FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

"An Assessment of Strategy Implementation in Zimbabwe's Public Sector" An Empirical Study of the Ministry of Health and Child Care 2009-2015.

Prepared by

Brian T Murove

(R132253F)

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Supervisor: Mr A.F Chikerema

DECLARATION

This is to certify that this project entitled "AN ASSEMENT OF STRATEGY IMPLEMENTATION IN ZIMBABWE PUBLIC SECTOR" THE CASE OF MINISTRY OF HEALTH AND CHILD CARE. which is submitted by me in partial fulfilment of the requirements for award of a Bachelor of Social Science Honours in Politics and Public Management Degree by the Midlands State University, comprises only my original work and due acknowledgement has been made in the text to all other material used.

Brian T Murove (Student/ Researcher)

....   Date………………………….

DEDICATIONS

  This dissertation is dedicated to my elder brother Gift Marimo and wife Asikira who believed in me despite having many responsibilities to care of his own family but he went an extra mile to support through financial aid for me to study this honours degree at this institution.

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ABSTRACT

The practice of strategy implementation has been important especially to public sector organizations in Zimbabwe as they complement government national policies and for key survival for government Ministries. Though a lot has been written about strategy implementation focusing on other organizations locally, regional, and international quite a few has been looked at about strategy implementation in Zimbabwe public sector. In this case this has made the researcher to research about strategy implementation using the National Health Strategy 2009-2013 of the Ministry of Health and Child Care looking on the challenges faced in strategy implementation as the main aim of the study. Literature on strategy and strategy implementation was analysed critically and gaps were also found in reviewing what other scholars brought forward concerning the study. The research methodology was a case study looking at the Ministry of Health where the researcher did his work related learning in 2015 were the researcher revealed that the Ministry have crafted over hundred strategies but not all of them were successfully implemented. The case study gave an in-depth assessment of answering the "why" questions associated with the phenomena, in this sense the research was both explanative and explorative. The research highlighted the following notable results from which conclusions were drawn; that strategy implementation fails due to lack of resources human and financial, lack of motivation and reward systems, lack of communication, there is need for training and leadership challenges and also change in government policies proved to affect strategy implementation. The results demonstrate that leadership is by far the most important factor influencing successful implementation strategy in the service sector.

LIST OF ACCRONYMS

CA…………….................................Crown Agency

CHAI……………………………..Clinton Health Access Initiative

CORDAID…………………………Catholic Organisation for Relief And Development Aid

ESAP……………………………….Economic Structural Adjustment Programme

GNU………………………………..Government of National Unity

MTP………………………………...Medium Term Plan

MDG………………………….....Millennium Development Goals

MOF………………………………..Ministry of Finance

MSU………………………………..Midlands State University

WB…………………………………World Bank

UNFPA……………………………United Nations for Population Activities

UNICEF…………………………...United Nations Children Emergence Fund

ZIM ASSET………………… Zimbabwe Agenda for Sustainable Socio-Economic Transformation.

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INTRODUCTION 1.0

This chapter mainly focuses on the introducing part of the research, which covers the historical background of study, the problem under research, objectives of the study, research questions, limitations, delimitations and ethical considerations. Although a lot of has been written about the strategy implementation in Zimbabwe, not much has been written about strategy implementation process and challenges in public health sector organization thus it gave the researcher the motivation to assess strategy implementation looking at the challenges and to provide relevant solutions for better implementation of strategies using National health strategy from the period 2009-2013 the case of the Ministry of Health and Child Care. It can be noted that since independence the government of Zimbabwe has tried so hard to address the imbalance of health system which was there before the attainment of independence in 1980 thus it began to formulate and adopt policies, such as the structural adjustment program. The major goal target was to restore the economy in pursuit of health equity which the plan for equity health failed to achieve. One should note that a lot of intervention were employed by government to restore good health system. The national Health strategy 1997-2007 was implemented but however it did not last long due to challenges emanating from ESAP thus National Health Strategy 2009-2013 was implemented to resuscitate the health sector. It can be noted that newly strategy suffered challenges like the previous in implementation period which led to the extension of the strategy in order to meet its demand hence the aim of the research is to assess strategy implementation focusing on the challenges and providing best approaches to public sector organizations in Zimbabwe using the National Health Strategy 2009-2013 Ministry of Health and Child care as a case study.

1.1 BACKGROUND OF THE STUDY

According to Zhou and Zhoushe(2012:4) cited by Mutokosi (2015) the health system background of pre-colonial Zimbabwe was defined by black marginalization accompanied by unfair resource allocation and distribution process which largely favored the whites and mixed races enjoyed much. The priority criteria for health care delivery and distribution being class and racial structure of society with the have nots of society consuming the least and the haves consuming the most. Also Agere(1986)in Mutokosi (2015) notes that there was high death rate of infants amongst the blacks, with whites having 17 per 1000 while blacks having 120-220 per

1000 urban based sophisticated hospital serving about 15% of the population absorbed about 44% of the funded services while 24% went to primary and second level rural health services despite having over 70% of the total population(Sanders 1990:6).The unfair allocation of resources in the health sector was highly influenced with the system of political and economic power in society and African in both rural and urban areas were not included in medical aid scheme that covers mostly whites according to Zhou and Zvoushe (2004).It can be also noted that Razemba(1998)cited by Mutokosi (2015) also argues that living years among Africans was reduced across gender with males having 49.8%, Africans females 53.3, white males 66.7 and females at 74.0. Against this imbalance of health system, the Ministry of Health adopted a policy of "equity in health" which saw resources being changed from urban to rural and from curative services to preventive services. The decade also saw the building of clinics, health centers and hospitals across the country, in both rural and urban areas. However, positive results of most goals of the health policies proved to be a major challenge due to resource constraints. The goal of "health for all by 2000" turned out to be too difficult for a nation still struggling with nation building issues (*Zimbabwe Human Development Report, 2003, 13*).

It can be noted that the first health policy intervention was the plan for equity in health implemented in 1980.The major impact of the intervention was the declaration of the Alma Ata declaration in 1978 which encouraged the need for primary health care and that health care is essential human right need to be prioritized as a social worldwide goal and the unacceptable of inequality in health care grounds. The government of Zimbabwe implemented various programmes to deal with aspects of equality, mortality, human work force, finance service and service delivery among others. Firstly free health care was implemented in September 1980 however by June 1987, 224 rural health care services were upgraded as argued by Sanders (1990).

The government also adopted the economic structural adjustment program 1992-1996 as a strategy and the major goal target was to restore the economy in pursuit of health equity which the plan for equity health had failed to be accomplished. It can be noted that the policy was guided by strict measures to bring economic growth reduction in government expenditure under the recommendation of the international monetary institutions world bank and international monetary fund (Zhou and Zvoushe 2012).Nevertheless the outcome of economic inefficiencies saw the removal of subsides reduction of public expenditure, privatization and market based care

among others. However one should also note that in the period of economic structural adjustment program resulted to negative impacts as the health services were made expensive as the subsides were removed, equity was undermined through reduced funding and privatization reduced the accessibility of health care by majority populace and the poor and low earners were excluded from the market based care as they could not afford health care services thus undermining the pursuit of equality in a quest to achieve economic efficiency and as a result national health strategy was implemented to remedy the economic structural adjustment shortfalls.

The National Health Strategy 1997-2007 was implemented as an intervention under the theme working for quality and equity whose major goal was to improve the quality life of Zimbabweans and set agenda for launching the new millennium after realization that equity health has failed in Economic structural adjustment program (ESAP).On the same note the constrains facing health sector the health sector continued to increase and got worse. It can be noted that during the second half of the implementation period of the National Health Strategy(1997-2007),Zimbabwe experienced severe and escalating economic and political challenges which was reported as higher in the history of the country in the year 2008.It can be noted that the decline resulted almost public health sector institutions in a sharp decrease in funding for social services in real term thus National Health Strategy 2009-2013 was implemented to resuscitate the health sector but implementation becomes a major challenge in public sector strategies.

1.2 STATEMENT OF THE PROBLEM

The Ministry of Health and Child Care has formulated numerous health strategies since independence aimed at attending to the health system challenges but it can be noted that most of the formulated strategies fails implementing period such as the National Health Strategy 1997-2007 due various challenges affecting strategy implementation. It can be also noticed that many of strategies that were implemented were backed by the donor funders but challenge still hang around within the Ministry thus the research is interested in identifying challenges to strategy implementation by the Ministry of Health and Child Care that results from a reflection on their failure to complete various strategic projects, severe health challenges using the National Health Strategy 2009-2013.The research also seek to give number of approaches that enhance effective strategy implementation

1.3 RESEARCH OBJECTIVES

a) To analyze the implementation process of strategic documents in Zimbabwe health sector.

b) To analyses major constrains faced in strategy implementation in the Ministry of Health and Child Care.

c) To offer number of approaches that greatly enhances effective strategy implementation.

d) To come up with factors that influence strategy implementation.

1.4 RESEARCH QUESTIONS

1. What are the approaches to enhance effective strategy formulation and implementation?.
2. What could be the major barrier to effective strategy implementation public sectors?
3. Who are the major stakeholders included in strategy implementation?
4. What are the benefits of formulating strategies in public sector organizations?
5. Why does it take much time to implement a strategy in Public health sector Organization in Zimbabwe?

1.5 SIGNIFICANCE OF THE STUDY

The motivation of the study is to assess strategy implementation challenge in Zimbabwe public sector organizations particularly Ministry of Health and Child Care. This research will have theoretical as well as practical study in implementation of strategies by investigating the importance of strategy implementation as a component of the strategic management process, challenges and drivers of strategy implementation in the context of strategy implementation. It can be noted the significance of the study will be also brought forward through providing number of approaches that will greatly enhance the effectiveness of strategy implementation that can be employed.

To the researcher who happen to be a student, the research will be beneficial in building a critical and analytical knowledge necessary not only after completing studies in Politics and Public management Degree but also for future use in other studies, at organizations and other government ministries.

To Midlands State University, the researcher's school the study will help in building a board of knowledge accessible to all current issues arising in the field of study. It can be also noted that the university lecturers will use this as a method of accessing the performance of the student

whether has grasped the concept of research using variety sources from different scholars and individuals

1.6 JUSTIFICATION OF THE STUDY

The research seek to explain the implementation of strategies in Zimbabwe public sector looking at the factors affecting implementation process and to give possible approaches that can be employed to enhance effective implementation with an empirical study of the Ministry of Health and Child Care. This research will of great importance to other public sector organizations on how to effectively formulate and implement a good sounding strategy that will give positive results to the flow of business and attract outside stakeholders in different programs offered in the strategy.

1.7 DELIMITATIONS

The Ministry of Health and Care head office in Harare will be used as a case study in this study particularly the department of policy monitoring and evaluation where policies and strategic documents for the organization are formulated and implemented. Using the head office as a case study will be a great advantage for the researcher as most of the staff participants and other representatives of non-governmental organizations have offices there for the collection of information to be used in research.

1.8 LIMITATIONS

The research is likely going to face challenges in access information to support the research due to various reasons such as unwillingness of the staff members to give information needed. Organizational policy on the secrecy of information could also affect the outcome of the researches objectives as most public sector protect their day to day business for the image of the organization.

It will be also difficult for the researcher to carry out the research due to scarcity of resources, mainly time and money.

1.9 CHAPTER BREAKDOWN

1.9.1 Chapter1: Introduction

The introduction encompasses of the following components;

Background of the Study which looks at a brief background of health system which was characterized by black marginalization accompanied by unfavorable distribution of resources which largely favored the whites where health care delivery was influenced by racial structural society. The background also tries to give the overview how the government through the ministry of health adopted several policies such as equity in health ,National health strategy 1997-2007 and National health strategy 2009-2013 as remedy to resuscitate the health sector. In addition, the background also brings the challenges that affected the policies and strategies in the implementation process.

The Statement of the Problem seeks to explain that formulating an innovative and unique strategy implementation is critical thus the problem statement seek analyses the challenges faced in implementation of strategies in Zimbabwe health sector and providing number of approaches to effective strategy implementation. The statement of the problem will guided the National health strategy of the Ministry of Health and Child Care as case study.

The Research Objectives that the research seeks to achieve are also highlighted in this chapter as well as the questions that the research seeks to address and answer pertaining to the topic under research. The chapter also gives an overview of the limitations which are the possible challenges and threats of the research as well as the delimitations which are the opportunities that may be posed by the research to the researcher. Lastly the chapter highlights and explains the ethical considerations that the researcher will have to observe, uphold and guarantee throughout the research.

1.9.2 Chapter 2: Literature Review, Theoretical and Conceptual Framework

This Chapter explores all that has been written by the wide scholarship pertaining to the topic under research. The chapter manoeuvres through the various arguments that have been brought forward and in the process bringing out the deficits of the literature that the research seeks to fill, thereby showing how the research will contribute to the academic field. This research reveals that a lot has been written about strategy implementation, from the International, Regional and up to the Local level though little has been written about the implementation of strategies particularly in the Zimbabwe public sector. That is the gap that this research seeks to fill. This chapter also looks at the Theoretical and Conceptual framework of the research which requires the researcher to explore the various theories and concepts that explain, investigate, examine, support or refute the argument of the research.

1.9.3 Chapter 3: Research Methodology

This Chapter will be answering the questions of how the research will be conducted practically. It highlights questions such as the research design, the target population, the sampling techniques to be used which determine who will be part of the research as well as the methods and tools of data collection

1.9.4 Chapter 4: Data Presentation and Analysis

In this Chapter, the researcher shall be presenting the findings of the research after the field work conducted in Chapter 3. The data will be presented systematically and analysed to enable the researcher to move to the next Chapter where a summary, suggest recommendations and draw conclusions about the study will provided.

1.9.5 Chapter 5: Summary, Recommendations and Conclusions

This chapter will summarize the results of the research, suggests recommendations of addressing the issue under research and draws conclusions about the phenomena under study.

CHAPTER TWO

CONCEPTUAL FRAMEWORK AND THEORETICAL FRAMEWORK

2.1.0 INTRODUCTION

This part of the research will be mainly focusing on opinions and views brought forward by scholars pertaining strategy implementation and its challenges. The researcher attempts to give detailed analysis of scholarly views on the matter under debate. Literature review, conceptual framework and are highlighted in this chapter, so as to explore various views from different scholars. Literature review is the evaluation and assessment of resources.

Over and above, this chapter also reviews conceptual issues surrounding the implementation of strategies. According to Miles and Huberman (1994) conceptual framework is a written product that seek to illustrate, either graphically, or in a narrative form. In this case the researcher will use the narrative or descriptive form. Conceptual framework can be described as concepts that support the research.

2.1.1 AN OVERVIEW OF STRATEGY IMPLEMENTAION IN ZIMBABWE.

Strategic management by itself is a process, Robins & Coulter (2002) hence he argues that it links strategic planning, implementation and evaluation." In their view, strategic management process is a way that is used to decide already formulated strategies, while Hitt et al (2007)cited in Fourie (2007) defines strategic management as a way of taking charge of commitments, decisions and actions which an organization must acquire for it to achieve strategic competitiveness and earn average returns. Strategy implementation on the other hand, is involved with both planning and how the choice of strategies can be put into effect and managing the changes required Wang, (2002) It is applied by leaders to move an organization's direction with the organization's aim. It can be noted that strategic management is seen as a key to high performance; a kind of new and perhaps change step in its ever growing sophisticated business nature. It can be noted that for success, strategic management set goals, focus energy and resources strengthen operations, more focus should considered to ensure that employees and other stakeholders are working toward common goals (Balanced Scorecard Institute, 2014).Strategic management has been one of the major aspect in both private and public sector organizations in Zimbabwe since independence. It can be noted that strategy implementation

cannot be possible without strategies being formulated thus many organizations began to craft strategies to enhance organizational road map and its survival.

In Zimbabwe context strategic implementation is largely influenced by the government economic policy such that it views government views ministries as the tools for development and implementation of government policies. It can be noted that since independence the government of Zimbabwe formulated various programmes such as the medium term plan, ZIM ASSET and adopting other informed documents the Millennium Development Goals (MDGs) thus these policies requires government departments to formulate strategies and implement them to compliment the national policies. According to Noble (1999; 119-134) cited (2007) is of the view that strategy implementation is the moment that change plans into action assignment and makes sure that such assignments are implemented in a manner that meet the plans stated objectives hence it can be noted that public sector organizations have implemented so many strategies to meet organizational goals and for their survival.

The strategy in implementation in Zimbabwe government ministries and state owned enterprises has been largely affected by so many challenges emanating from the economic meltdown experienced over the years. According to the National health strategy of the Ministry of Health it indicated that during the second half of the implementation period of the National Health Strategy (1997 – 2007), Zimbabwe experienced severe and escalating economic challenges which peaked in the year 2008.Howeverit can be noted that the economic decline resulted in a sharp decrease in funding for social services in real terms. This directly contributed to an unprecedented deterioration of health infrastructure and the implementation process.

According to Mapeter et al (2012) cited by Sialet et al (2013)stated that the reasons strategy implementation fail in Zimbabwe although there are good and sounding strategies is because of the attitude of the leadership negativity which result in executive people not taking the responsibility ending up less committed. One should note the ministry of health and child care in the past years have formulated so many strategies but not all of them managed to meet their targeted goals and objectives hence it can be concluded that lack of creative strategic vision in the organization they could not motivate and boot up morals of staff to obtain the determined objectives, communication among the middle level management and high level management in organization remained very low.

It can be also noted that strategy implementation in Zimbabwe government ministries and state enterprises has been also affected by the environment which strategies want to be implemented into. Lane and Ersson(2001)cited by Imurana et al (2014) articulated that unstable political environment almost every time in most of developing countries makes the effective implementation of policies unachievable hence it can be noted that the period 2000 up to date has been a difficulty environment for strategy implementation due to the change of government policies and inadequate resources to use thus one can argue that for effective strategy implementation there is need for stable political environment which will not affect the existing strategies in the implementation process.

2.1.2 Strategy Formulation Process in Zimbabwe Public Health Sector

Strategic formulation according to Pearce II and Robinson, Jr (2011) in Jagero et al (2014) is defined as a process by which an organization formulate a strategy to achieve its objectives. A strategy being the road map and scope of an organization over the long-term which achieves advantage for the organization through its alignment of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations (Riley, 2012). Specific strategic alternatives are developed once a clear picture of the organization and its environment is in hand. It is therefore, important to keep in mind that environment assessment usually provides insight into how best the organization can fit into its environment for survival. It can noted that Ireland et al (2009) argues that the aspect of strategic formulation is a platform to review and evaluate whether an organization is doing the right things according to its plans and how it can be more effective in what it does .In notion it can be noted that many public sector organization began to formulate strategies which leads to development of a business mission, and the establishment of long term objectives.

In the formulation process of strategies in the Zimbabwe public health sector entities developing a vision and mission statement became the major driving force on how the organization is going to move in order to meet the intended objectives. One should also note that in its mission the National health strategy 2009-2015 it emphasized on the comprehensive and effective health services to all the citizens of Zimbabwe being guided by the result based framework hence it gives a clear picture on the formulation process in Zimbabwe public health sector.

ii) Setting objectives

It can be also noted that setting of objectives is another key element used in the Zimbabwe public health sector in the formulation process. The purpose of setting objectives is to convert the mission statement into specific performance targets. Objectives serve as yardsticks for tracking an organization's performance and progress. The challenge of trying to close the gap between actual and desired performance pushes an organization to be more inventive, to exhibit some urgency in improving both its financial performance and its business position. Setting challenging but achievable objectives helps in guarding against complacency. The objectives set must ideally embrace a time horizon that is both short-term and long term. Short-term objectives spell out the immediate improvements and outcomes desired by managements.

It is of paramount importance to note that strategic objectives provide reliable direction in strengthening an organization's overall business position by relating more directly to an organization's overall competitive situation and involve such performance as growing faster than the industry's average and making gains in market share. Strategic objectives make it important that management not only must deliver good financial performance but also must deliver on strengthening, the organizations' long- term business and competitive position thus effective strategy formulation requires the effective setting of objectives, the identification and evaluation of alternative action and the implementation of the selected choice as stated by Tan and Platts, (2006).

(iii)Crafting a strategy

According Hiksen et al. (1986) cited by Sial et al(2013)defines the strategy as the choices which are related to the long term performance and progress of the organization. It can be noted that public organization in Zimbabwe began to craft a strategy as tool of achieving strategic targets stated in the objectives. It is important to take note that forming a strategy that starts with the analysis of the organization's internal and external situation thus it can be also seen that public health sector organization the Ministry of Health involve both staff management and stakeholders consultations like the world bank, and other line ministries to take part in the formulation process of strategies. An organization's strategy is always a blend of prior moves and approaches already in place and new actions being mapped out. Major changes in a strategy should be expected occasionally, especially in crisis situations but they cannot be made too often without creating undue organizational confusion and affecting performance .According to Jooste

and Fourie (2009), argues that for the past two decades, strategy formulation has been taken as the most important component of the strategic management process - more important than strategy implementation or strategic control hence it can be noted that crafting a strategy becomes an important aspect in strategy formulation in Zimbabwe public health sector Strategy.

(iv) Strategy Implementation

It can be noted that public health sector organization formulate strategies but for them to fully work there is need for implementation hence strategy implementation is another vital process in the formulation process. Sorooshian et al (2010) defines strategy implementation as the manner in which an organization craft and make use of available organizational structures, control systems and culture to follow strategies that lead to competitive advantage and improved performance thus in public health sector organization in Zimbabwe, the task of implementing strategy is mainly an action-driven administrative task that cuts across many internal matters. It should be noted that the principal administrative aspects associated with putting the strategy into place include formulating a budget for the implementation process and also creating a conducive environment for implementation and motivating workers to meet specified targets in the strategy. Primarily in public health sector the department of policy planning monitoring and evaluation is solely responsible for the implementation process on behalf of other various departments within the Ministry of Health.

(v) Monitoring and Evaluation

According to Pearce and Robinson (2000)cited by Jagero et al(2014) stressed that the focus of monitoring and evaluation is to compliment effectiveness of public institutions by establishing a clear connection between past, present and future interventions and results. It can be noted that in strategy formulation public health sector the Ministry of Health make use of monitoring and evaluation as it brings out relevant information that will be used as a basis for programmatic fine tuning, reorientation and proper planning. One should also note that monitoring and evaluation as a process enables organization to review if they are getting where they wanted to go (set standards), whether they can claim progress or success or how to improve on current efforts. It is therefore a nonstop function aimed mainly at informing the management and stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in achievement of result.

2.1.3 Strategy Implementation as a component of Strategic Management

Strategy implementation is an essential part of strategic management process which cannot be separated because a strategy cannot be implemented without the formulation of a strategy. The implementation of strategies is commonly practical noticed as the step or stage of strategic management process that follows the formulation of strategy and proceeds strategic control. It can be noted that the implementation of strategy is therefore viewed as separate from the formulation of strategy and is taken as a procedure that can only start once a strategy has been formulated as stated by Campbell and Garnet(2000;181) in Fourie(2007). Although, shown as two separate progressive steps in linear process, in practical terms the formulation and implementation of strategy goes into the strategic management process therefore Grant (2002.28)cited by Fourie(2007). Noted that strategy formulation and implementation cannot be separated as well as formulated strategy must take account the means by which it will implemented and it is only through its implementation that a strategy can be refined and reformulated.

According to Freedman and Tregoe (2003)in Fourie(2007) in order to propagate effective implementation of strategies top management teams should acknowledge the importance of taking into account strategy implementation issues during formulation of a strategy. In this notion one should note that strategy formulation and strategic control that do not take account the problems involved with implementation of these strategies are likely to come across the risk of being ineffective thus strategy management is considered as a continuous process in which the practically separate act formulating strategy and implementation are integrated. In this regard Whipp (2003) alluded that the two processes may become looked in a round way of decision making and problem solving as result of the assumption made during the strategy formulation.

FIGURE 2.1.3 STRATEGIC MANAGEMENT PROCESS.
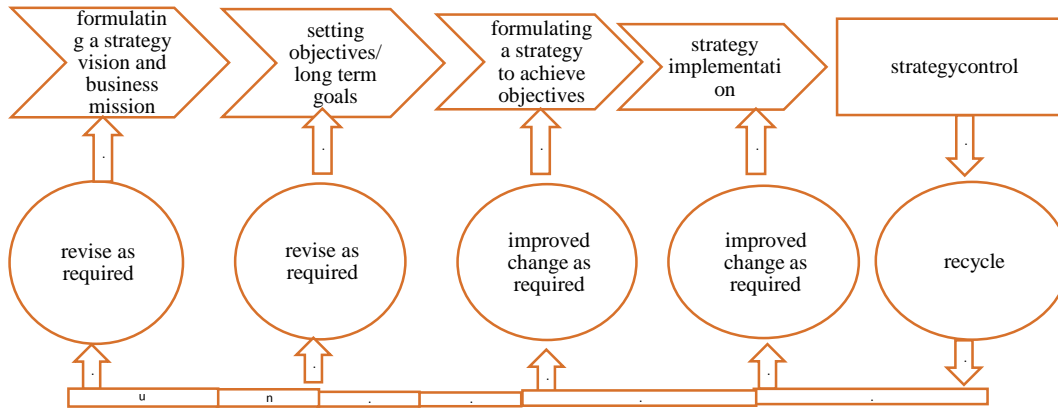
Source: Adapted from Thompson and Strickland (2003; 7)

Figure 2.1.3 indicates how strategic management is a component of strategy implementation

2.1.4 Strategic Implementation and Corporate Governance

The aspect of strategic management is a field that involves specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are made to achieve these objectives, and then distribution of resources to implement the policies and plans, projects and program. In this regard for strategic implementation to successful good corporate governance should be included thus the two cannot separated.

According to Dyson and Lowry, (2006)cited by Abadi (2012) corporate governance can be defined as a set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled, and its main purpose is to influence directly or indirectly the behavior of the organization towards its stakeholders hence good corporate governance is a key component for improvement of investors' confidence, increase of competitiveness and improvement of economic growth in the strategic implementation in most public sector organization. It can be noted that strategic implementation in public sector organizations such as the Ministry of Health and child care includes outside stakeholders such as non-governmental organizations like Unicef,,World bank and other line ministries which can be

affected by the formulated strategy to be implemented hence good corporate governance serves as way to avert corporate scandals, fraud, and potential civil and criminal liability of organizations .Moreover it is also important to note that good corporate governance in strategic implementation improves image and reputation of an organization as it makes the organization to be more attractive to investors, suppliers, customers and other stakeholders of the organization who will interested to partner in the various programs in the strategy.

The appropriate application of corporate good governance principles increases profitability and returns, improves its competitiveness, credibility and image and improves relations with key stakeholders such as investors of an organization. This is also supported Merton (1987) stating that investors usually are more interested to invest in those organizations that they know about thus it can noted that investors and stakeholders are prefer to show their interests in a well governed organization especially in the implementation of strategies.

Adding on the Australian National Audit Office (1999) argues that corporate governance incorporate the authority, accountability, stewardship, leadership, direction and control exercised in corporations, hence this can be linked with David (2001) articulating that strategy implementation is often called the action stage of strategic management as it requires collaboration of managers and employees on all levels of the organization to translate the formulated strategy into action and results through taking note of corporate good governance principles. It is in this regard that one can conclude that proper strategy implementation evolves around the aspect of good corporate governance thus a good organization should take note of the above characteristics.

2.2 FACTORS THAT INFLUENCY IMPLEMENTATION

(i) Strategy and leadership

Strategic leadership refers to the ability to articulate a strategic vision for the organization, or a part of the organization, and to motivate others to buy into that vision. It can be noted that Nielsen, Martin and Powers (2008:60-70) cited by Watunga (2014) stipulated that managers have a very crucial strategic role to play, as they have a task of directing strategic leadership to their subordinates. In this regard the organization's management should take leading role by giving direction, initiative and motivation. The leadership should build up a team spirit and always be there to assist in the whole process of implementation. An effective team has

ambitions and straight forward team goals that encourage team members to replace the priority of individual goals with that of the team one in order to successfully implement strategies.

(ii)Strategy and structure

Structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. According to Nielsen et al. (2008:60-70),mentioned in Watunga (2014) organization structures will give more clarity or influences the kind of strategy used by an organization thus it can be argued that the organization structure must be in relation with its strategy that is being implemented

It can viewed that any changes in an organization's strategy will bring some internal challenges, and thus there will be a need for a change in structure. According to Ulrich & Smallwood,(2004:119-127) cited by Watunga (2014) the organization's main or basic structure generally came as a result to effective strategy implementation therefore structure is essential as it emphasizing the organization important activities and the way in which they will be taken to achieve the organization's strategic response. It is also essential to note that strategy affects structure and, if an organization select for a wrong choice of strategy, this will have a negative effect on its efficiency and effectiveness.

(iii) Strategy and organizational culture

The organization's culture needs to be in line with the organization's strategy that is being implemented. Top management should be alert that the values and beliefs of the organization will show how work is done in the organization. Sterling (2003:28) mentioned in Watungwa (2014) articulated that managing the strategy-culture connection need understanding of the link to the changes required to implement the new strategy and the relevence of these changes in relation to the organization's culture. Ulrich and Smallwood (2004:119-127), alluded that power orientation, role orientation, achievement orientation and support orientation are the four main forms of organizational cultures. Allio (2005:12-21) noted that it is crucial for the organization culture to be well matched with the strategy being applied. It can be noted that cultures can be found in different forms, but the major forms are four unhealthy cultures that are very political, namely empire building, cultures that resist change, narrow-minded and inward-looking cultures, and cultures that are ethically unprincipled and are motivated by greed thus according to Thompson et al. (2007:12) argues that there is very important to place more value on people being respected as human beings and there is need to recognize employees.

(iv)Strategy and resources

It can be noted that an organization can only implement its set strategy with its available resources. The available resources involve financial, human and physical resources. The organization's strategy must be suitable for the available resources and its stated objectives. Organizational resources are crucial to the organization, in the sense that they contribute to its needed advantage. An organization can only implement a strategy that suits the available resources, as any strategy that requires more resources than available will not be possible to implement thus Allio (2005:18) supports that notion stating that organizations should strive to have adequate resources to use in order to implement each stage of the strategic plan so that goals can be achieved.

2.3 CHALLENGES OF STRATEGY IMPLEMENTATION

There are many challenges that are barriers to strategy implementation in most organizations .According to Burns(1996)there are many organizational systems, which act to restrict strategy Implementation. Of most importance includes structure, culture, politics and managerial Styles.

2.3.1 Linking Strategy Formulation and Implementation.

Top managers need to admit that they cannot map everything, Taylor (1986) cited by Kimongoi (2011) thus the view that top management can plan strategy implementation at the top then flow down through the organizations is not reasonable. It should be recognized that how top managers oversees a strategy are not the same as how those lower down in the organization view of them (Johnson and Scholes, 2002). Therefore there needs to be ways of relating the strategic direction to the everyday realities of people in the organization. It is therefore of great importance that middle managers should be occupied with and committed to such strategies so that they can perform this transformation process as argued by Kazmi,(2002)

2.3.2 Resource Distribution

It can be noted that resource distribution has been a major obstacle in strategy implementation hence organizations must have at least four types of resources that can be used to achieve desired objectives. Financial resources, physical resources, human resources and technological resources Thomson (1990) in Kimongoi (2011) . Resource distribution is a crucial management action that enables for strategy execution strategic management and allows resources to be allocated

according to priorities established by annual objectives. A number of factors commonly restrict effective resource allocation. These include an over protection of resources, too great emphasis on short run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and a lack of sufficient knowledge (David, 1997).It can be also noted that because inadequate budget allocations to the government public sector in Zimbabwe has made a huge impact to the strategy implementation as they will be relying on the donor funding from non-government organization for successful implementation thus becoming a major challenge.

2.3.3 Communication

 According to Alexander (1985) identifies lack of proper planning and communication as two major challenges to successful strategy implementation. One should note that strategy makers and staff members should be equipped and educated about the strategy to implement. Thomson & Strickland (1998)cited by Fourie (2007) states that strategy implementation challenge is to come up with a series of tight fits between strategy and the organizational competencies; between strategy capabilities; between strategy structure; between strategy and budgetary allocation; between strategy and policy; between strategy and internal support systems; between strategy and reward structure; between strategy and the organizational culture thus proper planning is a pre requisite of a successful strategy implementation. However, the problem of strategy implementation can be also related to situation of process that are unique to particular organization even though some problems are common to all organizations. In this notion one should note that key decision makers should therefore should take time to pay regular attention to the implementation process in order to focus attention as an when difficulties occur and how to address them.

2.3.4 Crafting a Strategy Supportive Culture

Strategists should make every effort to preserve, highlight, and build up on aspects of an existing culture that supports proposed new strategies. Kazmi(2002)cited by Komingoi (2011) is of the view that culture may be a key role that moves strategy rather than the other way round .In this notion it can be noted that If the structure which already there within an organization this will be hostile to the proposed strategy, then it should be identified and changed. People can be captured by their collective experience rooted in the past success and organizational and institutional norms Johnson and Scholes, (2002). Changing an organization's culture to be aligned in a new

strategy is usually more effective than changing strategy to fit existing culture thus formulating a strategy with a supportive culture is essential in public sector organizations.

2.4APPROACHES TO STRATEGY IMPLEMENTATION.

According to Brodwin and Bourgeos argues that for effective implementation of strategies there is need for clear and appropriate approaches to implementation. It can be noted that these strategies range from the use of subordinates to successfully implemented strategies that have been formulated by the top management level to empowering subordinates to formulate and implement strategies in organizations. These approaches are command approach, organizational change approach, collaborative approach, cultural approach and the crescive approach which all have greater influence in the implementation of strategy in organizations.

2.4.1Commander Approach

The commander approach is a top down approach where by the strategy is developed or formulated by the top level management and then passed to the subordinates with instructions on how to execute it. It can be noted that the top management takes back the seat in strategy implementation but overseers it thus it will be the duty of the strategy leader to determine the strategy or with the help of the experts. Once the desired strategy is formulated the manager passes it along to subordinates who are instructed to execute the strategy. In this that the manager does not take active role in implementing the strategy but rather uses the power to see that the strategy is implemented according to the intended plan. One should also note that this approach enhances effective implementation in sense that managers will be focusing only on the formulation process of the strategy. Critical to note is the fact that commander approach it has a loophole because those who implement the strategy are not involved in formulation thus it demotivates.

2.4.2 Organizational Change Approach

The organizational approach takes over from where the commander approach ends. It can be noted this approach focuses on how to get an organization to implement its strategy. Managers who implement this approach are of the view that good strategy has to be formulated so as to get the organizational goals achieved. The methods used to accomplish this approach are largely

behavioral in the sense that it emphasizes on bringing about the needed change in organization through implementation. It can be noted that the change approach is often more effective than commander approach in the sense that it can be used to implement difficulty strategies because of its behavioral science techniques.

2.4.3 Collaborative Approach

The collaborative approach views strategy development as collective action effort of all managers by accepting the views of the managers as vital. Workshop meetings are however held for strategy formulation and implementation tactics thus it becomes a very special and beneficial approach .It can noted that manager who is responsible of the strategy gathers all the top management team to brain storm strategy formulation and implementation. In this scenario other members of the organization management team are encouraged to contribute their views in order to come up with the wisdom that can be used. This approach is vital in that it overcomes two limitations presented in the previous approaches by increasing the quality and timeliness of information contributed by the managers and improving the chances of efficient implementation through the degree of participation. It is important to note that collaborative approach has a greater advantage in strategy implementation in that it allows effective implementation as the managers will be involved in the formulation of the strategy however reducing the rate of time usually taken in implementation.

2.4.4 The Cultural Approach

Cultural approach supports the principles of collaborative approach by further involving the lower level management in the organization. The strategic in this case focuses on enacting and communicating clear mission purpose by giving a chance to employees to come up their own work activities. It can be noted that these techniques involve implementing strategy by employing concepts where it orders control using procedures and organizational structure to guide the behavior. It generally avoids the break down the barrier between the management and the workers since each member of the organization will be taking part in to both formulation and implementation of the strategy. This approach clearly shows the importance of all employee involvement in the strategy implementation as it motivates the employees by building the sense of belonging to an organization there by team work to achieve one specific goal.

2.4.5 The Crescive Approach

The crescive approach seek to addresses the strategy formulation and strategy implementation as a continuous process. It can be noted that this approach is bottom up approach in the sense that all the employees from the lower to top level management in a development of a strategy. This approach revealed that goals are stated from the top level management and refined from the bottom. Brodwin ,Bourgeos stipulates that crescive approach is largely flexible for large and in a mixed organization where top leader might not have all the knowledge about all the strategies and operation forces that affect each division. One should also note that this approach has an advantage to strategy implementation as it helps to increases employee commitment as they will be involved and participating in the formulation and implementation process and building up high moral to the employees. Nevertheless the crescive approach tends to be a challenge for strategy implementation in the sense that strategies which involves employees with a lower rank might not be that sounding and also it requires huge amount funds to be fully implement the strategy.

2.5 THEORETICAL FRAMEWORK

A number of theories have been brought forward to illustrate the implementation of strategies from the formulation stage.

2.5.1 Mintzberg model

According to this model Mintzberg argues that organizations begin strategy formulation by carefully specifying their missions, goals, and objectives and then engage in the swot analysis to choose appropriate strategies. Adding on, Mintzberg also suggested that the traditional way of thinking about strategy implementation focuses only on purpose strategies thus from this model he noted that some organizations begin implementing strategies before they articulate missions, goals, or objectives. In this regard strategy implementation proceeds strategy formulation. It can be noted that from this model Mintzberg articulated that implementation of growing strategies involves the allocation of resources even though an organization has not explicitly choose its strategies. One should be understood the applicability of this model has been in practice in the public sector organization particularly in the Ministry of health and child care where by strategy formulation begins by specified mission, goals, and objectives .Although the model stress the importance of allocation of resources for successful strategy implementation but it can be noted

that scarcity of resources in the public sector has largely became a barrier to strategy implementation.

2.5.2The Agency Theory

According toJean et al (2002) cited in Otungu (2011) states that Agency theory is a management approach which one individual (the agent) stands on behalf of another (the principal) and is expected to push the principal's goals .The agent therefore should try to push the both the interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization. Laffortt&Martimost (1997) contends that the agency theory of strategic Management is so crucial in the sense that the action chosen by the agent do not affect only one, but several other parties (the principals).hence the agents' responsibility in strategic formulation and the overall strategic management process cannot be looked down at. The theory also suggest that the organization is often characterized as a nexus of both explicit and implicit contracts linking the management and its different stakeholders, including claimholders, workers, unions, customers, suppliers and the state among others. The Agency Theory holds the view that there should be proper relationship between the management and its stakeholders in order to work towards and achieve one common goal. It can be also noted that Ross (1987) states that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract which is among the emerging issues in strategic management thus it therefore explains the behavior of principals and agents relationships in performance contracting in management. Agency theory is also being used in government ministries by making use of consultation from people outside the organization.

Laffont (2002)cited in Otungu et al (2011) criticizes the agency theory stating that it only creates a cordial relationship with owners and managers while it does not over look on the misuse of funds by the agent . Shankmann (1999) stipulates that Agency theory leads to agency costs which could be high expenses to the organization thus agency theory cannot be applicable in an environment where there is no adequate resources to cater for the agent in strategy formulation and implementation.

2.5.3 Human Resource based Theory

The human resource-based theory emphasizes the importance of the human element in the strategic development of organization. The agency theory is said to be the mother of the theory as this theory builds on the human element as a source of the organization's competitiveness. The contingency theory draws the idea that there is no one or single best way or approach to manage organizations. It recommends that organizations should develop managerial strategy based on the situation and condition they are experiencing. (Ainuddin et al 2007).It can be noted that human resource theory is comprised up of physical, financial, human and intangible assets. The theory is made up on the fact that resources are not homogenous and are limited in mobility. The organization can change these resources and capabilities into a strategic advantage if they are valuable, rare, and inimitable and the organization is organized to exploit these resources. It can be noted that this theory value the importance of   peoples knowledge and capabilities , availability of incentives, information capital data base as the key drivers of effective strategy implementation thus it is essential in strategic management.

2.5.4 Resource Dependency Theory

This theory suggests that no organization can secure the resources and capabilities required to survive without interacting with organization and individuals beyond their boundaries. It can be noted that organizations will actively seek to control (either internally or externally) critical resources as best they can within an environment filled with uncertainty and improve their chances of survival through adaptation to the environment. This theory suggests that organization are engaged in co-option (a mix of cooperation and competition). In support of this theory it can be noted that because of resource allocation which is not adequate for the successful implementation of various in the Ministry of Health hence it led to seek funds from the international organisations such as Unicef, world bank and other non-governmental organizations for survival.

2.6 CONCLUSION

The researcher sought to examine the literature and found gaps in it which therefore require to be filled when conducting the study and theories were provided for better understanding of the research

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter seek to show the research methodology for this study, the research being a Case Study of the Ministry of Health and Child Care`s National Health Strategy 2009-2013. It highlights and justifies the different methods, techniques and instruments the researcher used to collect information about the subject matter. Data collection methods which were used include primary and secondary sources as well as interviews and observations. The research is deductive in approach; thus it seeks to validate a theory by providing empirical data. In addition the research is also explanatory in nature as it seeks to explain the "why" questions about the phenomena in question. On the other hand, the research is explorative as it seeks to break new ground to the academic field through particularly focusing on the strategy implementation in Zimbabwe public sector

3.1 Research Design

The research is largely qualitative and quantitative in the areas that are appropriate. It is qualitative as it focuses on the characteristics of a certain defined population which is the Ministry of Health and Child Care and quantitative where it deals with issues of statistics on the area under study.

3.2 Target Population

The research is mainly targeting the Ministry of Health and Child care staff involved in the formulation of strategies particularly the department of policy and planning and also other departments within the ministry and stakeholders who are affected by the challenges in strategy implementation

In relation to sampling, various types of both probability and non-probability sampling methods were employed so as to ensure that the research was as representative as possible. Therefore this assures correct results

3.3 Sampling

Sampling is the process of selecting observations, which takes place between the processes of operationalization and observation. In terms of sampling, both probability and non-probability sampling were used

3.3.1SAMPLING TECHNIQUES

3.3.1.1Convenience / Accidental Sampling

According to William (2005) convenience sampling ," is about using what is readily available." Convenience sampling to Dudvoskiy (2015) "is a specific type of non-probability sampling method that relies on data collection from population, members who are conveniently available to participate in the study."

The sampling technique was specially chosen due to the fact that the potential respondents from both the department directors and other staff members have busy schedules which may have not allowed them time to partake in the research. Hence the method was useful in helping the researcher deal with the available respondents.

The method saved the time of the researcher and was simple as it did not need compile lists of all participants as it is with other forms of sampling such as random sampling. It eased the research process as the researcher made only two stops to get the respondents that is the Administration Block as well as the "Hunger Square" where students usually sit in their sparetime. It was also cost effective as the researcher did not need a lot of money for travelling and subsistence due to the number of stops. Data was collected in a short space of time, this was made possible by the fact that the sample was reached quickly. There was less effort required from the researcher as the she would only reach the respondents easiest to reach. However the method had its own demerits which included that there was risk of bias in the selection of respondents and there was also a risk of sampling error.

3.3.1.2 Quota Sampling

The researcher also made use of convenient sampling with quota sampling. In addition to enabling the researcher's ease of access to the sample population, he would be guided by some visible characteristic such as gender, race of the study that is of interest to him/her, until the

required number of respondents was reached, Kumar (2005 p178). In this case the researcher employed the method of selecting both male and female employees. This included current directors as well as general employees within the Ministry to hear their views and experiences relating to the topic.

The method became beneficial to employ because of the following reasons; It was one of the least expensive ways of selecting a sample, It did not require a lot of information such as a sample frame, the total number of elements, their location or other information about the sampling population and it guaranteed the inclusion of the specific type of people the researcher needed. However the method did not go without any disadvantages. Since the resulting sample was not a probability one, the findings could not be generalized to the total sampling population and that the most accessible individuals might have had characteristics that were unique to them and hence might not have been truly representative of the total sampling population.

3.3.1.3Purposive sampling

The method was largely geared towards targeting people who had information about the subject matter to achieve the objectives of the study. Moreover it gave the researcher the discretion to select the respondents that she deemed useful to the research which would be through key informant interviews such as the Division of Policy and planning, the department of Quality Assurance and the permanent secretary. The method was time efficient as it only focused on people who had useful information to address specific areas of the research. However there was the risk of subjects being selected upon the bias of the researcher thereby distorting the results of the research. It was costly to the researcher as he had to travel to access specific key informants.

3.3.1.4Snowball sampling

. According to Kumar (2005 p179), "snowball sampling is a process of selecting a sample using networks The researcher used this method to complement purposive sampling as respondents would have to suggest additional persons, thereby increasing the pool of information".

The method was also useful in studying communication, patterns, decision making or diffusion knowledge amongst the employees and the administration at Ministry of Health and Child Care. However the choice of the entire subjects rested upon the individuals at the first stage, hence paving way for bias towards a particular faction or party.

3.4 PRIMARY METHODS OF DATA COLLECTION

Primary sources are original materials on which research is based. They are first-hand testimonies or direct evidence concerning a topic under consideration. They present information in its original form, neither interpreted nor condensed nor evaluated by other writers. Primary data will be collected by the researcher in a raw state that is before analysis. According to Kumar (2005), the three main methods in primary sources are observation, interviews and questionnaires. The researcher used interviews and observations.

Primary and secondary sources provided valuable data that is pertinent in the area that is under study. Primary Sources included; records of strategy implementation before 2000 till date, the department of policy monitoring and evaluation for statistics of the total strategies which were successfully implemented. Key informant interviews were also conducted (personal, e-mail, Skype and telephone). Focus group discussions were also used to find out how people frame their views on strategy implementation

It can be noted that primary methods allowed interaction between the one obtaining information and the one giving; thereby creating a rapport which could not be achieved in secondary methods. The information obtained was first hand there by reducing the higher chances of bias. Primary methods enabled the researcher to explain to the respondents in areas that required clarity. The obtaining of the same responses led to a build-up of information thereby making it easier for the researcher to make out concrete data from them hence discovering patterns. However some of the sources were not readily available hence the researcher had to travel to get to them thus being costly. Some of the methods such as interviews required a lot of preparation and skill in order for them to give out accurate results. Also, some of the methods such as Key Informant Interviews were time consuming as the respondents made appointments a time that was most convenient for them.

3.4.1 Observations

Observation is a method of data collection that systematically collects data relying on the researcher's ability to gather data using his / her senses. The key senses for the purposes of this study were the sense to see,hear and feel, O'Leary (2004).It can be noted that observations were employed in data collection as the researcher was in the field. For the purpose of the study,

Participant Observation was worker which, according to Kumar(2005) states that it involves, the researcher participating in the activities of the group being observed in the same manner as its members with or without knowing that they are being observed. The researcher was working at the ministry of health and child care at the head office in Harare as part of his work related learning for a period of one year which inspired the research study.

Participant observation enabled the researcher to understand with the feelings and views respondents as he had also experienced it during his work related learning time. Generally, the method collects data that could not have been collected any other way, this manifested in the body language of respondents especially in instances of satisfaction or dissatisfaction with issues that affect strategy implementation. It reduced the instances of responder being bias. One can note that as the researcher observed the respondents and they were unaware on the areas the researcher was observing hence there was limited bias. The method was not time consuming as it ran concurrently with other data collecting procedures. As the researcher was working during the work related learning, interviewing the respondents in the field, observations were taking place. The method also took note of body language and gestures which had a bearing on emphasis expressed by respondents. As the respondents to the interviews were being interviewed, their motions showed areas where there was satisfaction and dissatisfaction with the area of study. However the method could create bias as the researcher may had personal feelings which might have affected their judgment. It was non participative as the views were only those of the researcher. The method also violated the anonymity and confidentiality of information from and about the respondents in case of participant observation, thereby compromising research ethics

3.4.2 Interviews

According to Kumar (2005) an interview can be defined as any person-person interaction between two or more individuals with a specific purpose in mind. Interviews can capture information that can otherwise not be retrieved through questionnaires or observations, Kvale (1996) in Philips and Stawarski (2008; 33). The researcher made use of interviews to get information from the informed individuals within the Ministry. Interviews were conducted in form of Qualitative Interviews,

The interviewees were taken from all level of staff members who had insight of the strategy implementation such as the principle director of policy planning monitoring and evaluation and

other directors from other departments as well as the entire employees and non-governmental organisations such as UNFPA,CORDAID who work within the ministry of Health . The Key informant Interviews were conducted physically, through the use of telephone and e-mails.

3.4.3. Qualitative Interviews and Focus Group Discussions

It can be noted that qualitative interviews are a type of interviews which is different from questionnaire based interviews in the sense that here the interviewees are given space to enlarge their answers and accounts of their experiences and feelings. However, their responses are not pre-categorized in the interview schedule. The aim is to show how one takes and understands a certain social occurrence not fact finding

The members of staff at large were interviewed through qualitative interviews and focus group discussions which enabled the interviews to be steered at individual and group level, with the interviewees being selected on the sampling methods criteria mentioned above, that is, Convenience, Purposive, Quota and Snow Ball. The interview as a data collection tool did not go without disadvantages are as follows.

Focus Group Discussions permitted the researcher to be flexible in the choice of a recording system that was suitable to him. It can be noted that Focus Group Discussions also saved the time of the researcher managed to get as much information from different people in a single instance.

 In the case of Key Informant Interviews, the interviewees were selected from the top management within the Ministry amongst the members who had the knowledge of the strategy implementation such as the directors and the principle directors and also other employees who work for the organization. The Key informant Interviews were done physically, and some were conducted through the use of telephone and e-mail. The responses were given at the pleasure of the interviewee because the interviewee were ready to be interviewed.

However the interviews had their disadvantages as well. They were time consuming as there were a lot of preparations involved. They were an expensive tool for data collection as the researcher had to cater for the expenses to reach the interviewees. Focus Group Discussions required the interviewer to be a skilled so as to control the dynamics within the group and get everyone to participate fully in the discussion. Generally, Focus Group Discussions have the

problem of group think (the tendency for people in a group to concur with the opinions and decisions of the most outspoken member of the group) which can affect results. The quality of data obtained in interviews depended upon the quality of the interaction between the interviewee and the interviewer thereby pre-determining the correctness and amount of information that was disclosed. The method also depended on the skills of the interviewer to solicit information that is appropriate and relevant within a reasonable time frame without being diverted by the interviewee. The interview results may have been prone to bias from the framing of the questions as well as the interpretation of responses by the interviewer. Data from a group is usually not easy to analyse

3.4.4 Secondary Methods

The researcher made use of secondary sources in gathering information on the subject matter. Secondary sources offer interpretation or analysis based on primary sources. They may explain primary sources and are often used to support a specific thesis or argument or to persuade the reader to accept a certain point of view. Such works are one or more steps removed from the event as they have been written with the benefit of hindsight. Secondary data is used to analyse what others have written about the subject matter. Secondary data compliments primary data. In this regard the researcher used secondary data in the form of Newspapers , Reports from other interest groups like civil society, media, Minutes from the Meetings, Textbooks, Internet, Journal Articles and dissertation of other scholars who wrote the same thing pertaining the topic under research,

The use secondary methods was non expensive in gathering and information was readily available than primary data whereby it is expensive for the researcher to travel to get information from the respondents. However using secondary methods made some occurrence of error as data was already analysed and may have been doctored or falsified to suit the needs of the owners of the document. The validity and reliability of information may have also varied from source to source. It can be also noted that the use of information from the newspapers and magazines might have the challenge of personal bias from the writers thus becoming a weakness of using secondary method of data collection

3.5 CASE STUDY

The researcher managed use a case study for in-depth examination of a single instance or a few instances of the social phenomenon as well as to gather the data. The focus was on the Ministry of Health and Child Care; National Health Strategy 2009-2013. Interviews were held to discuss the topic in depth

Case Studies are of great importance as they help to highlight the how certain things take place. Thus the method was instrumental in showing whether strategy implementation challenges emanate from the managers or from the formulating stage,

The use of Case Study proved to be good source of notions about behaviour. It was an initiative for new ideas and also important as it is widely used as a technique to study rare phenomena. In addition, it was a method that could be employed to challenge theoretical assumptions through empirical evidence gathered in the in-depth examination. However, generally, case studies make it hard to draw definite cause-effect conclusions. It was difficult to generalize from a single case. There were also possible biases in data collection and interpretation since a single person gathered and analyzed the information.

3.6 ETHICAL CONSIDERATION
The researcher took note of ethical consideration by respecting all required ethics in carry out of the research in a way that do not respected all the required ethics in the carrying out of the research in a way that do not override participants' independence and at the same time ensure justice.

3.7 CONCLUSION

This chapter presented the processes that researcher undertook to collect, analyse and present the data. The research instruments and methods were stated and justified. These included the following; 1.Research Design which is Qualitative, Deductive, Exploration, 2.the Target Population which was largely the directors, relevant program managers, civil society, 3.the sampling techniques which included convenience/accidental sampling, quota sampling, purposive sampling and snowball sampling, 4.The Primary methods of collecting data which included interviews and observations, 5.the secondary methods which included Newspapers, Minutes from the meetings held, just to mention a few and 6. Case study as a method of research,

ethical consideration which the research took careful caution in carrying out of the research. The next chapter will detail the presentation and analysis of the research outcomes

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents the report and results of findings collected in the field following the research that was done at the Ministry of Health and Child Care. The researcher focused on presenting the data collected and also highlighting the analysis of the data thereof. Attention will be given to the responses obtained from interviews as well as the researcher's interpretation of the observations. Secondary data will also be presented. The results and findings will be presented using a number of data presentation methods which include pie charts, bar graphs among other. All these shall be in line with main objectives of the study.

4.1 Response rate

The response rate gives the research clarity as it determines the quality and authenticity of the definitive findings of the study. A high response rate by the sampled population is necessary if one is to come up with proper well represented findings. A lower response rate will certainly compromise the validity question of the findings. In this case the response rate was high as respondents were responding so well they found the research topic was quiet interesting.

Figure 4.1
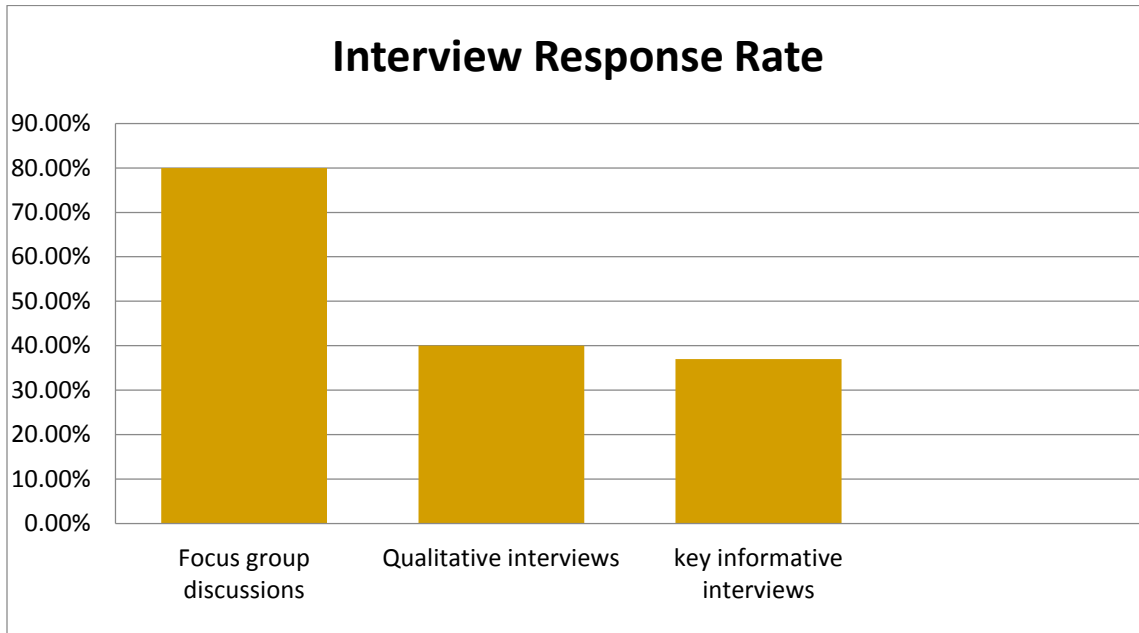
Source; Raw Data

After collection of data the overall response rate of 80% was achieved in this research. According to Saunders (2003; 23) he states that," a response rate of 60% is generally a representation of the population and any population below 60% should be well thought out as biased and not fully representative of the respondents. The response rate of 85% is sufficient enough to estimate the findings of this research as valid authentic and unbiased.

The employees Qualitative Interviews had a response rate of 40%, the researcher managed to get a high response because of his knowledge of working time and schedule at the Ministry building where employees starts work at the same time and lunch time hence they were interviewed on the basis of convenience to the researcher. About Twenty employees were targeted to be interviewed with five from each organization that works with Ministry of Health. It can be noted that the failure to reach 100% was because an average of 7 out of 15 employees would either be ignorant about the topic under research or were simply not interested in discussing about the strategy implementation as they did not have any knowledge about it.

The researcher also made use of key informant interviews which had response rate of 38%. The failure to have respondents rate of 100% was due to unavailability of respondents within the Ministry as some were tidy up with busy schedules hence some were not interviewed throughout the data collection period. The positive response from the respondents interviewed came as a result of the fact that the researcher did his work related learning at the Ministry, with the management hence both personal and professional relationships were built and this led them to accommodate the researcher by showing interest to participate in area of study also eager to

explain why it takes time to implement a strategy. The management was represented by the directors, program managers, the Executive secretaries, and principle directors.

The response rate for the Focus Group Discussions was 80%. Credit for this is attributed to the sampling technique employed where respondents were conveniently sampled and responded during their free time in between working time where three groups of between 5 to 8 respondents engaged in the discussion for the topic under research. According to Backer (2012) noted that a response rate of below 50% represents a small fraction of respondents from the population thus the above information authenticates the findings from the interviews as the response rate was above 50% on all categories.

4.2 STRATEGIC MANAGEMENT PRACTICESIN PUBLIC HEALTH SECTOR

Firstly it was the objective of the research to establish whether all employees are aware of the strategic planning process at the Ministry of Health and Child Care. The information given by the respondents is presented in the pie below.

FIGURE 4.2

Source Raw Data

It can be noted that 86% of the respondents acknowledged that the Ministry of Health and Child Care has formal strategic plan while it was noted that 14% did not have any idea of what strategic plan is. When the researcher questioned about strategic planning process, larger percentage of the respondents given above were aware of the strategic planning confirmed that the Ministry of Health and Child Care has a vision and a mission statement well stated, framed and hanged in strategic places in the Ministry's offices. Furthermore, most of the respondents who were responsive of the strategic planning in the Ministry, confirmed that the strategic planning process included determination of both the broad and the specific objectives of every department which formed an integral part of the strategic plan.

The respondents who admitted having participated in the strategic plan formulation, further confirmed that there was transformation of the organization's mission into long term and short term performance objectives. The respondents went on to confirm the objectives were transformed into action plans that among others captured the intended activities, the expected output and the measurement criteria

According to the respondents who had little idea about strategic planning, they argued that there is no proper communication channel which gives information about any form of other programs outside their departments. Some further stress that the strategic planning is mainly done in the department of policy and planning hence they not actively involved in the meetings of formulating the strategies.

The interviews showed that people see strategic management on different levels and dimensions with some seeing it as an entirely a thing done departmentally, some seeing it as a constructive way of making the organization move according to its vision and pursuing its specified objectives. However on the overall these responses go hand in with (Balanced Scorecard Institute, 2014) which states that strategic management is completely collection of continuous activities and processes that organizations use to always to coordinate and align resources and actions with the mission, vision and strategy throughout an organization.

4.2.1 Strategy Implementation

It was also the objective of the research to find out the understanding of strategy implementation from all the employees within the Ministry. The researcher wanted to establish whether Ministry of Health had ever implemented any of its strategic plans and to what extent. The figure below shows the responses given by the respondents when asked the question by the researcher.

Figure 4.2.1

Response Rate of Strategy Implementation

13%

87%

Aware

Not Awasre
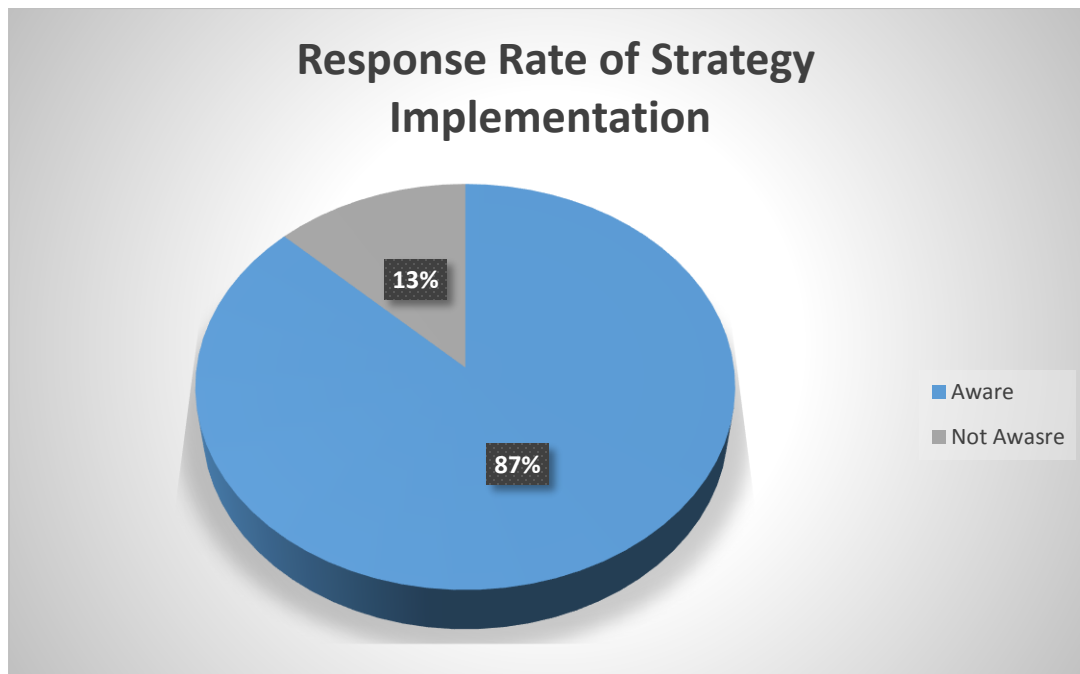
Source Raw Data

.It can be noted that 87%% of respondents who showed the knowledge of strategy implementation practices were from the top management the directors, program managers know and middle staff members who actively participate in formulation and implementation of Ministry strategies. The response from the respondents revealed that the Ministry has in years crafted more than 102 strategies and implemented some and others were affected by challenges in the implementation period. It can be also noted that 13% of respondents who were not aware of strategy implementation were of low grade staff members who are not involved due to educational qualifications and the skill about strategic management One of the respondents noted that the reason they are not aware of strategy implementation in the Ministry it is because the ministry has department which deals with the formulation of strategies of which people who are mainly involved are from the department .Another respondents who choose to be not known stressed that there is need for policy education within the Ministry about new strategies for better understanding of organizational objectives.

Although the majority of the respondents interviewed showed their awareness, the researcher observed that the Ministry of Health over the years have put in practice implementation of strategies. It can be noted that from the responses of those who are aware of the implementation they stated that the only challenge facing the organization is the scarcity of resources to use hence many strategies which were successfully implemented were donor funded by external organizations.

The responses above clearly shows in the Ministry of Health strategy implementation is being put in practice. Evidence of strategy implemented has been revealed by the employees although implementation of those strategies is still difficult. It can be noted that of all strategies implemented by the Ministry were backed by the donors. Unicef through the Health transition fund has played a major role in trying to help the Ministry of Health in order to implement their strategies. One should also note that about 435 million from multi donors was pooled to support the Ministry and this has been caused by fact that the government through the Ministry of Finance has failed to allocate minimum budget by reducing the budget from 407 million to 300 million in 2013 and to make matters worse that was the time when the National Health Strategy 2009-2013 was under implementation period. This led the Ministry to be more depended to the donors for aid to implement various programs hence it continues to be challenge to implement chosen strategies.

4.3 Effective Strategy Formulation and Implementation in Public Health Sector

It was an objective of this study to provide approaches that enhance effective strategy formulation and implementation. All the respondents were asked this question and the chart below shows how they responded.

FIGURE 4.3
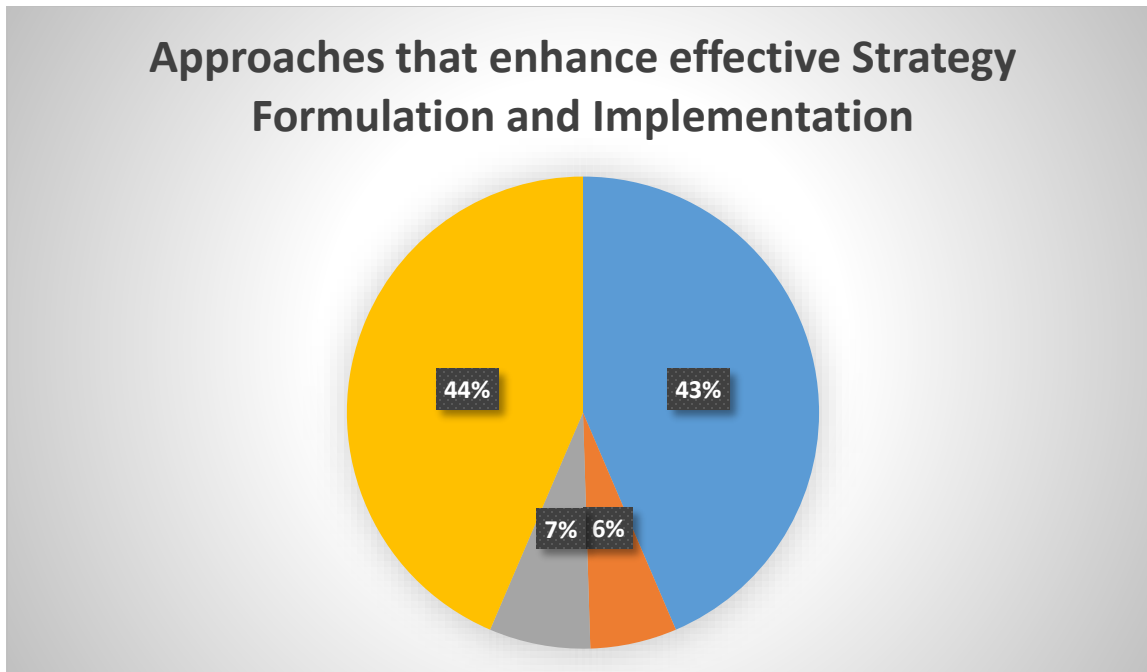
SOURCE: Raw Data

The above chart shows that 43% of the respondents believed that strategy planning comes first while 43% argued that availability of resource enable effective formulation, furthermore 7% were saying that it is important to consider initial assessment organization mission and 6% viewed situational analysis as important factor to consider in order for an organization to enhance effective strategy formulation and implementation.

The following were responses from the data of respondents argued that it all start from planning before taking action to formulate and implement the chosen strategy. According to the interviewed respondents they stated that it is from a formal system of which strategic planning surely brings about results and change have to be considered through effectiveness of organizational leadership hence a strategy is a cautious process of conscious thought where responsibility rests with top management. The respondents also alluded that because of lack of strategy planning Ministry of Health have formulated more than hundred strategies of which many of them did not meet their objectives and were abandoned in the implementation process. This is also supported by Mintzberg,et al (1998) cited in Jagero (2014) the suggested that, strategy should be formulated using such as SWOT analysis so as to highlight their strengths, weakness, opportunities and threats, and then they formulate strategies The major challenge of a strategy is to make expected goals, external support, and organizational capacity fit together thus respondents raise concern in the area of strategic planning.

It was also viewed that availability of resources really enable effective strategy formulation. The reason many strategies fail to meet the intended objectives they emanate from resources issues. According to the respondents' availability of resources such as finance, tools to be used and also human labour determine the quality of a strategy each organization would want. It can be noted that in as much financial aid is important to strategy formulation and implementation the respondents who were interviewed by researcher argued that human resource is crucial as strategy formulation and implementation need skilled personnel with knowledge and values. In this regard with the observation carried by the researcher during his work related learning the issue of resources to use on various Ministry projects has been a major challenge as the Ministry now depend of donor funding to implement its various programs. The fact that resources are scarcity within the Ministry affected by the economic situation the Ministry is failing to meet its objectives, this can be evidenced from the previous National Health Strategy 1997-2007 which was indeed affected by unavailability of resources. Another Ministry of Health director in one of the department who refused to be known agreed that resources are essential stating that many of strategies formulated by the Ministry alone were less effective than those that involved donor funders outside the perimeters of the Ministry that's it can be noted that resources are needed for effective strategy formulation and implementation.

The respondents also stressed the crucial part of initial assessment where management must clearly identify the organization's mission and objectives. When questioned they argued that an organization's mission statement is an important statement of purpose that gives a difference one organization from other similar enterprises. A mission statement bring about a sense of purpose

to staff members and shows an organization's image to stakeholders. It has to clearly show long-term vision, values and purpose and forward looking visionary goals that guide the pursuit of future opportunities. According to (Smit et al, 2007) also supports that a clear mission statement should make sure the abilities of the organization as well as to take note of the threats and opportunities in the external environment .Objectives are considered to be concrete goals that the organization seeks to reach. The strategic objectives should be challenging and achievable. It must also be measurable so that an institute can observe its progress and make necessary adjustment.

Furthermore some respondents felt that the ever changing environment calls for continuous assessment of factors within internal and outside external organizations that may put threats or provide opportunities. McCarthy et al (2000) elucidate that effective strategy must be built on the expense of strengths and making use of advantage of opportunities, while it overcomes or reduces the weaknesses and threats. Environment analysis helps to reveal the state of an organization at the moment and how the organization may develop in the future. Another respondent went on to exclaim that an evaluation of environment analysis also help to decide the right time for strategy formulation. The respondent was talking from the experiences he encountered in the process of formulating and implementing the predecessor strategy National Health Strategy 1997-2007 which was affected by severe economic challenges and political changes in the country. Adding on the respondents also stated that the issue of environmental analysis affected the National Health Strategy 2009-2013 as the was shift of government issues and a new national policy was crafted by this the strategy had to incorporate some of the inputs in the new policy there by becoming another challenge to adapt thus they stressed the need for situational analysis.

4.4 CHALLENGES OF STRATEGY IMPLEMENTATION IN PUBLIC HEALTH SECTOR

The researcher also sought to assess strategy implementation challenges experienced by the Ministry of Health and Child Care staff employees and managers. The figure below shows how the respondents respond on the challenges of Strategy Implementation from different levels of management.

Figure 4.4

Challenges of Strategy Implementation

Categories: communication, resource, motivational challenges, lack of training, change of government..., management and..., structural challenges, leadership challenges

Legend: ■ CHALLENGES OF STRATEGY IMPLEMENTATION

Source Raw Data

4.4.1 Resources Allocation.

Majority of the respondents interviewed by the researcher clearly agreed that resource allocation is the major challenge that affect strategy implementation in the Ministry. They went on to allude that resources allocation was a critical tool to successful implementation of the strategic plan but the scarcity of the resources posed a major challenge to strategy implementation at the Ministry of Health. The aspects of resources allocation that were considered to be problematic were financial resources, On the aspect financial resources many respondents complained on the allocation of financial aid given to the Ministry by the Ministry of Finance as it does not meet the demands of the nation health provider. Another program manager argued that the scarcity of financial resources has led the Ministry to be more depended on the culture of donor funding from partners such as the World Bank and the global fund hence he argues that the Ministry of Finance should be in a better position to provide adequate funds to the Ministry of Health. Technological resources, human resources and in some instances physical resources On human resources, another respondent stressed that the organization had a long serving employees with majority of the senior management having served the organization for well over 20 years some of them are struggling to keep up with the pressure of work. The respondents stressed further stating that because the government freezes so many posts due to economic challenges, this has

affected the implementation of strategies because of human labour shortages within the Ministry. It can be noted that the researcher who happened to be working at the Ministry observed that the use of students in the Ministry has prevailed much as way of solving human labor issues..

4.4.2 Leadership challenges

The respondents confirmed that leadership issues also contribute to the challenges of strategy implementation since top management of ministries are political appointees whose stay at the ministry are not secured by any tenure of service, leadership does not come into sharp focus and particularly in strategy implementation. Many respondents also argued that during the era of government on national unity (GNU) a lot of changes in the Ministry occurred and this affected strategy implementation as they was a need to shift the strategy into the new government policy called the Medium Term Plan hence this has laid a lot of responsibilities and accountability on the departmental heads rather than by Ministry's top management. Some respondents also articulated that for the achievement of goals departmental directors should lead the team with team work basing on the fact that some directors do not communicate with their subordinates hence leadership is really a necessity for implementation of strategies. This showed that the organization considered leadership as an important factor in strategy implementation.

4.4.3 Training

The respondents who were interviewed by the researcher also confirmed that another challenge facing the Ministry was lack of training on how strategies are effectively implemented. One of the respondents in the department of Policy and planning stated that no training course has been initiated for the department about strategy implementation but main task being done through consultations. In this regard training is very vital as it enhances new skills and knowledge about issues pertaining to implementation of strategies. It can be noted that some respondents went on to exclaimed that instead of spending huge amounts on strategy implementation consultations it could be a greater advantage for the Ministry to invest its management through trainings. This however shows that the management also viewed training as one of the important factor to be considered as it really affects the effectiveness of strategy implementation, and with management undertaking training it gives high attributes to meet the organizational objectives.

4.4.4 Communication

From the research findings it can be noted that the respondents who were interviewed by the researcher confirmed that communication of strategic plan was critical to the organization. This was particularly so because of the formulation of the strategic plans, there was very little involvement of the middle and lower level of employees. Some even stated that they were not aware of the strategy as meetings of were done by the department responsible for formulating the strategy. The respondents also noted that the communication of the responsibilities and accountability had not been sufficient. The respondents indicated that the senior management which was involved in the formulation of strategy and operational plans, the middle and lower

levels of management who engaged in the actual implementation of the strategy were merely assigned responsibilities. In this stance from the respondent's perspective if all employees are aware of their organization strategy, they will support its implementation, other than if they were not aware of the strategy. From the researchers observation during his work related learning period he observed that in order for the implementation to be successful there is a need for periodic feedback or updates on the progress with implementation to date; this will motivate the employees and allow them to have a better focus about the strategy under implementation. There is also a need for a two-way communication system; this promotes a quicker flow of information in the organization.

4.4.5 Motivational and Reward Challenges

The research also revealed that 30% of the respondents noted that proper reward was critical to the success of the strategy implementation. This was also noted as a major problem. One of the respondents exclaimed that Ministry should desire to improve remuneration system in order to motivate the employees but due to unavailable of resources the task of being committed is reduced. These put ministries and government institutions in a very awkward positions in that they can neither attract nor retain highly qualified staff. It was noted that the Ministry provide some incentives that caters for accommodation and lunches when conducting the business of strategy implementation hence it becomes critical for the staff. Another respondent who choose to be anonymous stressed that the only reward they received is through involvement of institutions like the Unicef and the World Bank and other implementing agencies. Moreover some even argued that only the top management some form of motivation through remuneration. This shows that motivation and reward system within an organization is essential to the process of strategy implementation as employees need to be motivated to work extra and feel recognized for their performance thus the respondents observed that this situation had posed a major obstacle to successful strategy implementation

4.4.6 Structural Challenges

The findings of the research from the respondents also revealed that the organizational structure was tall, thus affect effective coordination activities and similarly inhibited responsibility and accountability. The tall structure additionally enhanced bureaucracy hence slowing the processes. During the implementation of the strategy it was realized that the structure was not supportive of strategy being implemented, implementation would not be effective. Efforts were thus put in place to reduce the structure The respondents also felt that the strategy was being implemented with monitoring and evaluation which will assess its performance hence this led to the extension of the strategy to 2015.The Ministry created a post of Monitoring and Evaluation directorate within the department of policy and planning to coordinate all the departments and their strategies. This was a much welcomed idea, however it faced a lot of challenges as the position took time to be appointed someone and this delayed the functional of the department. This shows

that the respondents viewed organizational structure to be a major challenge to the implementation of strategic plan hence critical need to align it to strategy.

4.4.7 Change of Government Policies

About 10% of the respondents felt that another major challenge to effective strategy implementation can be pointed to changes to government policies. One of the respondents argued that the change of government in 2008 meant the strategy had to incorporate the then policy Medium Term Plan (MTP) of the inclusive government however the change of government in 2013 saw the introduction of the new policy document ZIM ASSET. It can be not that it came on the implementation process of the National Health Strategy which was formulated during the time of the inclusive government, hence the strategy had to include some of the inputs in the cluster of the document. The fact that government ministries are part and parcel of political results this has affected the flow of organizational functionality as the outcome of national politics affects the strategies in implementation stage.

4.5 STAKEHOLDERS IN STRATEGY IMPLEMENTATION IN PUBLIC HEALTH SECTOR

It was an objective of this study to find out stakeholders included in Strategy Implementation in the Ministry of Health. All the respondents were asked this question and the chart below shows how they responded.

Figure 4.5
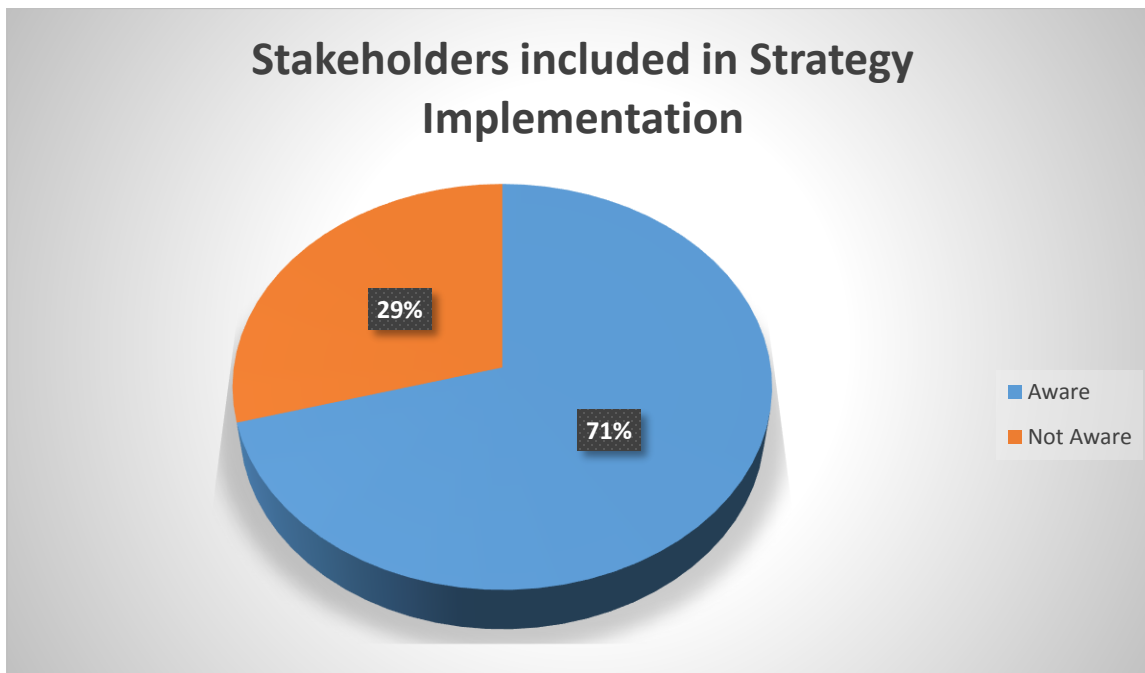
Raw Data

The above chart shows that 71% of the respondents are aware of the stakeholders included in strategy implementation in the Ministry whereas 29 % are not even of stakeholders included. The involvement of stakeholders in strategy implementation is also supported by Nielsen (1983) cited in Mbaka and Mugambi (2014) observes that organizations should strive to incorporate all the stakeholders both within and outside the organization in order to successfully implement strategies hence top management, managers and departmental directors also need stakeholders which enhance effective strategy implementation.

The following results were from the respondents who are aware of the stakeholders who included in the strategy implementation from the interviews ; Majority of the respondents who responded to this question where from the top management who had experience in strategy implementation in the Ministry. According to one of the respondents in the department of policy and planning stated that stakeholders within the Ministry such as Principle directors, directors, state hospitals, program managers, line ministries and other employees plays a major role in strategy implementation by making sure that the strategy meet its specified goals. He further elaborated that involvement of all staff members in strategy implementation makes the task easier as the process of strategy implementation is more complicated and time consuming more than the formulating stage thus each and every employee in the ministry to the success of the chosen strategy. Another respondent who choose to anonymous also stated that external stakeholders are also important in regard with strategy implementation stage as they are directly or indirectly affected by the outcome of the strategy if not implemented without their participation. It can be noted external stakeholders in Ministry are called implementing agencies as some of them are actively involved in the programs within the strategy. The researcher who happen to be a student on work related at the Ministry also observed that external stakeholders played a major role in the implementation of the National Health strategy 2009-2013 and the extended version to 2015 as stakeholders were supporting the programs within the strategy. The information deduced from the respondents showed that stakeholders like UNICEF,World Bank, UNFPA, Clinton Health Access Initiative, Cordiad, Crown Agency, World Health Organization and church owned hospitals and missions among others are very important as they both concerned with health delivery services of the Ministry and the nation at large.

It can be noted respondents who were not aware of the stakeholders involved in strategy implementation estimated to 29% in the Ministry were the employees from lower ranks such as general labor, and office orderly and others in different department. One of the respondents argued that the reason they are not aware of the stakeholders in strategy implementation is because the issues dealing with formulating strategies is normally done by the responsible department hence the chances of being involved are slim. Others also stressed that lack of communication and proper strategy interpretation by the top management is another factor which can contribute the employees not so committed and to feel recognized in the organization. Also to note from the information of the respondents was the fact that some of the employees within the Ministry did not even understand the process of strategic management and strategy

implementation so talking of stakeholders included in strategy implementation it was something new to hear about.

The information obtained through focus group discussion and qualitative interviews clearly shows that stakeholders have great influence in the area of strategy implementation. The fact that stakeholders are directly or indirectly affected by the outcome of the strategy this challenges the Ministry top management to be more committed to the task of implementing a strategy for the organization. International organizations such as the World Health Organisation, Unicef and the World bank act as the watch dog for the Ministry especially looking at the health delivery system for all the citizens thus stakeholders check the performance of a Ministry. It is also important to note that stakeholders role in strategy implementation is crucial to the organization as most external stakeholders have great impact when it comes to financial aid. This can be shown in the sense that most of the strategies that were successfully implemented by the Ministry were mainly backed by the donors through finances as implementation requires a lot finance to coordinate meetings among others thus the influence of stakeholders in decision making is higher especially in Ministries. The research also shows that the Ministry values the importance of stakeholder involvement in strategy implementation in that the stakeholders influence in good decision making and it shows good corporate governance ethics of the Ministry.

4.6 BENEFITS OF STRATEGY FORMULATION IN PUBLIC HEALTH SECTOR

It was also the objective of this research to find out about the benefits strategy formulation in the Ministry through interviews from the management. The findings were from the respondents were as follows

Ms P,Mupambo from the department of Hospital planning noted that strategy formulation especially for the Ministry enables the organization to align itself with national with government national policies.

Mr Banda the deputy director in the department of policy and planning is of the view that one of the benefits of strategy formulation is that it enables the organization to move in the direction of its specified goals and missions and the allocation of resources to implement the plan.

According to Mrs Dembetembe director in the department of Internal Auditor alluded that strategy formulation has greater advantage as it enables the organization to survive under an ever changing environment by providing a framework that leads to expected results.

Mr G.Gwati Donor coordinator in the ministry views strategy formulation as important in that it enables the organization to evaluate its resources, allocation of budget and it determines the effective plan that yields results for the organization.

According to Mrs Musiiwa alluded that formulating strategy has a great impact as it promotes more external stakeholder relations with the Ministry in the sense that stakeholders are motivated by a well-planned strategy with wide range of programs which can benefit the Ministry at the end.

It can be noted that Focus Group Discussions and Qualitative interviews also made more or less the same responses but the most common one was that it is the participation of employees in decision making to safe guard and uphold their employment rights.

From the interviews conducted by the researcher it shows that people viewed the benefits of strategy formulation on different levels and dimensions with some viewing it as an entirely as way to attract external stakeholders, some seeing it as a constructive way to road map for the Ministry to achieve its goals. However on the all responses one way or the other agreeing with Tapinos et al., (2005) who defines a strategic plan is a set of procedure undertaken in order to come up with wide range of strategies that will contribute to achieving the organizational direction. However this also clearly shows that there views links with what Johnson and Scholes,2005) who argues that a strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations hence coming up with a strategy only comes after the process of strategic management thus showing the importance indicated by the top management.

4.7 WHY DOESs IT TAKE TIME TO IMPLEMENT A STRATEGY IN PUBLIC HEALTH SECTOR?

The objective of this research also was to find out why strategy implementation in the Ministry consume time through informant interviews. The respondents gave several reasons towards the question as follows in the graph

Figure 4.7 showing why implementing a strategy takes time in the Ministry

Responses from Key Informants Interviews
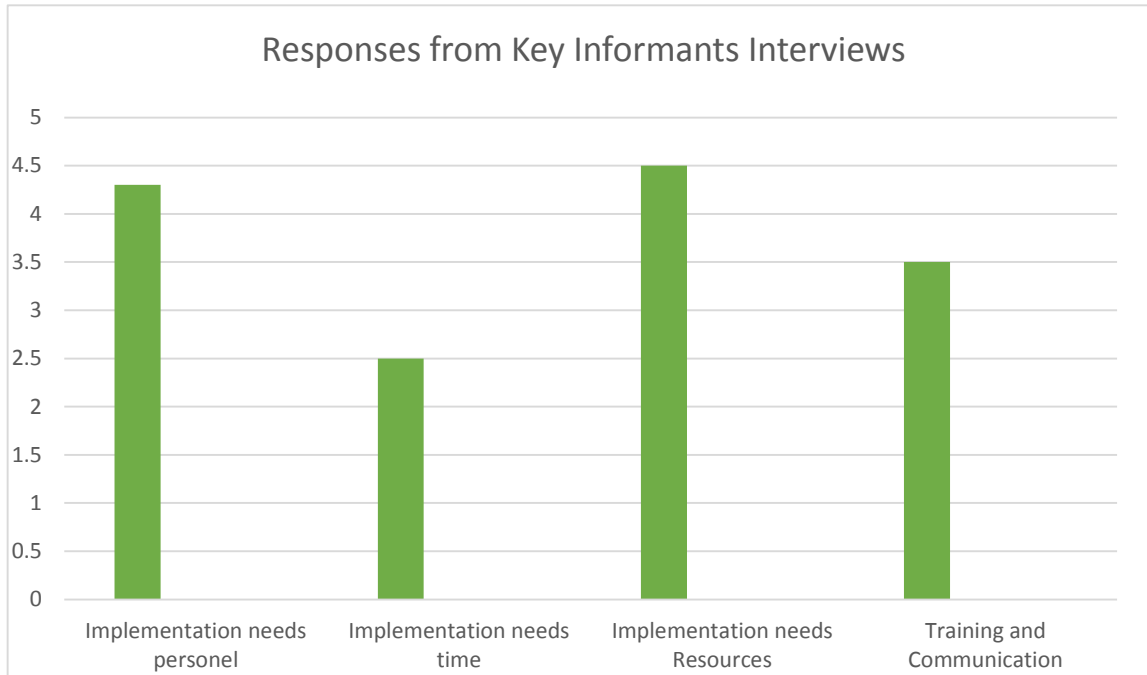
Sour ce:

Raw Data

4.7.1 Implementation needs Resources

The research has shown that it takes time to implement a strategy because implementation of strategies in big ministry like this requires a lot of resources. It can be noted that the respondents were basing on the fact that due to economic challenges affecting the nation it is also affecting the progress of projects underway in the ministry. One of the respondents alluded that financial resources are critical to strategy implementation in the Ministry because implementing a strategy requires a sound budget which covers the expenses such as arrangements of meeting, remuneration for the employees involved. Adding on resources it can be noted that without the help of the donor funders within the Ministry, the ministry cannot implement its own strategy due to the funds allocated to the Ministry by the Ministry of Finance hence the scarcity of resource is critical and it increases the time for effective strategy implementation. Due to different location of top management involved in strategy this has remained one of the impediments to strategy implementation in the Ministry as movement of them requires financial aid thus respondents were arguing that there is need for enough resources to use to decrease the rate of time consuming in strategy implementation. It can be noted that if an organization does not have enough resources it will delay to procced with goals expected to be reached thus Allio, (2005:18) cited by Watungwa (2014) stated that the organization must make sure there is plenty

of resources to be used in order to implement and execute each stage of the strategic plan in order to achieve its goals.

4.7.2 Implementation needs Personnel

It can be noted that strategy formulation is different than implementation in the sense that strategy implementation need more people to be involved in the process not the management only. Majority of the respondents stressed that strategy implementation takes time due to the fact that all the management and external stakeholders should be included. The research also shows that for successful implementation there is need to involve all levels of management within the organization as they influence in the decision making. In this notion the respondents alluded more people from external organization should be allowed to take as the outcome of the strategy after implementation affects everyone directly or indirectly hence more time is taken through communication channels for every stakeholder to be present. Linking strategic objectives with the day-to-day objectives at different organizational levels and locations becomes a challenging task. The larger the number of people involved, the greater the chance to execute strategy effectively.

4.7.3 Training and Communication

The findings also revealed that strategy implementation need proper training for the employees in order to understand the needs of the strategy to be implemented. One of the respondents argued that because of the ever changing environment and technological advancement implementation of strategies especially for public sector organization now requires one to have some new skills hence training of the people involved in the execution is greatly needed. Another respondent who choose to anonymous stressed that one the factors that led to time consuming of strategy implementation is lack of communication within the Ministry. He alluded that a strategy to be effectively implemented all the employees within the organization must have overall idea of the strategy its goals and the main objectives to be covered once the strategy is put in practice. Some went further to articulate it takes time to understand a strategy on implementation phase while there was no proper interpretation of the strategy thus it takes time for implementation. Littlejohn (2001) cited in Li et al (2008) noted that effective communication is very important factor which must be considered for successful strategy implementation. This also shows that respondents views organizational communication as essential in training, knowledge dissemination and learning during the procedure of strategy implementation hence effective communication enable speed in implementation.

4.7.4 Implementation need Time

The deduced data from the respondents also shows that strategy implementation in the Ministry need more time to be fully implemented due to various issues and challenges. One of the respondents stressed that strategy formulation does not need more time than implementation in sense that a lot of resources are needed to implement a strategy such as financial aid, labour and better understanding of the strategy. Some of the respondents argues that the longer time frame can also disturbs the managers' to pay attention to strategic goals thus the procedure of implementation must not be challenging and adaptive, responding unexpected events. It can be noted that the respondents state that more time is needed as some of the resources to be used will not be readily available and also the aspect of ever changing environment. The responses from interviews shows that respondents considered that it is normal for the organization to take time in the implementation.

The interviews showed that strategy implementation is one of the most challenging part of strategic management process given the responses given by the respondents above as this responses were coming from the top management who have greater knowledge in the implementation of strategies within the Ministry. This also concur with Bell, Dean, and Gottschalk (2010), cited in Rajasekar (2014) who also argues that strategy implementation is generally the most difficult and time consuming part of strategic management, while strategy formulation is basically theoretical which involves careful analysis and synthesis. However it can be noted that although strategy implementation is considered as time consuming the researcher observed that one of the constrains facing the Ministry is the scarcity of resources such as human resources, financial resource which serves a greater part in the implementation as they are major key drivers to effective strategy implementation.

4.8. Conclusion

This chapter serves to present the data findings by the researcher. It also tries to give an in-depth analysis of the findings. The data collected was combined summarized and presented using a combination of graphs, and charts. The research findings were based on the research objectives which sought to highlight the strategy implementation challenges in the public sector using the Ministry of Health.

CHAPTER 5:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of this chapter is to give a summary of the whole research focusing on critical areas which shaped the research. It seeks to give summarized previous chapters and give relevant recommendations. The chapter also intend to answer the research questions and to meet the objectives of the study.

5.1 SUMMARY

The assessment of the research was based on a case study of the Ministry of Health and Child Care, focusing on the strategy implementation challenges. The nature of the research was deductive in approach; hence it seek to authenticate a theory by providing realistic data on the challenges faced in strategy implementation in public health sector. Furthermore, the research was explanatory in nature as it seek to examine questions about strategy implementation challenges in the Ministry of Health. The study was also investigative as it tries to find out new ideas through focusing on implementation of strategies especially in public sector organizations.

The first chapter focused on introducing the area of study under the research. It also managed to give an overview of the historical background of the study .The background mainly focused on the health status of Zimbabwe since independence. It is in the background where we find out about health inequalities by the white minority which was not in favor of the blacks thus the government adopted some and policies aimed to address the health system in Zimbabwe. The background also managed to unpin the implementation of strategies starting with the National Health Strategy 1997-2009 later on after it was affected by escalating economic challenges during the implementation period saw the coming of a new strategy called the National Health Strategy 2009-2013 which was then extended to 2015 after it failed again to meet its intended objectives.

The Statement of the Problem highlighted that the problem is the Ministry of Health has formulated so many strategies but many of the fail to be fully implemented at implementation stage due various reasons which the researcher sought to assess in the study. It can be noted that this is problem in the sense that failure to implement a strategy for such an organization will result in failure to provide good service delivery to citizen particularly in health issues.

The Research Objectives and research questions were also stressed in this chapter to provide necessary information needed in the research under study. The same chapter also considered the limitations and delimitations which are the advantages and disadvantages that may be faced by the researcher in researching the area of study. The chapter also give an overview of and

explained the ethical considerations that the researcher had to observe, uphold and guarantee throughout the research.

Chapter two was mainly focusing on reviewing the literature and exploration of theoretical and the conceptual framework of the research. The chapter managed to unpin literature written about strategy implementation by various scholars. This chapter also explored different views and arguments that has been argued pertaining the subject area there by showing out The chapter maneuvered through the various arguments that have been brought forward and in the process bringing out the absences of the literature that the research wanted to fill, thus showing how the research will give out to the academic field. In this chapter, the research showed that much literature was written about strategy implementation and challenges faced in execution of the strategies in both private and public sector organizations regionally, internationally and locally, though not much has been written about the strategy implementation especially in Zimbabwe public sector. This chapter also made use of theoretical and conceptual framework needed by the researcher to bring out various theories and concepts that will, explore explain, examine, support or refute the argument of the research. Theories like Agency, Mintzberg model, Resource dependence among others were explored and approaches to implementation of strategies .The chapter also provided factors that influence effective strategy implementation being explained in a broad way.

This Chapter three focused on Research Methodology which the researcher used to conduct the research. It looked at the questions such as the research design, targeted population, sampling techniques used which determined who would be part of the research as well as the methods and tools of data collection. In this chapter the researcher used researching instruments and methods which were stated and justified. These instruments included the were; Research Design which is Qualitative, Deductive, the Targeted Population which was mainly the employees, directors, program managers and civil society and other line relevant government ministries. Sampling techniques like convenience/accidental sampling, quota sampling, purposive sampling and snowball sampling were employed on to the research. This chapter also make of use interviews, and observation as primary methods of gathering necessary information to be used on the research .Secondary methods of collecting data was also another tool used by the researcher to come up with this research.

Chapter four focused with data presentation and analysis of the collected data about strategy implementation in the Ministry of Health from the interviews conducted in the where the researcher considered as case study. In this chapter information from the findings was analyzed and presented in form pie charts, bar graphs. This chapter is meant to provide answers on the objectives and research questions raised by researcher especially in the strategic management process It also managed give detailed which will enable the researcher to proceed to the next chapter where summary, conclusion and recommendations will be provided for.

5.2 SUMMARY OF RESULTS

Strategy implementation as research has showed interesting results. It can be also noted that the research unpinned quite a number of challenges and prospects which might result in a change in the implementation strategies in public sector organization and this has seen increased participation of all employees in the new strategy National health strategy 2016-2020.Furthermore the use of a case study showed that strategic management is being practiced and so many strategies are being formulated and implemented although implementation seem to be critical in the Ministry. However the research has also shown that there is need to improve when it comes to the execution of strategies.

The research also unveiled that for effective strategy formulation and implementation there are several factors which need to be considered. The research highlighted that critical areas such as planning, resources, environmental analysis all contribute to effective implementation of strategies hence it worth for the organization to take much time on critical issues.

It can be noted that the research revealed that unavailability of resources has been one of the critical challenge to strategy implementation at the Ministry of Health. The research showed that financial resource is a scare as the economic challenge is really affecting the projects of the ministry and that has led the Ministry to more depend to the donor funders from the non-governmental organization such as the World Bank and the Unicef among others. The fact the budget allocated to the Ministry of Health by the Ministry of Finance is not meeting the demands of the organizational objectives this has led to increased challenges to fully implement strategies as strategy execution requires adequate financial aid. Apart from financial resources the research also revealed that human resources another important factor to strategy implementation as more skilled personnel are needed .It can be noted that due to lack of financial source this has led the government to freeze a lot posts which are useful in the organization thus affecting strategy implementation.

It was also revealed that communication of a strategy within an organization serves a major driver to effective implementation of a strategy. The research shows that lack of communication has been affecting the execution of strategies since some of the employees from lower grade have no idea about strategic management process thus showing that only top management were solely responsible for the formulation and implementation. It can be noted that implementation is the most complicated part of strategic management hence it does not need top management alone hence there is need for strategy education in the organization.

Furthermore the research managed to show the importance of stakeholders in the process of strategy implementation. The findings of the research revealed that stakeholders have influence hence they should be considered whenever there is a strategy to be implemented. It can be noted that stakeholders are influential in decision making because one way or the other they are directly or indirectly affected by the outcome of the implemented strategy hence they are critical

to be left out. The stakeholders who are involved include the staff management and external stakeholders some of which help with the funding in support of the programs within the strategy.

The research highlighted that change of government policies also affect the successfulness of strategy implementation. It can be noted that the National Health Strategy had to incorporate the components of the Medium term plan policy which was put in the inclusive government to make worse the change of government after the end of the inclusive government the new government crafted another blue print called the ZIM ASSET which the Ministry to extend the strategy which was under implementation period to include some of the key issues addressed in the policy so as to compliment the government policies.

5.3 CONCLUSIONS

Following the research conducted, the researcher managed to come up with overall conclusions of the analysis of the literature brought forward by various scholars relating to the research topic under study as follows below.

- ➢ Organizations use strategic management process as a way to direct its existence through formulating and implementing strategies with goals and objectives to be achieved under specified period of time.
- ➢ Strategy implementation is most complicated and time consuming part of strategic management as it requires participation of both top management, middle management and lower employees and also collaboration of external stakeholders who have interest in the organization.
- ➢ Challenges of strategy implementation mainly emanates from resources, lack of proper of communication and strategy interpretation within the organization hence most of the lower employees feel left out in the process.
- ➢ Due to scarcity of financial resources, the Ministry is has been depended to donor funders and implementing agencies to effectively implement their strategies. Organizations like the World Bank, Unicef among others have been consistent in supporting the programs in the Ministry strategies.
- ➢ Motivation and reward system is crucial within an organization also serves as a driving force to effective strategy implementation as this will make all employees to work towards achieving organizational goals and being committed to every aspect concerning a task that surrounds them.
- ➢ Strategic management and corporate governance cannot be separated as the two influence each other in the sense that for effective strategy implementation principles of good corporate should be considered.
- ➢ There is no good relationship among different departments in the organizations. This has led to lack of team work as the formulation and implementation of strategies is done by the responsible department. about organizational conflicts that have resulted in ineffectiveness in implementing the strategies.

5.4 RECOMMENDATIONS

Following the research carried out and the findings concerning strategy implementation in public sector particularly the Ministry of Health and Child Care the researcher would like to recommend the following recommendations for future strategy implementation to come;

3.4.3 Strategy Formulation

➢ Although strategy formulation is considered as not difficult as strategy implementation, caution must be noted in formulation of a new strategy for a big organization like Ministry of Health more planning, initial assessment and situational analysis should be highly considered. It can be noted that one of the critical issues like situational analysis contribute more to the success of a strategy. One should note that previous strategy NHS 1997-2007 and NHS 2009-2013 were mainly affected by the environment which they were implemented in of political turn around and escalating economic challenges hence more time should be taken on strategy formulation because many strategies fail on formulation stage.

3.4.4 Resources

➢ For effective strategy implementation the Ministry should be in better position to provide the provision of financial resource to use as strategy implementation requires a sound budget which will be used for meetings, incentives for the workers so that they can feel motivated and being committed to the organizational objectives .It can be noted that also human resource is crucial to strategy implementation as it needs more people with skills and experience thus human resource is regarded as one of key driver of strategy implementation.

3.4.5 Strategy Education

➢ There is need for strategy education in the Ministry as the responses from the findings revealed that majority of the employees from lower ranks and others in middle management were not even aware of what strategic management and strategy implementation thus it must be the mandate of the Ministry to educate its employees through training about the strategies they want to implement hence everyone will be equipped with relevant information of the Ministry activities.

3.4.6 Communication

➢ Communication is also regarded as a key component to effective strategy implementation. It can be noted the flow of information about a new strategy should be increased within the organization from top management to lower level management in all process hence this build good team work to achieve one common goal and objectives hence it can be noted that strategic

management should be directed in proper communication principles so that every staff members will be moving in the same direction where the organization is aiming to go.

5.4.5 Stakeholder Engagement

➢ The stakeholders plays a vital role as driver for strategy implementation hence they should be involved. It can be noted that internal and external stakeholders are affected by the outcome of strategies directly or indirectly hence their involvement will influence in the making of decisions and they also act to review the performance of an organization to make sure it is delivering services to their expectations.

5.4.5 Team Work

➢ The management should ensure that there is time work and healthy interdepartmental relationship among all departments for the success implementation of strategy and should be encouraged in the departments. This could be important the organization by organizing seminars, workshops hence building the sense of team work in the Organization.

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APPENDICES

Interview guide

Title of the research "An assessment of Strategy Implementation in Zimbabwe's Public Sector." An empirical study of the Ministry of Health and Child Care

Purpose

The purpose of this research is to assess the strategy implementation in Zimbabwe`s public sector using the ministry of health and child care`s national health strategy focusing on the challenges faced in implementation stage.

Confidentiality and anonymity

This type of anonymous data collection, hence sensitive information such as your name and surname is not required for ethical considerations. Confidentiality and anonymity is guaranteed and the information you are going to provide shall strictly be used for the purpose of academic purposes only. Thus details shall not be disclosed and any data used in the formulation will not be linked to any respondents. Thank you for cooperation in this research.

SECTION A – RESPONDENT'S PERSONAL INFORMATION.

1. Department

2. Position held

SECTION B- INTERVIEW QUESTIONS; STRATEGIC MANAGEMENT PRACTISES

May you kindly answer the following question to the best of your knowledge. This information shall be used specifically for the intended research with strict confidentiality.

1. In your view point do you understand strategic management in the Ministry of Health?

Yes ☐ No ☐

2. Does Ministry of Health and Child Care have a vision statement?

Yes ☐ No ☐

 If Yes State

 ……………………………………………………………………………………

2. Does Ministry of Health and Child Care have long term plans?

Yes ☐ No ☐

If Yes how many years does it cover?

i 3 years

ii 5years

3. In your experience does the Ministry of Health and Child Care review its plans?

Yes ☐ No ☐

 If Yes how often? Please tick

a) Quarterly

b) Annually

c) Bi-annually

d) Three years

5. In your view who formulates strategies in the Ministry?

a) The Minister

b) Heads of departments

6. In your opinion what are the approaches that enhance effective strategy formulation and implementation

Briefly explain…………………………………………………………………….

7. In your view what do you understand by strategy implementation.

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.8 What in your opinion are the major challenges that your ministry face in implementation of the documented strategy

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9 In your experience in the Ministry who are the major stakeholders included in strategy implementation?

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10. In your view what are the benefits of Strategy formulation in your Ministry?

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11. In your experience why does it take time to implement a strategy in your Ministry?

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12. To what extent do government regulations and change of policies issued from time to time affect the implementation of the documented strategy?

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