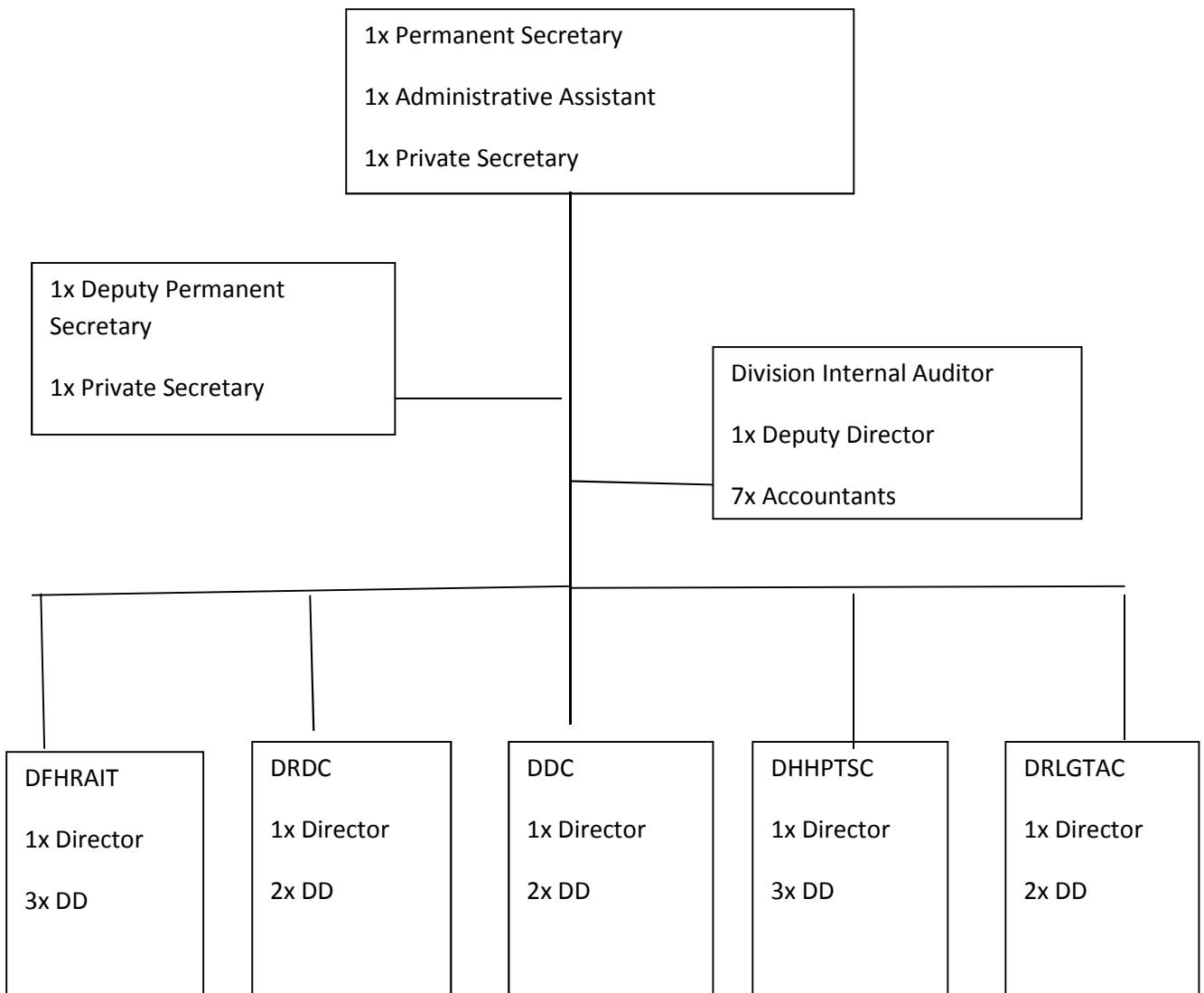
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**ANNEX 1: The Structure of the MRLGHRD (Top & Senior Management only)**



## **Annex 2: Authorization Letter**

P. O. Box 23963

Windhoek

19 March 2013

The Permanent Secretary

Ministry of Regional, Local Government and Housing and Rural Development

Private Bag 13289

Windhoek

Dear Madam

**SUBJECT: REQUEST FOR AUTHORISATION TO ADMINISTER  
QUESTIONNAIRES TO THE MINISTRY'S OFFICIALS**

I wish to inform you that, I am currently studying with the Polytechnic of Namibia for a Masters Degree in International Business (MIB). This is my last year of study and one of the requirements for obtaining the Master's degree is to write a thesis on a sustainable topic of interest.

I have decided to take a topic on "*investigating the reasons for failing to implement strategic plans in the MRLGHRD.*" This study is aimed at finding out what are the factors affecting the implementation of strategic plans within the Ministry and come up with implementable recommendations for improvement. Findings on the important factors to be considered in

order to improve implementation of the strategies will not only benefit me or the Ministry but it will benefit the Public Service at large.

It is on this basis, I would like to request for consent from your office for me to administer the questionnaire to staff members of the Ministry. Information collected will be used for study purposes only and confidentiality will be maintained.

I am looking forward to your response and assistance in this regard.

**Yours sincerely**

Flora Yambwa

### ANNEX 3: QUESTIONNAIRE

#### Dear participant

I am Florah, an MIB student at the Polytechnic of Namibia. I am carrying out a study to investigate the reasons why strategic plan implementation at MRLGHRD is a failure. Kindly accept my assurances of confidentiality for all the information provided. Your time in answering a few questions is highly appreciated. Please answer all questions as honestly and truthfully as possible and answers should reflect your own opinion and perception. Thank you for your willingness to support in this study.

**Instructions: Please tick (√) or cross (x) in an appropriate box.**

#### 1. Gender.

A	Female	
B	Male	

#### 2. My age is in the range (please tick the appropriate):

A	21-30	
B	31-40	
C	41-50	
D	51-60	
E	61 and above	

#### 3. Please tick on your highest educational qualification:

A	Secondary	
C	Diploma	

D	Certificate	
E	Undergraduate	
F	Postgraduate	

4. Your Position in the Ministry

Top management level (PS, Deputy PS, Directors)	
Senior Management level ( Deputy Directors)	
Middle Supervisory level (Supervisors/ Chiefs)	
Non- supervisory level	

5. Number of years you have been in the Ministry

Less than 1 year	
1-5 years	
5 – 10 years	
10-15 years	
Over 15 years	

**6. Do you understand the concept and issues of strategy implementation?**

A	Yes	
B	No	

**7. What do you think should happen when implementing strategy successfully?**

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8. What is the level of agreement with each statement below with regard to strategic management process in the MRLGHRD? **Please rate your level of agreement on the following statements:** (SA)= Strongly Agree, (A)= Agree, (U)= Undecided, (D)= Disagree and (SD)= Strongly Disagree.

Code	Statement	SA	A	U	D	SD
1.	The Ministry is better at formulating strategic plan than implementing it					
2.	There is a gap between formulation and effective implementation of strategic plan					
3.	The Ministry is effective at implementing the strategic plan					

9. To what extent do the following factors affecting the implementation of the Ministry's Strategic Plan for 2009-2014 financial years?

<b>Code</b>	<b>Factors</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
1.	Inadequate leadership to direct strategy implementation					
2.	Organisational structure not aligned to strategy					
3.	Lack of commitment and teamwork to implement strategies (organisational culture)					
4.	Lack of appropriate technologies and information system to support strategies					
5.	Insufficient skilled and competent staff to execute strategy (Human resources)					
6.	Insufficient budget allocation to execute strategy					
7.	Employees performance not measured, no appraisal system (reward system)					

10. Listed below are descriptive statements about problems/challenges experienced during the implementation of the Ministerial Strategic Plan 2009-2014. By using the above given scale, please tick one answer for each statement.

Code	Challenges	SA	A	U	D	SD
1.	Deviations from original plan					
2.	Staff turnover, especially in specialised fields of surveying, valuation, land use planning					
3.	Strategies not well communicated or understood to all employees					
4.	Strategy implementation took more time than originally allocated					
5.	Competing activities distracted attention from implementing strategies					

11. What strategies should be put in place to improve the implementation of Strategic Plans in the MRLGHRD? Rate the strategies listed below:

Code	Suggested Strategies	SA	A	U	D	SD
1.	Full implementation of Performance Management System (PMS)					
2.	Enhanced Capacity building and training especially for Managers					
3.	Allocation of financial resources according to					



	set strategies					
4.	Development of information systems to monitor the implementation of strategic plan					
5.	Creation of a performance culture					

12. What recommendations/suggestions would you like to make for successful strategy implementation in MRLGHRD?

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**Thank you very much for your esteemed and valuable participation.**