



Midlands State University
Established 2000

Our Hands, Our Minds, Our Destiny

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE

**IMPLEMENTATION OF STRATEGIC PLANS BY ZIMBABWEAN
LOCAL AUTHORITIES**

A CASE OF CHITUNGWIZA MUNICIPALITY

BY

LYDIA RUFARO MANJOBÓ

R121463M

YEAR: 2015

**SUBMITTED IN PARTIAL FULFILLMENT OF THE BACHELOR OF SCIENCES
IN LOCAL GOVERNANCE HONOURS DEGREE PROGRAMME**

Approval Form
Midlands State University



The undersigned certify that the student undertook the project under supervision. They have read and made recommendations to the Midlands State University for acceptance of a research project entitled: **Implementation of Strategic Plans by Zimbabwean Local Authorities. A Case of Chitungwiza Municipality.** The dissertation was submitted in partial fulfilment of the requirements of the Bachelor of Science Honours degree in Local Governance studies.

Supervisor

SignatureDate/...../.....

Chairperson

SignatureDate/...../.....

Release Form

Name of Student: Lydia Rufaro Manjobo

Registration Number: R121463M

Dissertation Title: Implementation of strategic plans by Zimbabwean Local Authorities. A case study of Chitungwiza Municipality

Degree Title: Bachelor of Sciences Honours degree in Local Governance Studies.

Year of Completion: 2015

Authorisation is hereby granted to Midlands State University Library to create duplicates of this dissertation to lend prints for private or scholarly research **only**. The writer reserves the publication privileges. Neither the dissertation nor extensive extracts from it may be printed or reproduced without writer’s written permission.

Signed.....

Date.....

Contact Details: 13934 New Zengeza 4 Chitungwiza

Cell numbers: 0735712343/ 0715240294/0775293121

Email address : ruemanjobo@gmail.com

Declarations

I Lydia Rufaro Manjobo declare that this study is my creative work and has never been presented to any other university. The sources I used have been acknowledged.

Date

Student's name

Lydia Rufaro Manjobo

Signature

.....

Dedication

This dissertation is dedicated to my family, my late father Daniel Manjobo and my mother Merjury Manjobo for all the sacrifices they made for me in giving me this solid academic foundation. Special thanks to my brothers Ellison and Samuel Manjobo for supporting me throughout this academic journey and to my late sister in law Thikhome Manjobo you have been my guiding light.

Abstract

This study aimed at assessing the implementation of strategic plans at Chitungwiza Municipality. Different stakeholders should be involved in strategy implementation and these should include the business community, trade unions and government ministries employees as well as council committees. The process of strategic implementation should ensure that meetings are scheduled to discuss and monitor execution; the municipality should ensure that it crafts an implementation plan. The research critically analyses challenges faced in implementing strategic plans. These challenges include lack of finance, politics, lack of motivation, resistance to change, lack of technology and lack of skilled manpower. The researcher used the case study research approach. Questionnaires and interviews were used as research instruments. Data was collected from a sample of 44 respondents and 34 respondents responded. From the findings it was noted that financial resources are a major barrier to strategy implementation. This is caused by the fact that residents are not paying their rates and the municipality has retrenched its bloated workforce which has seen the municipality parting away with huge sums of money. Resistance to change, lack of motivation, lack of stakeholder involvement, corruption are some of the challenges to strategy implementation. To overcome these challenges local authorities should ensure that communication is bottom up for internal stakeholders to be involved in implementation and for them to feel that they have a crucial role to play in implementation, there should be consultation meetings with the external stakeholders, the municipality should ensure that it has competent personnel and leadership who should be able to implement strategic plans. The balanced score card should also be used for effective strategy implementation and the Municipality should ensure that they train all the employees on strategic implementation and constantly hold meetings which are bottom up with their employees.

Acknowledgements

My sincere gratitude goes to Midlands State University for rendering me the opportunity to explore myself in academic endeavours. My appreciation also goes to Chitungwiza Municipality for sharing information on the implementation of strategic plans.

I would like to extend my sincere gratitude to my supervisor Mrs Bosha, who guided me throughout this dissertation and working under a tight schedule but made it a success. Your efforts are very much appreciated. To the Local Governance lectures I thank you all for your assistance and in grooming me academically .I would also like to thank Tatenda Muwanikwa for assisting me throughout this dissertation.

My gratitude finally goes to my family and friends as well as other people I could not mention may God bless you all!

Above all I would like to thank God who made this research project a success.

Acronyms

BSC-	Balanced Score Card
CM-	Chitungwiza Municipality
ICT -	Information Communication Technology
RBM-	Result Based Management
LGS-	Local Governance Studies
SP-	Strategic Planning

Contents

Approval Form.....	ii
Release Form	iii
Declarations	iv
Dedication.....	v
Abstract.....	vi
Acknowledgements	vii
Acronyms.....	viii
List of Tables	xiii
List of Figures	xiv
CHAPTER I.....	xiii
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Research Objectives.....	4
1.4 Research Questions.....	5
1.5 Significance of the Study	5
1.5.1 To the researcher.....	5
1.5.2 To Chitungwiza Municipality.....	5
1.5.3 To Midlands State University.....	5
1.5.4 To The Ministry of Local Government Public Works and National Housing.....	6
1.6 Assumptions	6
1.7 Delimitations	6
1.8 Limitations	6
1.9 Definitions.....	7
1.9.1 Local Authorities	7
1.9.2 Strategy	7
1.9.3 Planning.....	7
1.9.4 Strategic plans.....	7
1.9.5 Implementation.....	7
1.9.6 Management	8
1.9.7 Communication.....	8
1.10 Chapter Summary	8
CHAPTER II.....	9
LITERATURE REVIEW	9

2.0 Introduction	9
2.1 Literature review.....	9
2.2 Defining Strategic Implementation.....	9
2.3 Theoretical Framework	10
2.3.1 Management Theory	10
2.3.2 Stakeholder Theory	11
2.3.3 Communication Theory.....	11
2.3.4 Organisational Culture Theory	12
2.4 Process of Implementing Strategic Plans	12
2.4.1 Evaluate the strategic plan.....	12
2.4.2 Select a team to help in the implementation process	12
2.4.3 Schedule meetings and discuss progress reports	13
2.4.4 Involve the upper management where appropriate	13
2.4.5 Process of Strategy Implementation Model.....	13
2.5 Factors Affecting Strategy Implementation	14
2.5.1 Communication.....	14
2.5.2 Resistance to change	15
2.5.3 Organisational Culture	15
2.5.4 Lack of skilled manpower to execute the strategy	15
2.5.5 Lack of motivation	16
2.5.6 Lack of financial resources.....	16
2.5.7 Information Communication Technology	17
2.5.8 Lack of Leadership	17
2.5.9 Lack of Stakeholder Participation and Involvement.....	18
2.5.10 Political and Legal Environment	19
2.5.11 Tasks and responsibilities.....	19
2.5.12 Poor Strategy Formulation	19
2.6 Solutions.....	20
2.6.1 Implementation plan	20
2.6.2 Resources	21
2.6.3 Strategy Formulation.....	21
2.6.4 McKinsey 7S model.....	22
2.6.5 Involvement and Ownership.....	23
2.6.6 Communication and Involvement.....	23
2.6.7 Balanced Score Card.....	24
2.6.8 Involve Stakeholders	25

2.6.9 Leadership	26
2.6.10 Training and Development	26
2.6.11 Interdepartmental Coordination	26
2.6.12 Constant monitoring.....	26
2.7 Implementing Strategic Plans in Kenya.....	27
2.7.1 Case of Municipal Council of Eldoret.....	27
2.8 Implementing Strategic Plans In Australia.....	27
2.8.1 Case of Tasmania in Australia.....	27
2.9 Gap in Literature Review	28
2.10 Chapter Summary	28
CHAPTER III	29
RESEARCH METHODOLOGY	29
3.0 Introduction	29
3.1 Research Methodology	29
3.2 Research Design	29
3.2.1 Case Study.....	29
3.3 Population	30
3.4 Sampling	30
3.5 Sampling Technique	31
3.5.1 Stratified Random Sampling	31
3.5.2 Purposive Sampling	31
3.5.3 Sample Size	32
3.6 Sources of Data.....	32
3.6.1 Primary Data.....	32
3.6.2 Secondary Data.....	33
3.7 Research Instruments.....	33
3.7.1 Interviews.....	34
3.7.2 Questionnaires	34
3.8 Ethical Issues.....	35
3.9 Reliability.....	36
3.10 Validity.....	36
3.11 Pre-Test	36
3.12 Data Presentation and Analysis	37
3.13 Chapter Summary	37
CHAPTER IV	38
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	38

4.0 Introduction	38
4.1 Response Rate	38
4.1.1 Questionnaire Response Rate	38
4.1.2 Interviews Response Rate	39
4.1.3 Overall Response Rate	40
4.2 Age Demographics	41
4.3 Gender	41
4.4 Level of Education	42
4.5 Parties Involved in Strategic Implementation	43
4.5.1 External Stakeholders	43
4.5.2 Internal Stakeholders	43
4.6 Process of Implementing Strategic Plans	44
4.7 Challenges to Strategy Implementation	46
4.8 Solutions	49
4.8.1 Communication	49
4.8.2 Stakeholder Involvement	50
4.8.3 Resources	50
4.8.4 Training and motivation	50
4.8.5 Effective Strategy Formulation	51
4.8.6 Constant Monitoring	51
4.8.7 Information Communication Technology	52
4.9 Chapter Summary	52
CHAPTER V	53
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	53
5.0 Introduction	53
5.1 Summary	53
5.2 Conclusions	55
5.3 Recommendations to Chitungwiza Municipality	55
References	57
Appendices	62
Appendix II: Interview guide for Managerial Employees	66

List of Tables

3.5.3 Sample Size.....	32
4.1.1 Questionnaire Response Rate.....	38
4.1.2 Interviews Response Rate.....	39
4.3 Gender	41
4.4 Levels of Education.....	42
4.6 Chitungwiza Municipality’s Culture.....	45

List of Figures

2.5.13 Barriers to Strategy Implementation.....	20
2.6.4 Mckinsey 7S Model.....	22
2.6.4.4 7S Model.....	23
2.6.7 Balanced Score Card.....	25
4.1.3 Overall Response Rate.....	40
4.2 Age Demographics.....	41
4.3 Gender.....	42
4.5 Stakeholders Involved In Strategy Implementation.....	44
4.7 Extent to which the Challenges Affect Strategy Implementation.....	48

CHAPTER I

INTRODUCTION

1.0 Introduction

Local authorities refer to a lower tier of government that was created to enhance citizen participation and to make administrative and political decisions that affect their lives. The government of Zimbabwe defines Local authorities as the formation of participatory and democratically selected structures that can recognize with the needs of the people at lower levels and ensure the transition of what they require to be provided with. Local authorities provide services such as water, roads, sewer reticulation, refuse collection, housing and cemetery and basic health care. Strategic planning is being implemented by Local authorities as a way of addressing and trying to solve the challenges being faced by local authorities in providing these services. Thus it was introduced by the Zimbabwean central government to put an end to poor service delivery. This research seeks to address the challenges being faced by Zimbabwean Local Authorities in implementing strategic plans.

1.1 Background to the Study

Chitungwiza Municipality is established under the Urban Councils Act, (Chapter 29:15) as an urban local authority urban local authority, its mandate is to provide social services. It has a vast population, which according to the 2012 National Population Census, spans to over 350 000 people, contributed to its rating as the 3rd biggest town settlement area in Zimbabwe the first being Harare and Bulawayo the second. It is situated close to twenty-five (25) kilometres to the south of Harare and about 10 kilometres from the Harare International Airport. Chitungwiza is currently consists of twenty-five (25) wards, with each of them represented by an elected Councillor. There are five (5) National Assembly constituencies and one (1) Senatorial constituency in Chitungwiza. Chitungwiza geographical boundaries were formed from Seke, Zengeza, St Marys and Nyatsime, it also touches boundaries with Manyame Rural District Council.

Chitungwiza Municipality's strategic plan runs from 2014-2018. A plan is a process of analysing where the organisation is where it wants to be as well as the actions it will take to achieve what they will have set thus creating a strategy. Strategic implementation ensures that the formulated strategy is turned into action to achieve the aims of the organisation are

achieved, it is result oriented. It is aligned to Integrated Result Based Management (IRBM) to ensure attainment of practical and tangible results as spelt out in the National Blue Print, the Zimbabwe Agenda for Sustainable Socio Economic Transformation (ZIMASSET). The vision of Chitungwiza Municipality is to be **“The first choice Town with abounding opportunities for investment by 2018.”** and its mission is **“to administer and provide reliable quality service delivery for sustainable growth within the town”**

In Australia all state authorities state that councils should make strategies and should be drafted and these should describe where they see themselves in the future as well as to state their activities which they would like to undertake and should be described in these plans. When implementing strategic plans in Australian Local Government there is emphasis on the involvement of the community to ensure that strategic plans are implemented successfully. The director’s key tasks in executing the strategy is to make sure that council employees fully understand strategic implementation understand the bigger picture, as well as including how the specific responsibilities help to accomplish planned goals and improved results for the community. There is need for strong support and commitment of the Mayor the general managers and councillors to develop and implement meaningful strategic plans, Challenges in implementing strategic plans in Australia include resourcing implementation. Implementation of strategic plans presents a challenge to many types of council and these include the strategy to the important ways and timing ensuring a good method to community involvement. There is also lack of intergovernmental integration. The legislative link between local government and planning acts is also weak. No jurisdiction has seized the chance to integrate the results of public level planning into national level planning. Department of Local Government (2010.)

Kenya is an African Country which is also practising strategic planning in its Local Government. In Kenyan Local Governments Buluma (2013) stated that employees must be taught on different issues relating to strategic implementation and the information relating to it should be available. Local Authorities in particular management should therefore ensure that this information is always available to all employees. Chimanzi and Morgan (2005) indicated that organisations which pay attention to focus their attention to promotion and participation of all employees will realise improved percentages of strategy execution. There are also inadequate technological resources to make the implementation process successful. The Local Authority Service Action Plan (LASDAP) carried out by Kenyan Local

Government Reform Program (2007) stated that there was limited participation during consultation and consensus meetings on strategy implementation.

Inadequate resources, insufficient management systems, lack of backing from the central government are challenges being faced by some Local authorities in Kenya including the Municipal Council of Eldoret. Buluma, Keror and Bonuke (2013)

Planning and implementation should be well aligned for successful implementation of strategic planning to take place as can be seen in Montepuez Municipal District in Mozambique. Some Local Authorities in Mozambique however lack intergovernmental coordination for their plans to be successful and their technical staff is also not empowered. At Montepuez Municipal district coordination has been improved as they hold weekly meetings which are attended by the Mayor and District Administrators along with technical staff to coordinate activities thereby improving the implementation of strategic plans.

Nyanga Rural District Council in Zimbabwe is one Local Authority in Zimbabwe facing challenges in implementing strategic plans, Sithole, Chirasha and Tatire (2013). It does not involve its stakeholder's right from preparation and monitoring and evaluation and lacks financial resources for strategic plans to be successfully implemented. Service delivery has also not improved in Nyanga Rural District Council. Strategic plans are gathering dust in shelves as there is no implementation of what was documented in the plan. The rate at which stakeholders participate in the implementation process leaves a lot to be desired. Stakeholders lack participation in the implementation process thereby losing interest when it comes to implementing the plans.

Politics is also another challenge faced by Nyanga Rural District Council as the council is composed of different councillors who have different political views and these differences have turned council board rooms into battlegrounds. Financial resources also strain the implementation process. Sithole et al (2013). Financial resources hinder the implementation process as most of the plans require financial backup for them to be successfully implemented.

Di Napoli (2003) states that strategic planning is a systematic process by which local authorities identify why it exists whom it serves as well as the benefits that will be derived from the services it provides therefore the strategic plan is a result of this process. Result based management is an approach that pays attention on the success of goals and objectives

through strategic planning. Result based management was first introduced by the Malaysian public sector in 1990. Result based management is a result oriented type of management. Thus strategic planning should be Result Based Management Compliant. It focuses on achieving goals through strategic planning, systematic implementation, performance monitoring and evaluation. Strategic planning therefore is an approach which can lead to improved public service delivery.

Strategic Planning was introduced in Zimbabwean Local authorities from 1997 to 1998 by the government of Zimbabwe. Local authorities were facing challenges in providing service delivery hence; it was adopted to put an end to poor service delivery. For execution of strategic plans to be successful in local authorities in Zimbabwe there is need for every stakeholder to participate effectively so that they understand what it is and how it will help in improving poor service delivery need to separate politics from administration, source out financial resources and to encourage employees within the organisation to accept the new change brought in by the strategic plans.

1.2 Statement of the Problem

Chitungwiza Municipality like most of Zimbabwean Local Authorities has been facing challenges in providing reliable quality services to its residents. This is despite the fact that the municipality has a well consolidated strategic plan in place. The ideal situation is that strategic plans must be implemented to improve service delivery in local authorities. Most organisations however have challenges in implementing their strategies and in many occasions have failed in service delivery. Research has shown that, challenges in strategy implementation include insufficient buy in, inadequate leadership attention weak or in appropriate strategy as well as resistance to change. This study therefore, comes in to identify and ascertain on the reasons behind the failure to implement strategic plans despite having well-articulated strategic plans, using a case of Chitungwiza Municipality.

1.3 Research Objectives

- To find out the parties involved in implementing the strategic plans
- To investigate the implementation process of strategic plans at Chitungwiza Municipality.
- To examine the challenges being faced by Local Authorities when implementing

Strategic Plans.

- To come up with solutions or recommendations to improve the implementation of strategic plans at Chitungwiza Municipality.

1.4 Research Questions

- Do you know the strategic plan of Chitungwiza Municipality?
- Does Chitungwiza Municipality conduct consultation meetings with various stakeholders when implementing strategic plans?
- What is the process of implementing strategic plans at Chitungwiza Municipality?
- What are the challenges being faced in Implementing Strategic Plans?
- Which solutions can be put in place to improve the implementation of strategic plans?

1.5 Significance of the Study

1.5.1 To the researcher

A number of scholars have written about the implementation of strategic plans in Local authorities therefore this research will build onto the existing literature in paying more attention to the challenges being faced by Zimbabwean local authorities in implementing strategic plans. The research is more relevant as it seeks to link the role of strategic planning in improving service delivery if implemented the successfully. The researcher will have a clear understanding and in-depth knowledge on the execution of strategic plans in Zimbabwean Local Authorities.

1.5.2 To Chitungwiza Municipality

This research will provide recommendations to Chitungwiza Municipality on how strategic plans can be fully utilised to improve service delivery. This study can be used as a reference tool by other local authorities in developing effective strategic plan implementation process thereby improving service delivery.

1.5.3 To Midlands State University

Academically, this research will add on to the available literature on the implementation of strategic plans and students studying Local Governance will also benefit from this research as it will add on to the available literature in their studies. This research can also be shelved in the university's library and also be used by students for researching.

1.5.4 To The Ministry of Local Government Public Works and National Housing

Recommendations which are going to be provided in this research will help the Ministry to coordinate, supervise and monitor the effective implementation of strategic plans of all the Local Authorities in Zimbabwe

1.6 Assumptions

- Strategic plans if implemented successfully will improve service delivery
- Data collected will be meaningful for scrutiny recommendations and conclusions
- Respondents will give unbiased answers and opinions
- Management will be willing to disclose necessary relevant information

1.7 Delimitations

The research will be conducted at Chitungwiza Municipality. Chitungwiza is situated close to about twenty-five (25) kilometres to the south of Harare and approximately ten (10) kilometres from the Harare International Airport. Chitungwiza is currently divided into twenty-five (25) wards, with each of them represented by an elected Councillor.

The researcher will focus on the challenges being faced in the implementation of strategic plans hence strategic planning is a broad term that can be most understood if we appreciate the whole system and not only the implementation of the plans only. The research will not focus on the challenges in the formulation of strategic plans. The study population will consist of Chitungwiza Municipality employees which has a total of 1 675 employees including management, middle management and junior employees.

1.8 Limitations

The research is only limited to Chitungwiza Municipality. The researcher will however source information from other local authorities on how they are implementing strategic plans.

- Some employees may fear to disclose certain information that may be of use to the researcher due to fear of victimisation. However it will be stated that the information is only for academic purposes.
- Questionnaires will be distributed to the target audience but may give inadequate information due to confidentiality as they may not want to expose their organisation but will be told that the information will be treated as confidential information
- Chitungwiza Municipality does not have a website but the researcher will source for

information through various visits to the municipality.

- Time may be limited to the researcher since she is a full time student but however will frequently visit the local authority with the limited time she has to produce the best research

1.9 Definitions

1.9.1 Local Authorities

Local authorities are structures which are closer to the people and are accountable to them as they represent the people's needs and also deliver the services they need. Chakaipa (2010).Local authorities provide services such as water, roads, sewer reticulation, refuse collection, housing and cemetery and basic health care.

1.9.2 Strategy

Strategy is the approach which the organisation will take to attain its goals. According to (Robinson & Scholes, 2007) it is the way and scope of the organization over a long-term, which achieves improvement in a changing location through its configuration of resources and competences with the aim of fulfilling the stakeholder prospects vision and goals of the organisation.

1.9.3 Planning

To plan is to organise the activities required to accomplish a desired goal. Sithole et al (2013) states that to plan is to assess where the organisation is currently, determine the challenges and prospects that present themselves and determining the decision that is most appropriate and the means to get there.

1.9.4 Strategic plans

A step by step guide, created by an organization, to plan out how it will achieve goals, and set a basis for the entire organisation to know what is expected of them to reach these goal. (Mintzberg, 2004).Zimbabwean Urban and Rural Local authorities according to Section 10 of the Regional, Town and Country Act Chapter (29:12) were accorded planning power status. Local authorities can make master plans and local plans for their areas.

1.9.5 Implementation

To implement is to turn what the organisation will have planned for into actions. Implementation of strategic plans according to Thompson and Strickland (2003) is "method that turns the articulated strategy into activities to achieve the results and to make sure that

the vision, mission, strategy and strategic objectives of the local authority are successfully achieved as intended.”

1.9.6 Management

Management is the planning, organising, leading and controlling of an organisation. All these functions ensure that goals and objectives of the organisation are successfully achieved. Burnes (2005).

1.9.7 Communication

To communicate is to send information from one person to the other. This can be at three levels that is from person levels to group level. This will help in achieving organisational objectives. Burnes (2004)

1.10 Chapter Summary

This research focuses on the challenges being faced by Zimbabwean local authorities in executing strategic plans. Chapter one gives the background of the study and as reflected poor communication and poor management systems are amongst the challenges being faced in implementing strategic plans. If successful implementation does not take place then the strategic documents just gather dust in shelves. The chapter also covers the objectives, statement of the problem, significance of the study, possible limitations and delimitation of the study also including the definition of keys words. The next chapter is going to review literature which includes the definitions of strategic implementation, process of strategic implementation, challenges being faced in implementing strategic plans as well as the solutions to these challenges.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter presents different scholarly perspectives on the implementation of strategic plans. Various sources of information will be used to give an in-depth understanding of the implementation of strategic plans. Literature will be provided on the definitions of strategic implementation, process of implementing strategic plans, theoretical framework, challenges in implementing strategic plans as well as the solutions to these challenges will be discussed in this chapter. Empirical evidence of two local authorities in different countries will also be given.

2.1 Literature review

Literature review helps to clarify the relationship between the study and previous work that was conducted on the topic. Fink (2005) define literature review as, “systematic, clear and reproducible technique of ascertaining, assessing and synthesising the present body of finished and documented work made by academics, researchers and specialists. In this chapter literature review will identify substantial information and discover the gap that the study seeks to address and also evaluate the information that has been provided by the researcher for this research.

2.2 Defining Strategic Implementation

A number of definitions have been put by a number of scholars to define strategic implementation this view is supported by Li, Guohui and Eppler (2008:4). Therefore this research will analyse a number of definitions to show how valid, reliable and relevant the definitions are to this research. Sababu (2007) states that strategic implementation is putting strategy into action through the creation of action plans ,goals programmes ,budgets, procedures structures cultures motivation leadership ,communication ,allocation of resources, working climate and support. Mintberg (2004) supports this definition but also added that it involves the motivation of staff to achieve objectives. Implementation is more realistic, it brings the strategy into reality. Dedicated stakeholders are needed so that they fit new priorities in their agendas. Implementing strategic plans is result oriented whereby the organisation puts the plans into action.

Strategy implementation, according to Nedelea and Paun (2009) is a result of incremental

improvements, internal change, the combining effect of a number of managerial choices and steady alterations in the actions and conduct of both directors and employees. Zaribaf and Hamid (2009) advice that managers need to think about implementing when planning so that implementation be done to improve strategy success with progressive changes. Henceforth strategic implementation should value all the employees in the organisation both management and junior staff for it to be successful. Managers have a major role in the implementation process as they are the leaders who should direct the employees during the implementation process.

These definitions all prove that strategic implementation is action oriented and needs time to execute it for the plan to be implemented successfully. The definitions of strategic implementation discussed above have challenges as it is difficult to get what is on paper to reality. The White paper of Chinese Corporations on Strategic Implementation states that is a management challenge being faced by most organisations but these organisations a facing a number of challenges in implementing it.

2.3 Theoretical Framework

Elwark (2014:9) states that a theoretical framework is the gathering of interconnected ideas, like an idea but not automatically so well worked-out. Abok (2013) came up with a number of theories which give a better understanding when implementing strategic plans. The theoretical foundation for this study includes the management theory, communication theory, the stakeholders' theory and organisational culture theory.

2.3.1 Management Theory

Managers should work with commitment and provide direction to the implementation of strategic plans. Abok (2013:16) state that management ideas are vital to the implementation of strategic ideas. Managers must attempt to create an environment in which others are driven to put in their greatest effort; Bhargara (2003).Managers should also ensure that there is a good working condition for employees. Management therefore includes achieving organisational objectives through people and with the people.

There are two types of management the Authoritarian style and Democratic style. Cole(2002) states that the authoritarian way of management behaviour is based on the belief that the authority of directors comes from the positions they have and that employees are naturally lazy and undependable thus theory (X). Unlike the authoritarian way the democratic style states that the authority of managers is given by the collection of people that they are to lead and that these people are not lazy and they are reliable thus theory (Y). During strategic implementation all policies are determined by the manager and there is need to give instructions well and in theory Y there is room for discussion and decision and they may be expected to take initiative. Management theories also state that employees should be motivated as they will take risks and they will be eager to excel.

2.3.2 Stakeholder Theory

Stakeholder theory argues that a stakeholder refers to a person or group taking part in the events of that organisation. Abok (2013) states that all the stakeholders that is (internal and external) who participate in the organisation want some benefits hence they will support the organisation's strategy implementation. They are defined by what they like and what they like is considered to be really cherished. Stakeholder Theory is managerial in nature in that it commends attitudes, structures, and practices and requires that simultaneous care be given to the interests of all stakeholders according to Abok (2013:21).

Magasia (2012:13) states that the stakeholder theory firstly starts with the belief that value is necessarily and a clear part of doing business. Common morals are the essential or important group of principles that are broadly shared in the organisation and help as guiding values of what is vital, Kaplan (2005). Managers therefore have to communicate this shared value as it brings stakeholders together. The organisation should be clear on the type of relationship it wants to have with its stakeholders.

2.3.3 Communication Theory

When people are communicating there should be the sender of information as well as the receiver of information. The sender should communicate in a language that should be understood by the receiver. Therefore, when implementing strategic plans, managers should communicate with a language understood by all within the organisation. Wolfgang (2006) pointed out that when communicating there should be a shared language which should be

nderstood by both the sender and the receiver. There are seven elements of communication: information source, sender transmitter, channel, receiver, destination, confirmation and feedback Abok (2013)

2.3.4 Organisational Culture Theory

The culture of organisations varies from one local authority to the other. Culture is belief shared values and norms within the organisation. Schein (2005) states that organization culture theory is a design of shared straightforward expectations learned by a group as it solves its challenges of external adaptation and internal combination that has worked well sufficiently to be measured effective and therefore to be trained to fresh members as the right way to correct way to identify, sense and reason in relation to the challenges. Organisational culture is factor which really accounts for the success or failure of the execution of strategic plans in most local authorities. A local Authority with a culture of efficiency, transparency and commitment is likely to yield positive results in the implementation of strategic plans.

2.4 Process of Implementing Strategic Plans

When implementing strategic plans an organisation should have a sort of process which it should follow for successful implementation which should be acted upon to achieve desired results, Mugasia (2012).

2.4.1 Evaluate the strategic plan

There is need to highpoint any features of the strategy that may bring barriers and to identify any part that might be improbable too much in cost also in time or money. In this stage employees also need to know what the strategic plan really is. Wandjiva (2011) states that evaluating the strategic plan is about taking stock of the strategy and its usefulness. When evaluating the strategic plan it is essential to review the organisation's processes to decide how tasks, communication channels and the organisation structure should also be known.

2.4.2 Select a team to help in the implementation process

Terstegen (2005:28), participants should be selected from local government politicians, staff members and an outside facilitator to guide the implementation process. Upper management should select a team to help the implementation effort. This team can also be senior leadership team this team will help overseeing implementation. These teams should however be for a specific purpose working towards the same goal and accomplish their given tasks

2.4.3 Schedule meetings and discuss progress reports

In this stage rewards system should be established that recognises success throughout the process of implementation. During the implementation process a number of meetings should be held, there should be weekly monitoring, monthly and weekly meetings as well as monthly reports to monitor progress and quarterly written reports on the implementation process. Terstegen (2005:30)

2.4.4 Involve the upper management where appropriate

Upper management should be involved as much as possible when implementing strategic plans. Managers have operational responsibilities such as coaching staff and monitoring work as they fully understand the process. Top management in the organisation is accountable for providing and distributing implementation ideas like organisational culture in helping the strategy implementation Abok (2013:3)

2.4.5 Process of Strategy Implementation Model

Hill et al. (2009) came up with a model for strategy implementation. The model is based on the process of strategy implementation.

i) Governance and ethics

This first stage states that the organisation should take into account the needs and wishes of all its stakeholders that is internal and external. It is the prerogative of managers to identify important stakeholders. The Institute of internal auditors (2009) defines governance as the mixture of practices and structures employed by the board to notify, direct, accomplish and monitor the actions of the organisation toward the accomplishment of its goals. According to Hill et al. (2009) ethics is what is considered to be wrong and what is considered to be right between members of an organisation.

ii) Organisational Structure

The structure of the organisation defines its hierarchy, structures of communication in the organisation. Tasks and responsibilities should be shared among all in the organisation. Hill et al. (2009), this will help the implementation process.

iii) Organisational Culture

Organisational culture is the collection of values, norms, beliefs and attitudes. It gives employees the ability to develop a combined identity execution of tasks as well as

communication. Hill et al 2009 is of the view that if propagated correctly will aid staffs to react to the challenges they encounter throughout the course of strategy implementation.

iv) Organisational control

Hill's model ends with organisational control systems as the last process of strategy implementation. Control systems help with incentives, motivation and they facilitate monitoring and evaluation during the implementation process. Good performance is an example of a control system through rewards. Henceforth organisational control systems help the process of strategic implementation they ensure that the strategy is successfully implemented.

2.5 Factors Affecting Strategy Implementation

The factors affecting strategy implementation delay; stop and make it difficult for strategic plans to be implemented, Lihalo (2013:9). These factors make it difficult for the organisation to achieve its goals thereby hindering its plans of where it views itself some years to come. Rajaseka (2014:170), most authors agree that the elements that affect strategy execution; each factors bearing is at a different level and carries a different force.

2.5.1 Communication

Communication is a challenge when implementing strategic plan. It greatly deters the success of the plan if it is poor. Communication is deeply related with strategic agreement. Stakeholders should know where the organisation wants to be. They should know and its purposes as well it's as the vision which is the glue of the strategic plan. Rapert, Velliquete and Gartetsan (2002) there is need for straight up communication through the organisation and regular communication as the main way to reach common views, morals and beliefs among the workforce and eventually reach a phase of greater performance of the organisation and also that poor vertical communication obstructs effective strategy implementation. Buul (2010:16) states poor or inefficient way of communicating affects negatively the execution of strategic plans, i.e. top-down, bottom-up and across functions and divisions. If duties and tasks are not properly communicated the strategic plan will not be successfully implemented. Chimanzi and Morgan (2005) stated that directors in charge of public relations must pay attention on improving relationships with the public and within the organisation. Within the organisation they should put more emphasis on the reward system and emphasize on a two way procedure dimension. If there is proper communication people will reach a consensus on how to do certain things Velliquette and Garretson (2002) stated that if there is shared

communication and consensus between human resources strategic implementation will be successful. Communication should be regular and should be done in ways that management think are appropriate to contact all the workers in the organisation.

2.5.2 Resistance to change

Another challenge faced by local authorities when implementing strategic plans is resistance to change. Employees usually want to maintain the status quo probably due to fear of adapting to the new strategy. Workers are usually satisfied wherever they are and will not adopt any strategic alterations being presented by the organisation. Employees working in an organization sometimes resent change suggestions and make strategy hard to execute (Lynch, 2000) and will resist any strategic changes being introduced by the organisation and they would rather preserve the status quo than to be involved the unfamiliar changes presented into the organisation.

Elwak (2014:14) stated that strategy is all about dealing with change hence resistance to change is one of the greatest threats to strategy implementation. The behaviour of employees ultimately defines the achievement or failure of organisational endeavours therefore top management should be aware of this.

2.5.3 Organisational Culture

According to Abok (2013:32) organisational culture is the basic belief commonly held in an organisation. Culture is the belief, value and norm of the organisation. Pearce and Robinson (2006) state that, it is a set of vital expectations that members of an organisation share together. Therefore what the organisation believes is supposed to be supportive of strategic execution. A Musyoka (2011) state, strategic execution is linked to organisational alteration. This culture held within an organisation may cause employees to resist the strategic plan. Elwark (2014) organisational culture is a major barrier to strategy implementation.

2.5.4 Lack of skilled manpower to execute the strategy

Due to the financial constraints in local authorities employees have left for greener pastures. For any strategy to be fully implemented there is need for well trained and competent manpower. Coutinho (2010:72) states that Zimbabwean local authorities are characterised by unqualified personnel as some are fleeing to the private sector where they can be given better working conditions and better remuneration. .

This then affects the implementation of strategic plans as the qualified personnel have left for greener pastures due to poor remuneration. Due to the financial constraints in local authorities to train employees on strategic planning is a barrier to strategic implementation.

2.5.5 Lack of motivation

For employees to perform and implement the strategic plans there is need for motivation from management. This will then be at the expense of the organisation, as employees will put their own interest first. If the organisation also favours other departments leaving some employees may refuse any strategic direction by the organisation. Employees are the key strategic resource in strategic implementation Brinkschroder (2014).Rajaseka (2013:170) also supported the view that getting people involved will have a positive influence on the execution of the strategy. Furthermore, as attributed in the Herald of January 30 2014, it was reported that council perks were unjustified. It was reported that top management were earning huge sums of money as directors were earning US\$34 000 while junior employees went home with nothing. Execution of strategic plans will therefore not be successfully implemented as junior employees are not being motivated by this.

For employees to be motivated they need to feel that they a part of the plan. This will create a sense of belonging to them. Managers should increase commitment through participation and incorporation of employees from the lowest level, involving employees will generate a sense of ownership. More so, junior employees should be rewarded through incentives to motivate them.

2.5.6 Lack of financial resources

Most local authorities have limited financial resources to generate their own revenue which deters their ability to perform their mandates. Local authorities are required by legislation to enact by-laws to raise revenue through various services charges made for any services. Sources of revenue include service charges, licence fees and rates on property and land. Coutinho (2010:71) states that local authorities have been facing challenges in raising sufficient revenue to enable them to provide reliable quality services since 1980.The Constitution of Zimbabwe Chapter 17 section 301 (3) states that the revenue to be given to local authorities should be not less than five percent of what the state will have raised in that financial year and this five percent should be distributed to the provinces and local authorities as their portion in that financial year but due to the economic environment in Zimbabwe there has been no consistency in the ways councils are provided with such assistance.

Unavailability of financial resources is mainly because ratepayers do not have money due to challenges posed by high unemployment.

This situation has seen various councils failing to provide basic services. Thus it is a challenge for councils to implement their strategic plans as they do not have the financial resources that can even enable them to pay salaries.

Also due to corruption local authorities are facing financial constraints, they are left incapacitated to implement their strategic plans. Council employees are selling housing stands without the knowledge and authority of the council and as a result, local authorities have lost millions of dollars.

Local authorities main expenditure drivers are salaries, water chemicals, repairs and maintenance and electricity Coutinho (2010:83). One might argue that because of these expenditures councils are left with nothing to help them fund their own projects hence fail to implement their strategic plans.

2.5.7 Information Communication Technology

ICT is technology that permits communication and the electronic capturing processing and transmission of information. It is a basic idea in-which all communication gadgets of the current society and its uses, Lepicnik and Samec (2012). Local Authorities are facing technological challenges to ensure that strategic plans are successfully implemented. According to Sithole et al. (2013) local authorities should also be well informed of the technological change for instance computers. According to Elwark (2014; 17) the dynamic technological environment in which local authorities see their organisations in are barrier in their execution efforts.

If employees use manual work to capture information the rate of service delivery will be slow than using machines which are fast and effective. Computers for example will help recover certain information through a number of backups unlike in manual work; once paper work is destroyed it cannot be easily recovered. Failure to adapt to machines will even increase workloads to employees.

2.5.8 Lack of Leadership

Another barrier to strategy implementation is lack of leadership. If there is lack of strategic leadership implementation of strategic plans will not be successful as it is a major driver to effective strategy implementation. Crittenden and Crittenden (2008) want to see an able,

contributing, capable, real and a good leader when executing strategic plans. Councillors are usually poorly equipped to formulate strategies because they are no academic stipulations for one to be a councillor. It's difficult for them to argue from an administrative view point and they seem to interfere on political grounds at implementation stages. The result is that distrust between technical officers with councillors, with technical officers taking lead in planning and implementation and both sides are accusing the other of vested interests and malpractices, Moseti,(2010)

Managers should drive the process of change far enough in order to change the opinion of employees. Managers should also appreciate and recognize the loopholes as well as barriers that may arise throughout the implementation process to make the implementation process successful. To know the loopholes will help managers to be proactive. Brinkschroder (2014) states that, a manager should ensure that the entire of the organisation is dedicated to the plan by guaranteeing workers that the formed plan is essential and ensure that these workers deeply understand the new plan.

2.5.9 Lack of Stakeholder Participation and Involvement

There is lack of stakeholder participation in local authorities. This is also another barrier when implementing strategic plans. According to Abok (2013) stakeholders are internal and these include all who work in the organisation i.e. managers and their subordinates or external and these include those who are interested in the activities of the organisation including the residents, civil society organisations and other governmental institutions as well as resident associations. Stakeholders are thus refer to different persons or group of individuals who are crucially attracted in the activities of an entity observing how the organisation used to be, where it is presently and where it seeks to be in the future as well as constantly observing the environment of the organisation. (Pearce & Robinson, 2004).Lack of stakeholder participation in the strategic planning process has led to stakeholders and ratepayers lacking interest in the implementation of strategic plans, Sithole et al (2013). Lack of stakeholder participation and involvement affects the implementation of strategic plans. These stakeholders should work with local authorities and ensure that strategic plans have been implemented effectively but however only a few know about the strategic plan itself and they cannot even contribute to its implementation. Residents are also neglected in the process of strategic planning and implementation

2.5.10 Political and Legal Environment

Local Authorities are guided by a number of pieces of legislation such as Rural District Councils Act Chapter (29:13), Traditional Leaders Act Chapter (29:17), Provincial Councils and Administration Act Chapter (29:11) and The Urban Councils Act Chapter (29:15). Local authorities should work with these pieces of legislation and should abide to them Sithole et al (2013:107).

Policy formulators like councillors come from different political parties therefore; it is hard for them to reach a consensus when implementing strategic plans. As these come from political backgrounds, they serve the interests of their political parties instead of serving the needs of all the people in their wards. Therefore, when making decisions, those in appointed positions end up furthering the interest of certain political parties. According to the constitution of Zimbabwe section 268 (a) states that employees of provincial and metropolitan councils should act in a partisan manner. Sithole et al. (2013), because of political polarisation in local authorities the implementation of strategic plans is hampered. Political polarisation has a negative impact to the implementation of strategic plans as administrative decisions are taken with political interests in mind.

2.5.11 Tasks and responsibilities

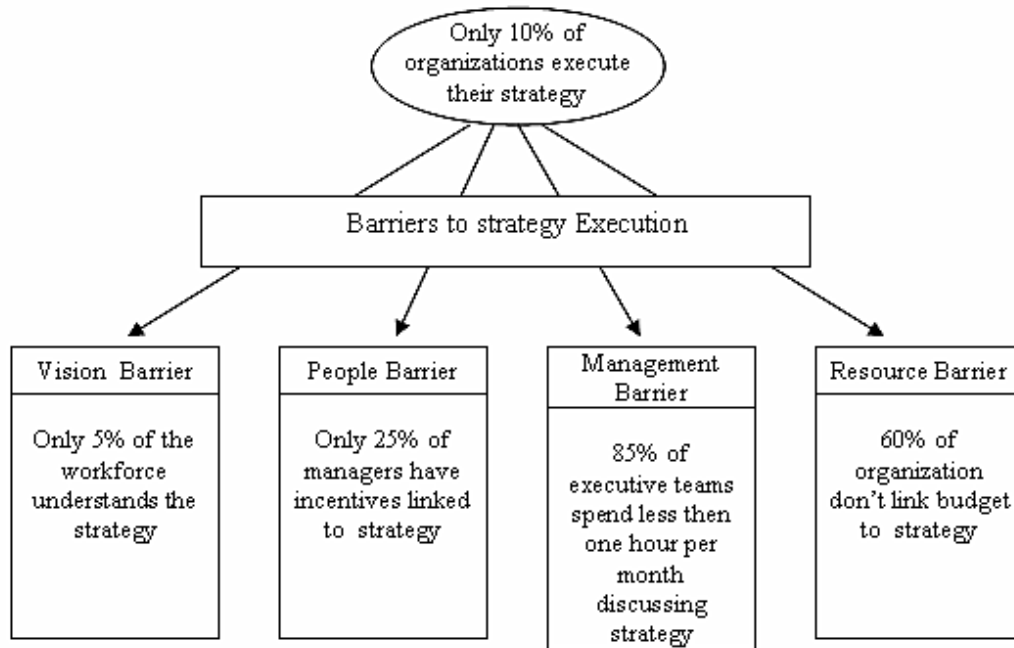
Employees in local authorities should clearly have defined tasks and responsibilities for them to effectively execute the strategy. Employees should also understand the strategy, Buul (2010:16) state that when a plan is not totally understood by all the workers in an organisation included in implementation it will be hard for them to buy in the new plan as well as to work toward achieving it. More so, if employees do not know which tasks they have, differences may arise leading to them losing all the activities, Beer et al, (2000)

2.5.12 Poor Strategy Formulation

If from the onset the strategy is unclear it can limit the implementation efforts. Allio says, a better execution begins with good a good plan formulation the recipe is as good as the soup (Allio, 2005). Buul (2010) states that formulation affects implementation as the two have a connection. If formulation is not done as part of implementing strategic plans will fail. If formulation is not done properly chances are the implementation may also fail as implementing is more difficult and consuming than formulating.

The diagram below summarises the barriers to strategy implementation:

Fig 1: Challenges to Strategy Implementation



Source: Niven (2002)

The diagram above is a summary of the challenges being faced in implementing strategic plans that is it explains the barriers to strategy implementation. Niven (2002), states that only 10 % of organisations are able to execute their strategies, thereby supporting the view the strategic document is just on paper and is not being implemented in organisations. The vision of most organisations is usually a barrier when strategies are being implemented this is because only a few stakeholders understand the strategy; people barrier is caused by the fact that most managers do not motivate their staff and management barrier is because managers do not give themselves enough time to implement the strategy. The resource barrier is based on the fact that organisations do not link the budget to the strategy .incentives

2.6 Solutions

2.6.1 Implementation plan

To ensure that strategic plans are implemented successfully local authorities should create an implementation plan. The implementation plan should include only

- Main actions to be commenced throughout the implementation course
- Clear tasks as well as responsibilities

- time frame for the activities to be concluded
- Risks and contingency plans in an event that a risk occurs

Above all this plan should be constantly monitored to monitor progress, Wells (2000)

2.6.2 Resources

Resources should be sufficient enough for the implementation process to be successful. Wells (2000:55) states that a resource plan involves providing the human resources the financial resources and the materials. There is need for employees with skills to execute the strategy. These employees should be trained through various workshops. Financial Resources should also be available when implementing strategic plans. If organisations do not have the resources like financial resources they should partner with another division or organisation to combine funding levels Wells (2000:52).

Human resources are also crucial in the success of strategy implementation. According to Chimhanzi and Morgan (2005) firms which devote their attention to human resources will realise a great success in their strategy implementation. Organisations should consider human resource is a crucial factor in making strategic planning successful. Strategic implementation and human resources are therefore closely related.

2.6.3 Strategy Formulation

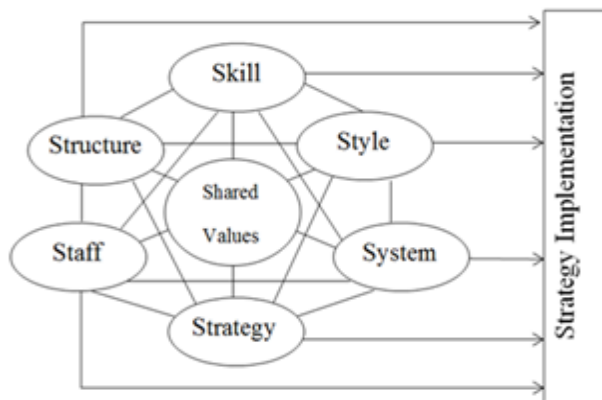
The strategic plan itself should be implementable; the vision of the strategic plan should be realistic. Neilson (2008) states that, the plan should be short and precise, a lot of information will make the strategy valueless and all workers within the organisation will not be able to make changes in the prevailing environment. How to implement the plan should be in mind during strategy formulation, managers should have most answers on how they are going to implement their strategic plans during the formulation the formulation process and take note of the barriers to executing the strategy. Brinkschoder (2014:4) states that in the formulation step the directors should organise the execution effort positively.

The formulation process does not always produce the anticipated outcome, it must be meaningful and real for successful implementation, Buul (2010) .The strategic document should be clear and understood by all within the organisation. It should be short and to the point, it should be readable and understandable.

2.6.4 McKinsey 7S model

McKinsey 7S model describes the key variables for strategy implementation. It was developed by McKinsey this model is encompassed on the fact that, an organisation should integrate the seven elements for it to perform. Structure-organising management, strategy-formulation, systems-management information systems, staff-workforce, skills-management skills, style-motivation and shared values-vision and mission statements are elements of the 7S model; Kaplan (2005). This model suggests that the seven variables should be integrated as they are good predictors of strategy implementation. Baroto et al (2014) supports the 7S model with the resource based viewpoint which states that the performance of an organisation is determined by internal resources such as human capital, organisational and physical. The diagram below illustrates the interconnections of the 7S model.

Fig 2: The 7S model



Source: Baroto (2014)

The 7S model however does not state the impact of the external environment; it is concerned with the internal one only. The 7S model was modified by Kaplan (2005)'s article the Strategic Management model. The internal factors of this model include systems, staff, style, skills, structure and shared values. This model modifies the 7S model in that it includes the external environment such as political, economic, social, technological and competitive forces. The balanced score card also complements the 7 S model.

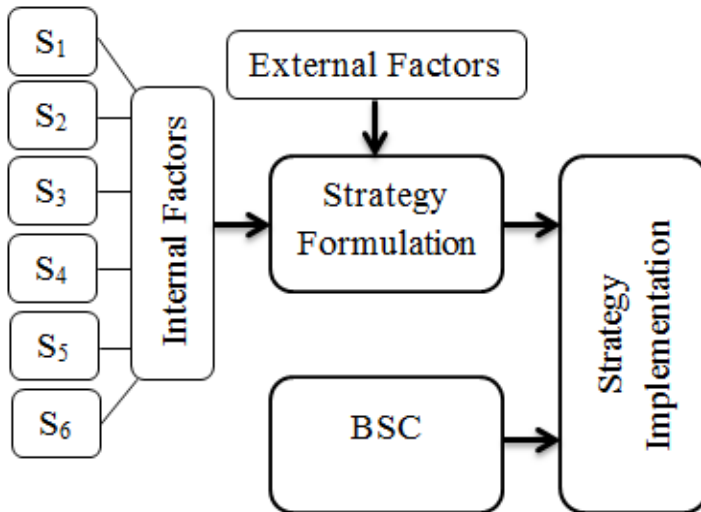


Fig 3: Source: (Kaplan: 2005)

The diagram above therefore summarises what is needed for effective implementation of strategic plans. The systems, staff, style, skills, structure and shared values of the organisation are important factors needed during the formulation of the strategy which will then lead to effective strategy implementation. The Balanced score card directly links to strategy implementation. The external factors mentioned above also help in strategy implementation.

2.6.5 Involvement and Ownership

Employees should at first be involved in the strategic formulation for them to be involved in the formulation process and through this a sense of ownership is created. Buul (2010), essential people must be included to ensure that they are determined to the proce. During the implementation process involvement and commitment should be developed to ensure that strategic plans are successfully implemented. Therefore internal and external stakeholders should be committed to the organisation, to the strategy and to the roles they are given to make the strategic plan successful.

2.6.6 Communication and Involvement

Communication is another key driver to strategic implementation. According to Burnes (2004) communication is essential to obtain stakeholders participation and limit their level of ambiguity in the events of an organisation. Firstly managers should be able to inform all employees about the new strategy and should also give room for discussion whereby all employees should be able to air out their views about what they think about the strategy. Neilson et al, (2008) state that during implementation the flow of communication should be bottom up to enable directors to review the process and to ascertain if there are alterations

which need to be made. Communication can be through the use of memos, laminated cards, posters, questions question and answer sessions as well as departmental meetings.

If people participate and are involved in strategic plan implementation and if the idea is effectively communicated, people will totally participate in the activities of the organisation thereby making the implementation process.

2.6.7 Balanced Score Card

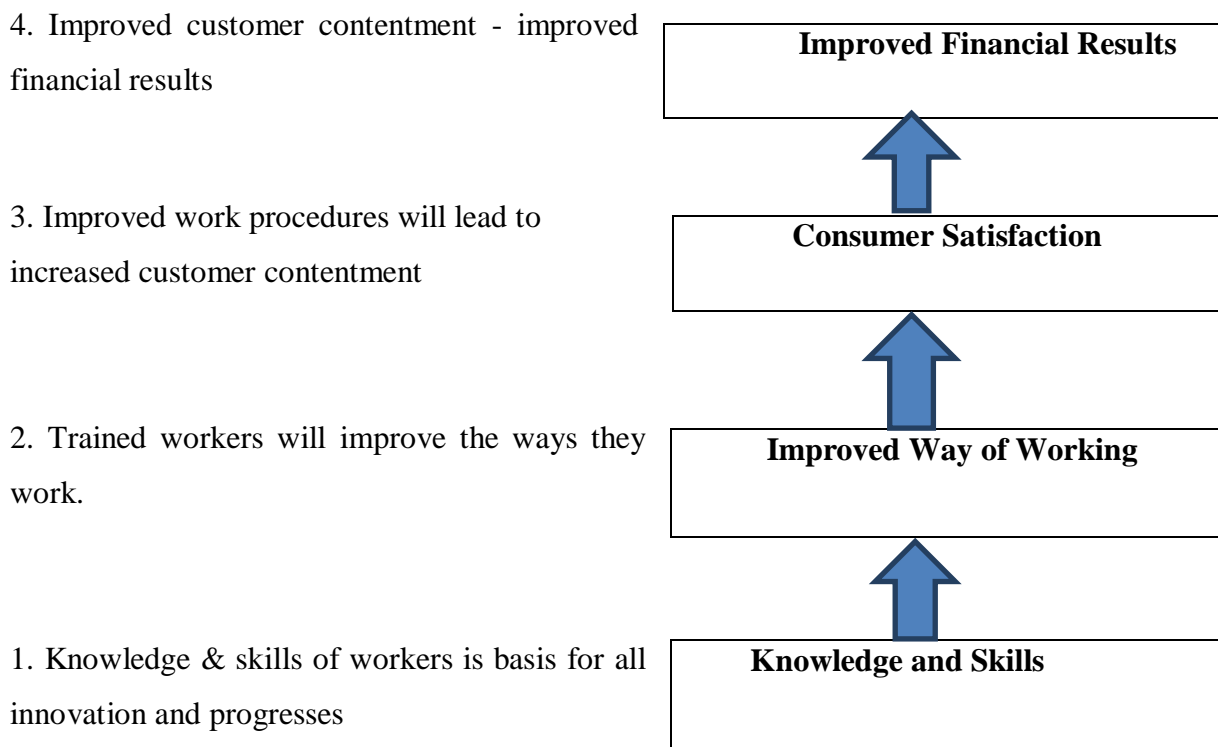
Balanced score card is a good tool for the success of strategy execution. The BSC is a tool for gauging the usefulness of strategy implementation in public organisations. Mwijuma, Omido, Garashi et al, (2013:1).It can be used for assessing an organisation's performance in a number of angles which comprise of : financial angle, customer market angle, internal processes angle and learning and development angle.

The balanced score card is a strategic management system not only a measurement system in that it enables organisations to explain their vision and strategy and interpret them into reality. It is an effective method as it places everyone in the organisation in a learning procedure. Local authorities should therefore adopt the balanced score card as it enables organisations to know what their client's and worker's desires are and also facilitates feedback to other stakeholders.

The diagram below shows how the balanced score card can be used to successfully implement their strategic plan:

Fig 4:Balanced Scorecard

Cause-Effect Hypothesis



Source: Averson (2003)

The diagram above cause and effect hypothesis of the balanced score card. The first stage highlights that that if employees have the required skills it will lead to innovation and progress. The second stage highlights that if the same employees are skilled their way of working will also improve which will then lead to customer satisfaction. If customers are satisfied with the services revenue collection will improve.

2.6.8 Involve Stakeholders

Stakeholders should be included in the implementation course. For instance the donor community should be involved to provide funding as funding is one of the challenges being encountered by local authorities in implementing strategic plans .According to Chitungwiza Municipality's strategic plan its stakeholders are the business community, government ministries and departments, residents associations trade unions and civic organisations. Involving these stakeholders can be of huge support to local authorities as stated by Terstegen (2005:31).Stakeholders put more emphasis on accountability and transparency in the manner

in which human resources are driven to shun huge turnovers that will hinder the implementation of strategic plans Abok (2013:7)

Stakeholders are therefore very influential groups or individuals interested in the activities of the organisation present and how they will be operating in the future; henceforth they catalyse the implementation of strategic plans.

2.6.9 Leadership

Managers work with their employees to plan, organise, lead and control Robins and Coulter (2003). Letting (2009) states that managers are essential in the implementation of strategic plans. Managers play a planning role, coordinating role and leading role. With these roles they should know how to effectively implement strategic plan in their organisations. There is need for good leadership to properly execute the strategy.

2.6.10 Training and Development

In house trainings and trainings through workshops should be provided by local authorities. Pearce and Robinson (2009), a better training and growth of employees will make the implementation process successful. Training and developing employees will help them to fully understand how they are supposed to be executing strategic plans and the role which is played by each and every one of them.

2.6.11 Interdepartmental Coordination

For strategic plans to be implemented successfully, departments should work together as a team and avoid conflicts. Elwark (2014:12) state that conflict negatively affects the effectiveness of the implementation process and communication helps the success of the implementation of strategic plans. Chimhanzi (2004) suggest that cross-unit working relations have a major part to play when implementing strategic plans.

Interdepartmental coordination helps in that it builds team spirit and employees in the various departments will work towards the same goal of the organisation.

2.6.12 Constant monitoring

There is need for constant monitoring of the strategic plan during implementation. The process should be cautiously, constantly and frequently monitored, Buul (2010). This should be done to make sure that the entire organisation is still in track with the strategic plan there should always be a reminder on roles and responsibilities.

2.7 Implementing Strategic Plans in Kenya

2.7.1 Case of Municipal Council of Eldoret

The municipal of Eldoret is one local authority encountering barriers in implementing strategic plans. According to a study conducted by Buluma (2013; 83), the municipal of Eldoret has inadequate technological resources. This was indicated by one hundred and 8 employees (49.1%) and the other group which constituted of 21 employees (9.5%) thought otherwise. This study indicated that the municipality was indeed facing technological challenges hence affecting the implementation of its strategic plan. Management systems put in place were also inefficient, 94 (42.7) respondents supported this view and 8 (3.6) did not support this view. Council also had less power over the execution of the strategic plan this was supported by 96 (43.6%) respondents and 11(5%) were the minority. Support from the central government was also limited s indicated by 99(45%) while 21(9.5) stated that the council received sufficient assistance from the central government.

The conclusion of this research was that employees should be trained on how to implement strategic plans; the central government should give enough funds to local authorities to fund their projects. Council's management should be involved more during the implementation process but should allow all junior employees to participate effectively during implementation for it to be successful. Stakeholders like the business community and the ratepayers should also be involved for successful implementation. The way of implementing strategic plans should also be effective enough for successful implementation.

2.8 Implementing Strategic Plans In Australia

2.8.1 Case of Tasmania in Australia

The Local government of Tasmania stated that resourcing implementation has been a major challenge in Tasmania. This was according to a study conducted by Tan (2013)There was also lack of intergovernmental coordination to support the implementation process. Frail legislative links among local governments and planning pieces was another challenge Department of Local Government (2010).Faced with these challenges Tasmania came up with ways to address them.

However despite these challenges, the local government association of Tasmania pointed out a number of factors which help the local authority to implement their strategic plans effectively. In Tasmania there is emphasis on stakeholder participation for strategic plans to be implemented successfully Tan (2013:25).The councillors also play a crucial role in

ensuring that strategic plans are implemented. They are accountable for developing and observing the execution of strategic plans. Its relationship with the state is also strong thereby making the implementation of strategic plans to be effective. Employees are also seen as the most crucial in ensuring that the plan is implemented successfully. The process of implementing strategic plans is also effective and communication is also another factor in which helps the local authority to implement its strategic plans effectively. The implementation process is also effective as can be evidenced by the effective communication and the way managers are so determined to implement the plan.

Therefore strategic implementation in Tasmania is a success story which should be followed by most local authorities still struggling to implement their strategic plans.

2.9 Gap in Literature Review

The theories discussed in do not give room for disturbances that may occur in the communication channel. Previous studies did not also show the impact of corruption to strategy implementation which is a gap to be researched by some other scholars. Wambuti (2006) only focused on managerial factors and did not include other aspects that influence strategy implementation, leaving the gap to other researchers who are going to be interested with the same research. Justice was not also done to the way in which local authorities should finance themselves for strategic implementation to succeed. Most scholars were just stating that local authorities are facing financial constraints but did not highlight how this problem can be solved.

2.10 Chapter Summary

This chapter was reviewing literature. It reviewed literature on the definition of strategic implementation, process of implementing strategic plans, challenges to strategy implementation as well as the solutions to these challenges. Empirical evidence was also given to strengthen the validity of the research and it was drawn from Kenya and Australia. It ended with the gaps in literature review that should be addressed by other scholars. The conclusion after reviewing literature was that, it is necessary to prepare for strategy implementation and it should be executed and then assessed for it to be successful. The next chapter is research methodology which will include research, sampling methods as well as instruments used to obtain data.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the research methodology, research design, population, sampling techniques and sample size. Sources of data, ethical issues, reliability and validity are also highlighted. The chapter ends with the chapter summary. This chapter forms the basis upon which results are going to be interpreted.

3.1 Research Methodology

Research methodology is the architecture or the layout of the research framework, Elwark (2014). Leedy and Ormrod (2005:12) defines research methodology as the basic method the researcher uses in carrying out the research investigation, to a certain extent some extent, this method dictates the specific tools the researcher selects. Research methodology is therefore the arrangement of the research framework.

3.2 Research Design

Shuttleworth (2008) states that a research design is the appearance of the plan, arrangement or plan of examination which tries to get answers obtain or answer different research questions. The research design can be described as the glue which grips the essentials in a research project together. The research used a case study research design which is a qualitative research design. This research design was chosen as it is well-known for producing quality data (Creswell, 2009) and it is in depth in nature. This ensures that the research gathers detailed and well informed findings.

3.2.1 Case Study

Case studies refer to an investigation of a 'confined system' of a occasion or numerous cases over time through detail, in-depth data gathering including various sources of evidence rich in context. Creswell, (2009) and Yin, (2009) concur that a case study inspects a phenomenon in its ordinary setting, engaging numerous means of data collection to collect information from a limited organisations. Trochim (2006) explains that cases are investigated because there is interest in them for both their distinctiveness and commonality.

In a case study authenticity can be taken in bigger detail by an observer-researcher, with the investigation of more variables than is usually probable in experimental and survey research. The case study of this research was Chitungwiza Municipality.

There are two categories of research methodologies namely the qualitative and quantitative research. This research employed qualitative research which is studying objective deep open and closed ended response setup (Yin, 2003). Quantitative studies on the other hand have a habit of relying extremely on statistical and numerical measures. Quantitative research is to studies that are greatly objective and projectable, using closed-end, forced-choice questionnaires. The need to get an in-depth understanding of the subjected under research necessitates the need to use qualitative design.

The research used qualitative research methods to acquire information from the respondents using interviews and questionnaire. This allowed the researcher to use independent judgement and to realize a great level of dependability and exactness in the study. Using a case study, the researcher obtained more realistic and hands-on feel of the experiences of strategy implementation.

3.3 Population

Cooper and Schindler (2008) observe that a population is the entire collection of respondents about which one wants to make suggestions. In this research Chitungwiza Municipality was the target population, with a total population of 1675 employees. Study population is the group of people the researcher would want to investigate his/her topic or the situation prevailing in that society Davis, (2008).

3.4 Sampling

Population sampling is the procedure of selecting respondents from the respondents under study Trochim, (2006). Castillo (2009) noted that sampling is usually undertaken because it is impossible to test every single individual in the population. The selected sample should be representative of the whole population so that by learning the sample the results may be generalised back to the respondents from which the sample was taken. The sample must have sufficient size which is at least five to ten (10) percent of the whole population to warrant statistical analysis as stated by Castillo (2009). It can also be said that sampling is a deed, process, or system of choosing an illustrative part of a population for the purpose of defining

limitations of the population. According to Latham (2007) there are two broad categories of sampling that is probability which is at times named random sampling and non-probability which is at times called non-random sampling. The advantage of probability sampling to the researcher is that the researcher will be able to calculate specific bias and error to the data being collected. The researcher used stratified random sampling as a method of probability. Purpose sampling was used as a method on non-probability. The advantage of non-probability sampling is that the researcher will be able to assemble a sample with little cost and does not require representatives of the population.

3.5 Sampling Technique

3.5.1 Stratified Random Sampling

The researcher used stratified random sampling method in collecting data. This is because it reduces pre alleged results in the collection of cases to be involved in the sample. This increases the strength of the information gathered as all units are involved permitting possibility for numerical assumption. Spatz and Kardas (2008:53) defined stratified sampling as the, “partition of the targeted people into different sub groups, called strata, and the selection of samples from each stratum.” Thus this sampling technique will split the respondents into a number of strata and then randomly selecting members in each stratum. . The researcher categorised the employees into two strata, the managerial and non-managerial employees. Secondly the researcher stratified these employees under departments. After stratifying them the researcher sampled the respondents by breaking them into, gender and age. The population consists of 44 employees and these are going to be put in different strata and these will include managerial and non-managerial employees. After this the researcher used simple random sampling giving all the elements within the subsets equal opportunity. Thus, there is pronounced accuracy as suitable data for numerous subpopulations are provided for, as well providing commonly additional dependable information.

3.5.2 Purposive Sampling

Purposive sampling is a non-probability sampling system (Creswell, 2009) which refers to the process of selecting respondents in a study based on their ability to answer the question of the study based on the judgement of the researcher. Purposive sampling was used on key

informants who are familiar with the area of study these will include the head of departments of Chitungwiza Municipality.

3.5.3 Sample Size

In this study the researcher used a sample size of forty seven (44) employees out of the entire one thousand six hundred and seventy five employees as depicted in the table below.

Category	Total Population	Sample Size
Top Management (Head of Departments)	9	4
Middle Management (Deputy Heads or Assistants to the Heads)	25	10
Clerks, officers and general hands	1 641	30
Total	1 675	44

Source: Field Data 2015

3.6 Sources of Data

The researcher used both primary and secondary data. Primary data is data gathered directly from the respondents. Secondary data is information that is gathered by others other than the researcher conducting this study.

3.6.1 Primary Data

Primary data can be defined as the first-hand account of an event or experience (Neale, 2006). This data is gathered by the researcher using methods such as interviews, and questioners. In this research primary data was collected from respondents which ranged from managerial to non-managerial employees.

Merits

- Obtains first-hand, raw and original information from respondents.
- High degree of accuracy
- Primary data is current that is the respondents will answer with current information prevailing in the organisation

Demerits

- Some may fear to give information due to fear of victimisation but the researcher shall state that the information is for academic use only
- Some may fail to answer the questions to overcome this the researcher will craft questions which are easy to understand and respond to
- Some respondents may not give timely responses , the researcher will state how the information is vital for the research for the respondents to answer on time

3.6.2 Secondary Data

Saunders et.al (2009:256) secondary data is information that was previously gathered for a number of reasons. Secondary data was gathered from the Municipality's Minutes, Audit reports and the Municipality's strategic documents, journals and books. Secondary data will helped the researcher to form the foundation and platform to extract ideas, the challenge in reality and the solution thereof.

Merits

- Enables the researcher to get an insight on what has been published on the topic by other authors.
- It is cheaper and faster to access
- get hold of the work of the best scholars all over the world
- information collected before is easy to analyse

Demerits

- They may be a number of information gaps that still need to be researched but the researcher' s research will add on to the available literature.
- Data may be out of date however the researcher shall source information from recent published information
- High degree of plagiarism but the researcher will acknowledge all the sources.

3.7 Research Instruments

Research instruments refer to the tools used in data collection. According to Ngechu (2006) there are numerous approaches of data gathering. The choice of a tool and technique depends mostly on the qualities of the topics, investigation topic, difficult question, purposes, design, predictable data and outcomes Kamau, (2010).

3.7.1 Interviews

Interviews are a systematic way of extracting information from people by talking and listening to what is said, that is through conversations Walliman, (2011). The interviewer used open ended questions to obtaining detailed information from the interviewee. Interviews are ways for members to air out their views, discussing their insights and interpretation in regards to a given situation. The interview approach permits a higher degree of confidence in the respondents (MacMillan and Schumacher, 2006:204). The researcher will interview managerial respondents because they have the ability to give precise details.

Merits

- There is better clarity on certain issues
- High degree of accuracy
- Promotes higher degree of confidence in the respondents
- Provides a realistic view to the researcher of the topic being researched.
- There are no chances of non-response as the researcher personally collects data.

Demerits

- Some employees may not be willing to disclose certain information due to fear of victimisation however the information disclosed by employees will be used for academic purposes only.
- They are time consuming but the researcher will use the available time to gather information needed to complete the research.
- They are time consuming but the researcher will be patient enough so that she gets all the information she needs from respondents.
- The respondents may not answer some personal questions but the researcher will state that she will not disclose any information without the consent of respondents

3.7.2 Questionnaires

A questionnaire is a research tool involving a chain of inquiries and additional prompts for the aim of collecting information from participants, Yin, (2003). The questionnaire needs to be fair, impartial and without bias to the respondents. A combination of open ended and close ended, self-administered questions were used. Open ended questions have an advantage of not limiting the respondent and end up being frustrated if closed questions are to be used

throughout the questionnaire. These questionnaires will be individually distributed to participants. Questionnaires ensure that there is capacity to collect data that fill the in the research gap and addresses the objectives. Furthermore have the tendency to provide the respondent with time to reason intensely on a matter since they will be without help and without pressure from the researcher giving them room to express themselves more. They also cover a greater geographical zone compared to interviews. Questionnaires were distributed to non-managerial employees as they are the ones with more time to pay attention to particular questionnaires.

Merits

- Respondents fill the questionnaires at their own time
- Questionnaires are permanent records of the research
- Enables data to be compared and to give conclusions
- Cheap and saves time

Demerits

- Some may feel that the questions are complex and may not want to reveal information which they feel is confidential but the researcher will state that the information will be treated with discretion and for educational purposes only.
- It may be difficult for the researcher to get responses as some may fail to interpret the questions to counteract this the researcher will craft questions using simple English without that will be understood by all.
- A bad questionnaire which is not crafted well may be valueless to overcome this a pre-test will be conducted to see if the questions are answerable.
- Respondents may not be willing to respond or cooperate but the researcher shall include an explanation outlining its purpose to encourage respondents to participate

3.8 Ethical Issues

Resnik (2007) indicated that study ethics is a code of expert behaviour which directs researchers in carrying out investigation Walliman (2011) noted that working with human participants in a research always raises ethical issues in regards to how treat them. Assurance was given to all concerned parties and stakeholders as well as the target population that the research is purely academic and no confidential information shall be published without the

consent of the respondents. The researcher highlighted to the participants the nature of the study. This helped respondents to give the researcher enough information freely. Therefore the student carried out the research with the consent of the respondents who freely chose to participate; no respondent shall be forced to participate in the study. Accordingly the confidentiality of the respondents' identities were be observed by not revealing the informants' personal information. The researcher made sure that they was no exploitation of relationships that included seeking or obtaining goods, services or personal relationships with a direct bearing on the collection of data.

3.9 Reliability

Punch (2010) contends that reliability is a central concept of measurement and basically means consistency. The researcher ensured reliability by conducting a **pre-test** by distributing questioners to Local Governance Study classmates for them to answer and see if they will be able to answer them. Reliability addressed whether the researcher was going to get the same results through the research instruments for it to be deemed reliable.

3.10 Validity

Validity is the extent in which a tool measures what it is requested to measure (Punch, 2010) and also states that there are two forms of validity internal and external. Internal validity is whether the results of the study are valid because of the way the groups were chosen which enabled data to be recorded and analysed, external validity is when the same results may not be applicable to other groups. Validity can only be achieved if reliable measures are taken. Under this study the researcher identified the literature which answered all the research questions and satisfy the research objectives of the research; this allowed the researcher to be confident with the research design applied in the research. The research instruments were used as a measurement tool for this research and enabled the researcher will to get some meaningful information for the research to be valid.

3.11 Pre-Test

A pre-test ensures that reliability and validity are enhanced. A pre-test ensures that challenges and strengths are brought out in the methods used for collecting data. This is a trial prepared with the tools which are going to be used for data gathering. Thus the researcher distributed questionnaires to students within the department of Local Governance at Midlands State University. The main purpose of this exercise was to assess if the questionnaire is simply understood and to disclose any difficulties, Nair (2006). A pre-test is done to show the reliability and validity of this research.

3.12 Data Presentation and Analysis

According to Wellman (2005), data analysis is a method of collecting data with the aim of stating useful information, highlighting conclusions and supporting decision making. The researcher used tables, bar graphs and pie charts to present data. All these tables are going to be easy to interpret as they shall be followed by an explanation. In this research, the researcher used the thematic approach in presenting and analysing data. After data collection the researcher edited and checked questionnaires. The researcher checked all the questionnaires for completeness, consistency and accuracy.

3.13 Chapter Summary

This chapter has shown the research methodology which was described as a general approach and also the particular tools the researcher has selected. The research design chosen was a case study research with a population of one thousand six hundred and seventy five employees. A sample size of forty four employees was chosen using stratified random sampling and purposive sampling. The researcher also identified primary and secondary sources of data and used questionnaires and interviews as research instruments. A code of ethical conduct which guides how the research will be carried out was discussed. A pre-test was conducted which supported the validity and the reliability of the research. The following chapter will present the research findings and discussion of the respective findings.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter carries the presentation of data collected in the research clearly elaborating the subject under study thus it analyses and discusses the findings that were obtained from the field of research. In the chapter there is also interpretation and analysis of information obtained during the study inclusive of primary and secondary data. Data presentation, analysis and discussion shall be done through employing descriptive analysis and tables as well as pie charts and graphs.

4.1 Response Rate

Response rate is a word which is used to talk about to the amount of respondents who take part in an assessment against the amount of individuals who were targeted to be the real respondents for the research (which is the sample size) argues Rubin and Babbie (2009). Response rates are expressed in percentages %. The sample size for this research was 44 and out of this number 34 people managed to participate.

The response rate in Fig 4.1 was calculated using the formulae from Data Analysis Australia:

$$\text{Response Rate} = \frac{\text{Sum of valid responses}}{\text{Total number approached} - \text{Out of scope}}$$

4.1.1 Questionnaire Response Rate

Questionnaires were distributed to respondents at Chitungwiza Municipality non-managerial and the table below shows the targeted respondents, the actual respondents as well as the response rate.

Table 4.1: Questionnaire Response Rate

Level	Target	Actual	% Response
Non-Managerial	30	23	76
Total	30	23	76

Source: Field Data 2015

Questionnaires were targeted for non-managerial employees and were distributed in a number of departments of the Municipality and the total number of respondents was 23 out of 30 non managerial employees. Their response rate translated to 76%.

4.1.2 Interviews Response Rate

The table below shows the actual interviews that were conducted by the researcher:

Table 4.1.2: Interviews Response Rate

Level	Target	Actual	% Response
Management(Heads of Departments)	4	3	75
Middle-Management (Deputy Heads of Departments, Town Managers)	10	8	80
Total	14	11	79

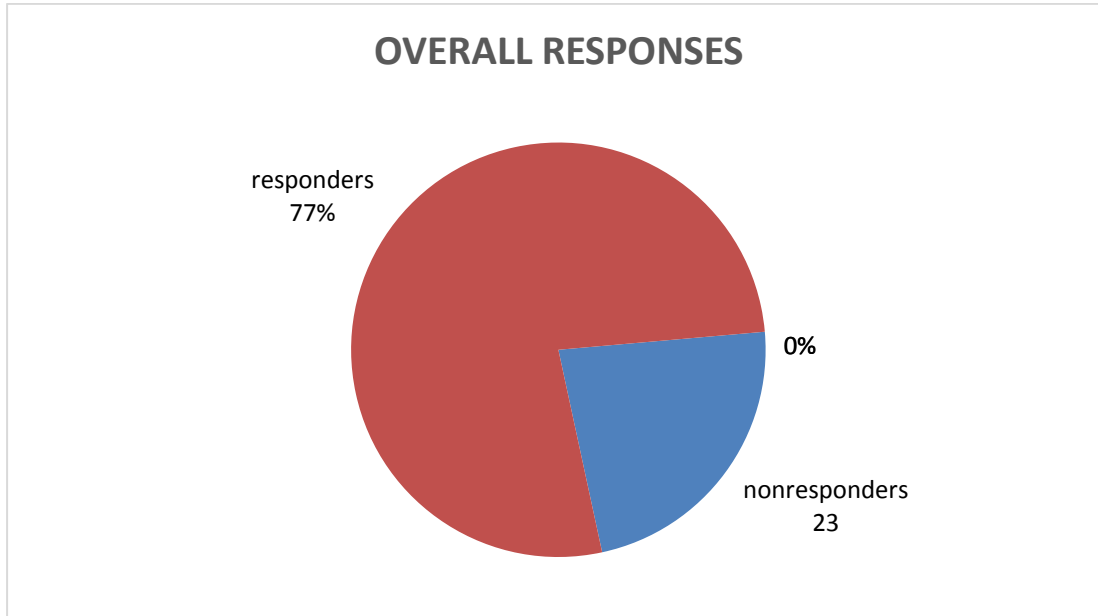
Source: Field Data 2015

Out of 4 managerial employees, 3 managed to respond and the response rate was 75%. 8 middle managers out of 10 managed to respond and the response rate was 80%. 8 managerial employees out of 10 responded giving a response rate of 80%. All the response rates were above 70% making the research valid. The total percentage of 79 will ensure that reliability and validity will be achieved.

4.1.3 Overall Response Rate

The overall response rate:

Fig 4.1 : Overall Response Rate



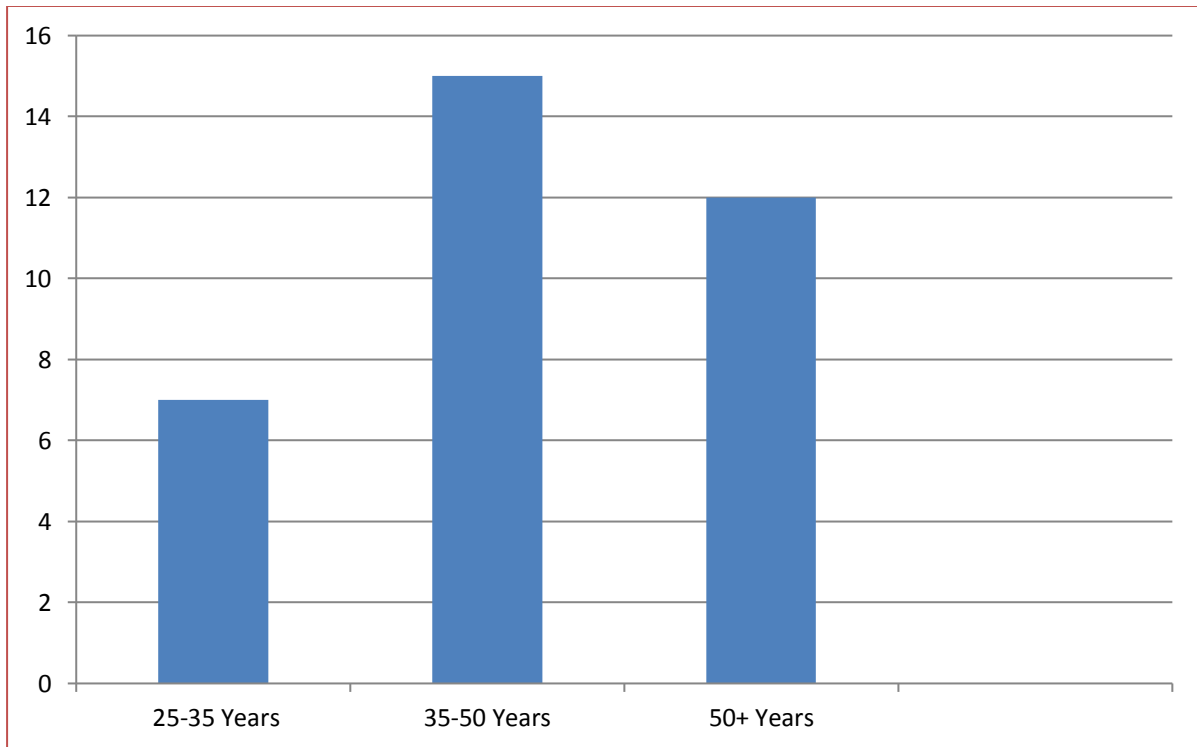
Source: Field Data 2015

The targeted respondents were 44 and 34 managed to respond and the response rate was 77%. The researcher could not get a 100% response rate as some of the respondents were busy and could not fill in the questionnaires nor respond to the interviews but however the research produced a higher response rate which is more illustrative as well as limiting the nonresponse bias. Babbie (2007) states that when conducting researches a response rate of 50% is valid to enable the researcher to analyze information and 60% is a good response rate but the best is one which is 70% Therefore the response rate of 77% was the overall response rate.

4.2 Age Demographics

The researcher also obtained information of the age of respondents:

Fig 4.2: Age Demographics



Source: Field Data 2015

The figure above is a presentation of the sample against the age. The age group of 25-35 constituted of 7 respondents with a percentage of 30.4% and has the least number of respondents. The highest number of respondents range between 35-50 with 15 respondents and 65%. These respondents were from questionnaires. Those above 50 were 12 (52%) and these had more experience as they had worked in the organization for a long time ranging from 15-20 years unlike the other age groups who ranged from 2-10 years.

4.3 Gender

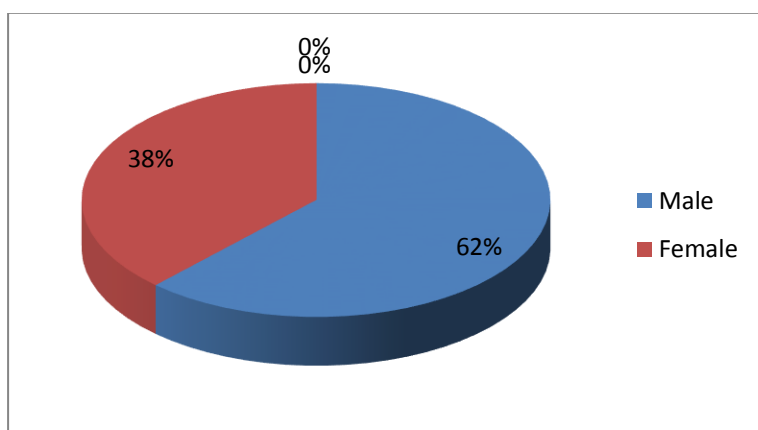
The researcher also grouped the respondents into gender with the view that males and females respond to questions differently.

Table 4.3: Gender

Gender of respondents	Number of respondents	Percentage of gender
Male	21	62%
Female	13	38%
Total	34	100%

Source: Field Data 2015

Fig 4.3: Gender



Source: Field Data 2015

Table 4.1 and Figure 4.1 above shows that the large number of respondents were 21 males comprising 62% of the total respondents. Women were 12 with 38% . The participation of women seems to be low as can be evidenced by the least number of respondents coming from females. Kidombo (2007), Wambui (2006) and Mintzberg (2004) state the importance of including both gender to assess how strategic plans can be successfully implemented.

4.4 Level of Education

Questionnaires distributed to non-managerial employees also included a section where respondents were supposed to highlight their level of education:

Table 4:4 Level of Education

Level of Education	Frequency	Percentage %
“O” and “A” Level	4	17
Diploma	15	65
Degree	4	17

Total	23	100
-------	----	-----

Field Data 2015

The aim of this question was to find the academic level of the respondents to establish how capable the non-managerial employees understood strategic implementation. Non managerial employees with “O” and “A” level were 4 with 17%, with Diplomas were 18 constituting 65% and 4 had degrees with 17%. The researcher deduced that the organization had better quality of education but it is important to have employees with high qualifications in all levels to ensure that strategic plans are implemented successfully.

4.5 Parties Involved in Strategic Implementation

4.5.1 External Stakeholders

From the interviews that the researcher conducted with the managerial and middle managers a number of stakeholders are involved in implementing strategic plans. 7 managers (50%) who were interviewed stated that external stakeholders are involved in the implementation process and the other 50% stated that the level of engagement was low because of the challenges they are facing to successfully implement strategic plans.

According to Chitungwiza Municipality Strategic Plan, external stakeholders who are supposed to be involved in strategic implementation include government ministries and departments who expect provision of adequate services to the community as well as fostering transparency. 7(50%) stated that Residents associations like Chitungwiza Residents Trust should ensure that there the finances of the Municipality are sustainable and that there is access to public information. Chitungwiza Business community as an external stakeholder should help implement strategic plans through donations and also ensuring that they pay their rates to council. Trade Unions are external stakeholders involved in strategic implementation as well. They should ensure that there are safe working environments for employees and also training employees on safety issues. Civic organizations as external stakeholders should also ensure that there is timeous consultation and that there is efficient service delivery.

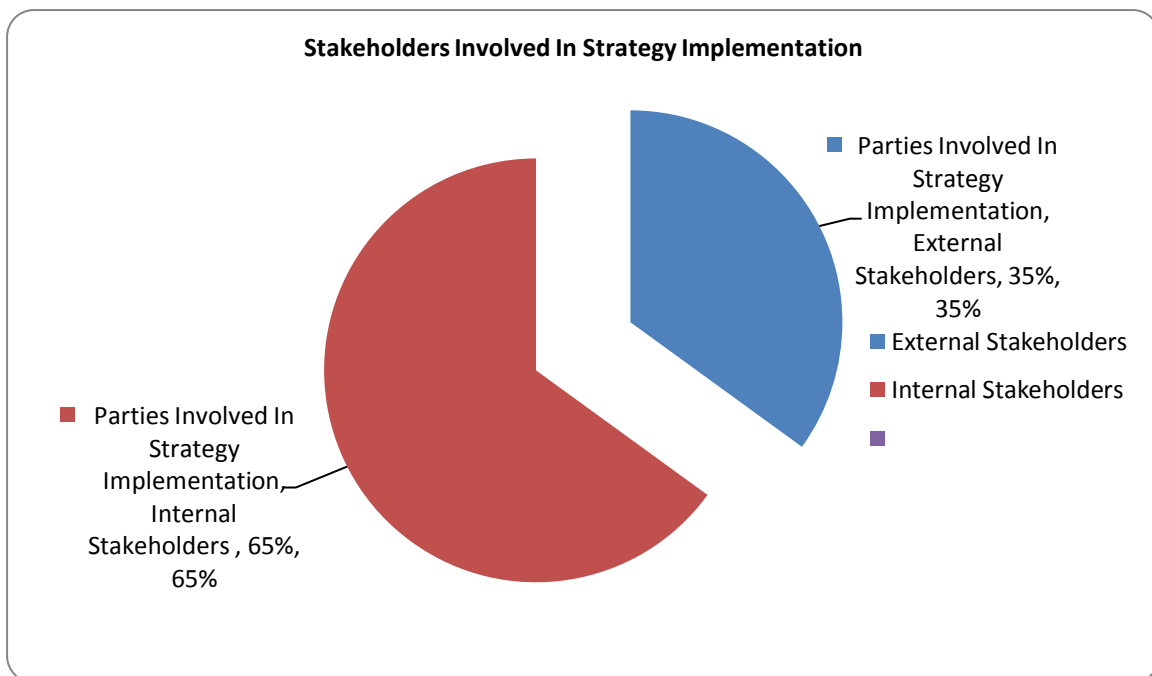
4.5.2 Internal Stakeholders

Internal stakeholders include the works council which should ensures that there is a good working environment and affordable and sustainable salaries as well as timeous payment of salaries. From the interviews the researcher conducted all the 11 thus 100% stated that this group should help in the implementation of strategic plans as it represents employees who are the chief drivers of strategic implementation.

Councilors are internal stakeholders who should implement council resolutions and that there is skills development and efficient service delivery. They are also supposed to ensure that there is cooperation from other stakeholders. Council employees help in strategic implementation if they are provided with fair labour practice, full salaries on due date and protective clothing as well as a conducive working environment.

Council Committees like the finance committee, health committee are supposed to make sure that there is capacity building and also adoption and implementation of recommendation and these committees play a crucial role in implementing strategic plans.

Fig 4:5 Stakeholders Involved in Strategy Implementation



Source: Field Data 2015

The diagram above indicates that external stakeholders are involved in strategic implementation with 35% and internal stakeholders with 65%.

4.6 Process of Implementing Strategic Plans

It is the aim of this study to assess the process of strategic implementation. From the interviews conducted 2 managers constituting 67% of the managers indicated that there is need to evaluate the strategic plan. Here the managers recognize elements that may be challenging to implement the strategic plan. Through evaluation they will be able to dictate weaknesses, opportunities and threats and suggest possible solutions to overcome this.

Wandjiva (2011) states that evaluating the strategic plan is about taking stock of the strategy and its effectiveness. Poor service delivery has been a factor highlighted when the managers evaluate the strategic plan.

There is also lack of adequate skilled manpower to execute the strategies as stated by 8 managers and middle managers constituting 73% and that there is lack of teamwork between departments. The threats they face when evaluating is political interference, high unemployment rate which will result in residents not paying their rates to council.

The opportunities they have are expansion of the Nyatsime Housing Scheme, city twinning and capacity building to attract investments according to Chitungwiza Municipality strategic plan.

To ensure that the implementation process is successful a team has been selected to help oversee implementation. This team consists of senior council officials as well as a representative from the works council. Terstegen (2005:28), members should be selected from local government politicians, staff members and an outside facilitator to guide the implementation process.

50% of the total respondents of managerial employees highlighted that whenever appropriate they hold meetings with their employees in their departments and that they do not wait to sit down with their employees but rather implement the plan through informal meetings. They even mentioned that even during lunch hour some may discuss about the implementation of strategic plans. It is through the organizational structure where the organization defines its hierarchy as well as systems of communication.

The culture of Chitungwiza Municipality employees has as stated by all the 3 managers and are founded on the following

Table 4:6 Chitungwiza Municipality's Culture

ACRONMY	VALUE	MEANING
T	Transparency:	<i>Spirit of openness, fairness, clarity, and easy to see.</i>
I	Integrity:	<i>Conforming with strong moral principles of honesty and</i>

		<i>trustworthiness</i>
T	Team work	<i>Spirit of working together towards a shared vision to ensure quality service delivery</i>
A	Accountability	<i>Taking responsibility over actions, being open to scrutiny.</i>

Source: Chitungwiza Municipality Strategic Plan 2014-2018

From the interviews conducted all the managers who managed to respond indicated that if these values are taken into account the implementation process of strategic plans will be successful. Hill et al (2009) is of the view that if propagated correctly will aid employees to answer to the challenges they encounter in the course of strategy implementation. These values are transparency which they defined as the spirit of fairness and documents being available for scrutiny, integrity which is conforming with strong moral principles of honesty and trustworthy, team work which is the spirit of working together towards a shared vision for quality service delivery and accountability thus taking responsibility over actions which are also open to scrutiny.

4.7 Challenges to Strategy Implementation

The questionnaires distributed sought to establish the time Frame of the organization's strategic plan and also to see if employees are aware of the plan. 15 thus 65% indicated that the plan was for four years but 8 others constituting of 38% left the space blank indicating that they are not even aware of the strategic plan time frame.

Political interference has been a challenge to the implementation of strategic plans as highlighted by 16 respondents from questionnaires representing 70 %. Sithole et al. (2013), because of political polarization in local authorities the implementation of strategic plans is hampered. Chitungwiza Municipality has councilors from different political backgrounds and it will be difficult to reach a consensus as they all want to please their political parties. More so politicization of non-political activities has hampered the implementation process.

Financial resources were the highest percentage with the number of respondents who responded. All the respondents highlighted that financial resources is the major to strategy implementation. 34 (100%) of the total respondents indicated that the Municipality is facing

financial constraints. This is supported by the fact that the Municipality is failing to pay employees on time. Residents are also not paying their rates efficiently and this has weakened the revenue base of the Municipality. This then entails that the Municipality will not be able to motivate its employees through the reward system to help implement their plan. Residents are not eager to pay their rates to council as they argue that there is no reason for doing so since the services are not being provided for if they are they are poor. At times they feel the amount of money they are supposed to pay do not tally with the services being provided by their local authorities. Gukurume (2011)..Chitungwiza Municipality's Strategic Plan has even stated that failure to pay salaries on time has resulted in low staff morale.

Corruption is an additional problem that hinders the execution of strategic plans. 11 respondents from non-managerial employees which constituted of 48% highlighted that corruption is a barrier to strategy implementation. Funds which are meant for development are diverted for personal use. Respondents indicated that corruption is another major challenge when it comes to implementing strategic plans.

Resistance to change has been highlighted as another barrier to strategy implementation. This was stated by 5 respondents from the interviews constituting of 45%. Employees do not want to change as they want to maintain the status quo and are not aware of the benefits of changing and disadvantages of not changing. The culture of the organization may also cause employees to resist changing as they will be comfortable with the prevailing norms and values held within the organization. Fear of the unknown and also fear that the plan might not work is a barrier to strategy implementation. Employees working in an entity do not always support the strategy making it hard to execute. (2000) .This was highlighted by the respondents from the interviews.

From the responses it seems the flow of communication was top down hence bureaucratic in nature as 15 out of the 23 non-managerial representing 65% from the questionnaires highlighted that the flow of communication was top down. Velliquette and Garretson (2002) is of the view that if there is a consensus between all the employees i.e. human resources is a crucial factor in strategy execution. It is one of the challenges to strategy implementation and % highlighted that the flow of information was top down.

For implementation of strategic plans to be successful there is need to ensure that the organization adopts information technology. This can be done through ensuring that the

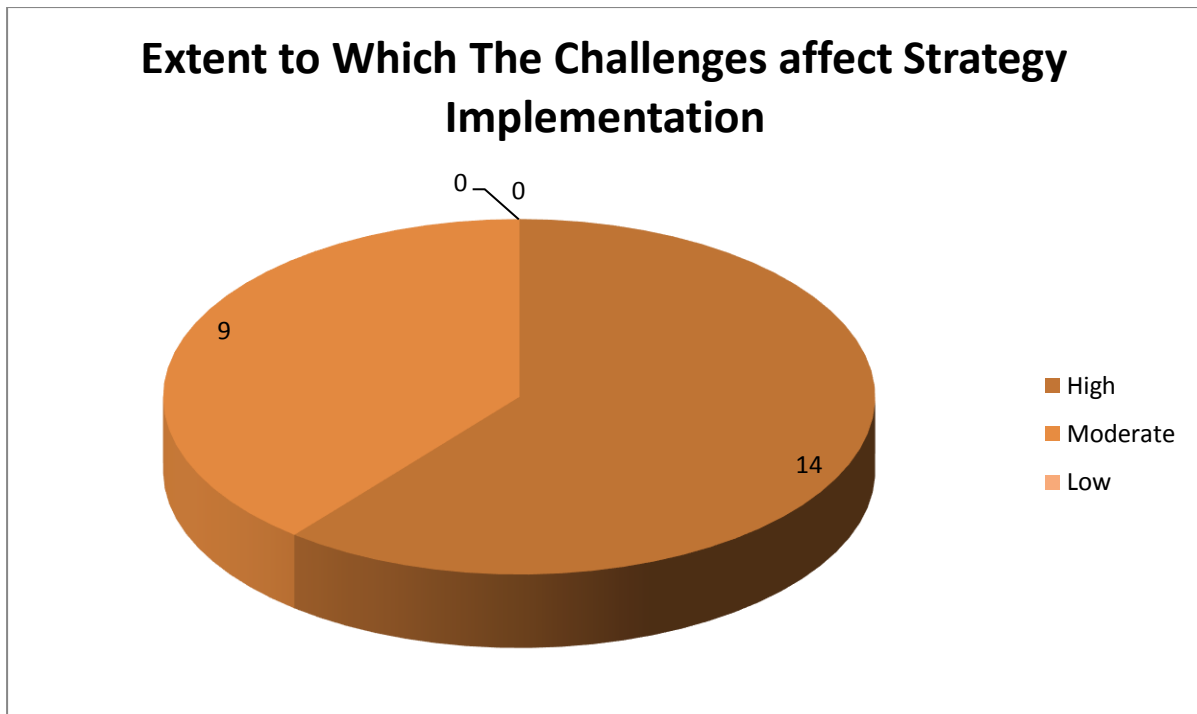
departments have the computers they need which will help in service delivery and making it possible and faster to retrieve information. In the housing estate, social and community services department only two computers are functional whereas it is one of the departments which hold the Municipality together. 6 out of the total 23 respondents which is 26% of the non-managerial employees stated that technology was a barrier to strategy implementation

Lack of skilled Manpower poses a challenge when implementing strategic plans. Coutinho (2010:72) states that Zimbabwean local authorities are characterized by lack of competent and experienced employees as most of them have left for greener pastures. 6 respondents from the interviews out of the total respondents which constituted of 55% highlighted that the Municipality does not have skilled manpower for them to be able to execute their plans. The Municipality has bloated workforce who are not being able to execute strategies.

Another challenge cited by 8 managerial and middle managers which constitute 73% was the challenge of technology. The municipality does not have sufficient computers and in as much as they have introduced rate payments through the use of Eco Cash residents are not cooperating with this change effort. 2 middle managers representing 25% stated that probably the failure by the citizens to use eco cash is due to fear of the unknown, they are afraid of using new system and they do not have the time to come and pay rates to the municipality.

From the stated challenges respondents were asked the extent to which these challenges affect strategy implementation as illustrated in the table below:

Fig 4.7: Extent to which the challenges affect Strategy Implementation



Source: Field Data 2015

From the diagram above 14 respondents with 61% of the respondents from questionnaires indicated that these challenges highly affect the implementation of strategic plans. 9 (39%) respondents stated that these challenges moderately affect the implementation of strategic plans. No respondent recorded that these challenges do not affect the implementation of strategic plans.

4.8 Solutions

4.8.1 Communication

Improved communication with workers helps them to understand how strategic plans are supposed to be implemented and managers will be better able to share information with their superiors. According to Burnes (2004) communication is crucial in obtaining stakeholders participate and limiting their level of vagueness in the activities of an organization. Out of all the total respondents' communication scored 76% as 26 respondents highlighted it as a solution to improved service delivery as they all highlighted that effective communication help in the implementation of strategic plans. From the interviews conducted 7 respondents 64% indicated the need to have a bottom up approach type of communication where employees are involved effectively in strategic implementation.

4.8.2 Stakeholder Involvement

Stakeholder backing is important in the achievement of strategic plans. 12 respondents thus 35% of the total respondents indicated that stakeholder's involvement is needed for successful strategy implementation. This would be determined by the extent to which stakeholders participate in stating organization's goals and implementing its plans. Stakeholders are affected greatly by an organization's strategic plan. Buul (2010), essential people should be included in the implementation of strategic plans and their inclusion can be of positive or negative effect to the organization.

4.8.3 Resources

The fulfillment of implementation of strategic plans is determined by the accessibility of resources in the entity. Wells (2000:55) states that a resource plan involves providing the human resources the financial resources and the materials. Accessibility of resources like workers skills, adept cultural values, time management abilities and financial investments capability would be vital to effective implementation of strategic plans. 30 respondents which is 90% of the total respondents indicated that financial resources are needed in strategic implementation. 20 respondents which is 60% of the total respondents cited that employee skills are also needed for successful implementation.

4.8.4 Training and motivation

52% of the non-managerial employees representing 12 respondents suggested that training and motivating employees is one way of getting rid of the challenges faced in strategy implementation. Pearce and Robinson (2009), good training and growth of employees will make the implementation process successful. Employees should be trained on strategic implementation so that they fully grasp the concept of what it is for them to be able to execute the strategy.

Motivation is also needed to motivate these stakeholders to help implement the strategic plans indicated by all the 11 respondents which is 100% from the interviews. Motivation can be provided to employees through the reward system where managers can reward those who will have performed and non-performers will be motivated to perform thus successful strategy implementation. Residents can be motivated to support the implementation process through short term quick wins as stated by one of the interviewed respondents. If they see that service delivery has improved for example through providing them with water at least twice a week not once as the situation is will be motivated to pay their rates thereby strengthening the revenue base of the Municipality.

4.8.5 Effective Strategy Formulation

From the interviews, 6 respondents constituting of 55% suggested that there is need for effective strategy formulation. There is need make an environmental scan of the current situation in all departments. Neilson (2008) states that the plan should be short and precise, a lot of information will make the strategy vague and will leave directors and workers not to be able to adapt to the alterations in the organization. The respondents highlighted that their strategic document has scanned the current situation of the organization in various departments. However they also pointed out that they feel the vision of the organization is too exaggerated and achieving it leaves a lot to be anticipated basing on the challenges the organization is facing to implement the plan. The vision statement reads, “The first choice Town with abounding opportunities for investment by 2018”

A SWOT analysis is also conducted and included in the strategic plan document. According to Chitungwiza Municipality Strategic Plan the strengths include the majority of the employees are residents who are more likely to buy in a number of policies as they are affected as employees and as residents, proximity to the capital city Harare which provides the best candidate for expansion of Harare Southwards.

Its weaknesses are inadequate utilization of the computer system, poor service delivery, and reactive approach to solving problems, a tarnished image and lack of adequately skilled and competent manpower. Its opportunities are availability of two dams which can be owned through government support (Harava and Prince Edward dams) and twinning the town with other international towns for development purposes. Finally its threats are political interference high unemployment rate and negative media publicity. They also conduct a client needs analysis which provides a systematic process to guide strategic decision making in an entity.

4.8.6 Constant Monitoring

There is need for constant monitoring and evaluation of the strategic plan. 3 respondents from the interviews constituting of 27% highlighted that they constantly monitor strategic plan implementation through quarterly reviews. The process should be carefully, consistently and continually monitored, Buul (2010). This so far is proving not sufficient enough highlighting the need to monitor closely for instance monthly monitoring to effectively implement strategic plans.

4.8.7 Information Communication Technology

From the interviews conducted 10 representing 91% indicated that there is need to fully adopt E-governance and educate residents and employees of what it is really about. E-governance is the use of technologies such as information and communication which are used by public sector organizations, OECD (2005).

4.9 Chapter Summary

This chapter was based on the presentation and analysis of data collected from Chitungwiza Municipality in the form of graphical presentation, tables, pie charts and narration form. It highlighted the response rate, demographics, parties involved in strategic implementation. The process of strategic implementation from the finding includes holding several meetings with the employees and ensuring that they uphold their values during the process which include transparency, integrity, accountability and team work. Barriers to strategy implementation include financial resources, lack of information communication technology, lack of communication and involvement as well as lack of stakeholder participation. From the findings the solutions to these challenges include an implementation plans, bottom up type of communication, stakeholder involvement, constant monitoring and effective strategy formulation. The following chapter provides summary of the overall research, conclusion of the results as well as recommendations.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter will present the summary, conclusions, recommendations of the study and area for further study. These conclusions and recommendations will help future researchers to carry out their studies. All of the previous chapters are going to be summed up in this chapter. The results of the research presented in chapter IV will be concluded as well as highlighting the major findings. Recommendations are also going to be provided and these are proposals for further study or suggestion for change.

5.1 Summary

The researcher was researching on the **Implementation of Strategic Plans** using Chitungwiza Municipality as a case study. Chapter 1 of this study included background of the study to give an indepth understanding of the area under study. This chapter also included the statement of the problem thus the probe that the research seeks to solve. Research Objectives as well as research questions were also included. The research objectives were:

- To find out the parties involved in implementing the strategic plans
- To investigate the implementation process of strategic plans at Chitungwiza Municipality.
- To examine the challenges being faced by Local Authorities when implementing Strategic Plans.
- To come up with solutions or recommendations to improve the implementation of strategic plans at Chitungwiza Municipality.

Delimitations which is the geographic location of the area under study as well as limitations which are challenges the researcher would face were also highlighted in this chapter.

Chapter II of the study comprises of related literature on the topic under study. The literature defined strategic implementation. It also comprised of the theoretical framework which included the stakeholder theory, communication theory, management theory and

organisational culture theory. The process of implementing strategic plans as reviewed included evaluating the strategic plan, selecting a team to help the implementation process, schedule meetings and involve upper management where appropriate. Challenges in strategy implementation which include lack of motivation limited skilled manpower, limited of financial resources, absence of technology, resistance to change as well as the organisational culture. Solutions to these challenges which include improved communication, training and motivation, balanced score card, create an implementation plan. Empirical case studies on implementing strategic plans in Australia and Kenya were included in literature review. Lastly literature was reviewed on the gap that has been identified which stated that there is no direct link on the effect of corruption and strategy implementation.

Chapter III included the research methodology which used both qualitative and quantitative research approaches to research on strategic implementation. Stratified random sampling and purposive sampling were used as sampling techniques and came up with a sample size of thirty four employees. Qualitative and quantitative research approaches were used to examine the implementation of strategic plans at Chitungwiza. The chapter also covered aspects to do with procedures followed in collecting data including ethical issues as well as data presentation and analysis approaches that were used in the research. Furthermore the research methodology included the research instrument that is questionnaires and interviews to collect data from respondents and secondary data sources such as council minutes and reports as well as the strategic plan document.

Chapter IV carries the presentation and analysis of the data collected in line with the objectives of the study. The parties involved in strategy implementation included the business community, residents' trusts like Chitungwiza Municipality, trade unions and government ministries and departments who expect provision of adequate services to the community as well as fostering transparency. The process of implementing strategic plans included selecting a team to help in the implementation process but this team is not as effective in implementing strategic plans, schedule meetings- communication is poor as most of the non managerial employees highlighted that top down flow of communication was being practised and Chitungwiza Municipality. The respondents also highlighted that there was no implementation plan and non-managerial employees stated that if it is there then it is gathering dust in shelves.

Challenges in strategy implementation were also discussed and respondents highlighted that financial resources are a major barrier to strategy implementation. Resistance to change,

organisational culture, lack of motivation corruption were amongst some of the challenges mentioned by the respondents. To overcome these challenges the respondents stated that the Municipality should provide quick wins to its residents for them to be motivated pay their rates thereby improving revenue collection. Communication should be bottom up and implementation should be reviewed monthly and not quarterly. Politics should be separated from administration but administrators should ensure that they also argue from a political perspective for them to reach a consensus that will help implement strategic plans.

5.2 Conclusions

- Chitungwiza Municipality crafted a strategic plan document but failing to successfully implement it due to the challenges in implementation. The strategic plan is gathering dust in shelves as the municipality is failing to implement it due to a .number of constraints
- Challenges in implementing strategic plans include financial resources, lack of motivation, politics, corruption, poor communication, lack of skilled manpower and lack of technology but financial challenges are the most prevalent.
- There is lack of commitment as the stakeholders are not consulted on strategy implementation. This is a barrier to strategy implementation as various stakeholders should be involved on strategy implementation.
- The Municipality has downsized its bloated employees to reduce labour costs and to place them in a better financial position as much salaries was given to employees compromising service delivery. Retrenchment is also meant to ensure that they are left with required employees which they will be able to remunerate and motivate them to help in implementing strategic plans.

5.3 Recommendations to Chitungwiza Municipality

- The Municipality should ensure that it has a well-defined process of implementing strategic plans, they should ensure that they have an implementation plan which they should follow for successful implementation
- All the stakeholders must be consulted during implementation process for them to be committed to strategic implementation
- Whistle blowers should help fight corruption but should be protected if they blow the whistle
- A team should be selected to facilitate monthly reviews to ensure effective implementation

- The Municipality should conduct monthly reviews to implement strategic plans successfully so that they are able to dictate problems or barriers to strategy implementation.
- The Municipality should train employees on strategic plans so that they really understand it and help to implement to ensure that they have the skills required.
- The Municipality should ensure that it engages in a number of income generating projects to ensure that strategic plans are successfully implemented.
- With the limited resources they have the municipality should ensure that it provides reliable services to its residents for them to be able to pay their rates effectively.
- A quarterly report should be submitted to the Ministry of Local Government Public Works and National Housing so that the Ministry monitors the implementation of strategic plans. This will also help the Municipality to take note of the challenges at an earlier stage and find possible ways to overcome them

References

Acts

Government of Zimbabwe, Regional Town and Planning Act Chapter (29:12) 1998. Government Printers Harare.

Government of Zimbabwe, Urban Councils Act Chapter 29:15, 2002 Government printers Harare

Books

Arveson, P. (2003). *A Balanced Score Card for City and Country Services*. Balanced Score Card Institute

Burnes, B. (2004). *Managing change – a strategic approach to organizational dynamics*. (4th ed.). Cambridge: Prentice Hall.

Buluma, I. Keror, I. K.& Bonuke, J. M. *Institutional Related Factors Affecting the Implementation of Strategic Plans in Local Authorities in Kenya: A Case of Municipal Council of Eldoret*. Kenya

Chakaipa, S. 2010. *Local Government Institutions and Elections*, Local Government Working Paper Series No. 4, Community Law Centre: University of the Western Cape, South Africa.

Burnes, B. (2004). *Managing change – a strategic approach to organizational dynamics*. (4th ed.). Cambridge: Prentice Hall. *Business Research*, 58(6), 787-796

Constitution Of Zimbabwe, (Final Draft :1 February 2013). Government Printers

Crittenden, V. L., Crittenden, W. F., (2008). “*Building a capable organization: The eight levers of strategy implementation*”, *Business Horizons* 2008, 51, 301-309

Department of Local Government (2010) *Integrated Planning and Reporting: Framework and Guidelines* Department for Local Government WA: Perth

Fink, A. (2005) *Conducting Research Literature Reviews: From the Internet to Paper*, 2nd edn. London: Sage Publications

Herbiniak, L.G. (2006). *Obstacles to effective strategy implementation*. *Organizational Dynamics*, 35(1), 12-31.

Hill, C.W.L., Jones, G.R., "*Theory of Strategic Management with cases*", South-Western Cengage Learning, 8th edition, Canada, 2009

Lepicnik, J. and Samec, P. (2012) *Advantages and Disadvantages of Information Technology*. University of Maribor:Slovenia

Moseti, Y. "*Public Participation for Sustainable Development in Local Cities 46th ISOCARP Congress*", Kenya, 2010

Mintzberg, H. (2004). *Formulating workable strategies: A perspective of company formation*. *Harvard Business Review*.

Neilson, G.L., Martin, K.L. and Powers, E., "*The Secrets to Successful Strategy Execution*", *Harvard Business Review*, June 2008

Niven, P. R., (2003)"*Balanced Scorecard Step by step for government and non-profit agencies West Sussex: John Wiley & Sons Inc.,2003*

Schein, H. E. (2005). *Organizational culture and leadership*. (2nd Ed.). San Francisco, California: Jossey-Bass publishers.

Tan, S. F. & Artist,A. (2013) *Strategic Planning in Australian Local Government: A comparative analysis of state frameworks*, Australian Centre of Excellence for Local Government, University, Sydney.

Terstegen, C. & Willemsen,E. (2005) *Strategic Planning in a Local Government Association*. The Hague: Netherlands

Thompson, A.A. and Strickland, A.J. 2003.*Strategic Management*. McGraw Hill, New York.

Thompson, A. A. Strickland, A.J., & Gamble, J. E. (2007). *Crafting and Executing Strategy – Texts and Readings*. (15th Ed.). New York: McGraw-Hill Irwin

Schein, H. E. (2005). *Organizational culture and leadership*. (2nd Ed.). San Francisco, California: Jossey-Bass publishers. Schmoker

Wambui, G. L. (2006). *Managers and Strategy Implementation in NGOs*. University of Nairobi: Unpublished.

Dissertations

Abok, A. M. (2013).*Factors Affecting Effective Implementations of Strategic Plans In Non-Governmental Organisations in Kenya*. Jomo Kenyatta University of Agriculture and Technology.

Brinkschroder, N. (2014) *Strategy Implementation: Key Factors, Challenges and Solutions*, University of Twente. Netherlands

Kidombo, H. C. (2007). *The Management of HRM Practices in Strategic Policies*. University of Nairobi: Unpublished PhD Thesis.

Mugasia, L. K. (2012) *Challenges Facing the Implementation Of Strategies Adopted By The City Council Of Nairobi For Effective Revenue Collection*, University of Nairobi.

Mutuku, S. and Mutuku, M. (2009) *Strategic Planning In The Higher Education Sector Of Kenya*. Case Studies of Public Universities In Kenya.

Journals

Baroto, M.B. Arvand, N. & Ahamad (2014) *Effective Strategy Implementation*. Malaysia. *Journal of Advanced Management Science Vol. 2, No. 1*

Cater, T, & Pucko, D. (2010). *Factors of Effective Strategy Implementation: Empirical Evidence from Slovenian Business Practice*. Journal for East European Management, Vol.15 (3).

Chimhanzi, J. & Morgan, R. E. (2005). *Explanations from the marketing/human resources dyad for marketing strategy implementation effectiveness in service firms*. Journal of.

David, F. R. (1988) "*How companies define their mission*," *Long Range Planning*, vol. 22, no. 3, p. 40.

Kaplan, R.S. (2005). *How the balanced scorecard complements the McKinsey 7-S model, Strategy and Leadership*, Volume: 33, Number: 3, pp: 41-46

Heide, M., Gronhaug, K., & Johannessen, S. (2002). *Exploring Barriers to The Successful Implementation of a Formulated strategy*. *Scandinavian Journal of Management*, 18(2), 217-231

Lihalo, K.2013. *Barriers to Strategy Implementation by Mid-Sized Companies in Kenya*. Volume 13. Global Journals. USA

Musyoka, L. (2011). *Challenges of strategy implementation in Jomo Kenyatta foundation*. *International Journal of Current Research*, Vol. 3, Issue, 11, pp.301-308.

Mwijuma, S .O, Omido, K. ,Garashi, H.M. et al. *Effectiveness of Strategy Implementation Using The Balanced Score Card in Local Government Authorities*. University of Lagos. Volume 3

Rajasekar, J. (2014).*Factors affecting Strategy Implementation in a Service Industry: A study of electricity Distribution Companies in the Sultanate of Oman*. Sultan Qabos University. Vol 5.No 9 (1)

Sackman, E. (2003). *Mentoring and building managerial skills: The role of supervisory career research*. *Journal of Vocational Behaviour*, 65.

Sithole, A. Chirasha, V. and Tatire M (2013) *Implementation of Strategic Plans By Zimbabwean Local Authorities: A case of Nyanga Rural District Council*, Journal of Emerging Trends in Economics and Management Sciences Vol. 4, No 1,106-110.

Waterman, R. Peters, T. and Phillips, J. (1980) Structure is not organization," *Business Horizons*, vol. 23, no. 3, pp. 14-26, 1980

Newspaper Articles

Chinhengo. L. (2012) *Council tariffs probe report complete*: Chronicles 2012

Mandeya, L. (2014) *Service Delivery Improves*: Herald 30 January 2014

Nemukunyu, D. (2015) *Residents Drag Council to Court*: Herald 11 July 2014

Strategic Plans

Chitungwiza Municipality Strategic Plan 2014-108

Appendices

Appendix I: Questionnaire for non-managerial employees MIDLANDS STATE UNIVERSITY



I, Lydia Rufaro Manjobo, a student at Midlands State University is carrying out a research on the **Implementation of Strategic Plans By Zimbabwean Local Authorities** using Chitungwiza Municipality as a case study.

This questionnaire seeks to collect information on above mentioned topic. Kindly respond to the following questions. Information provided would be private and confidential and will be used for academic purposes only and names of respondents shall not be revealed.

Tick where appropriate.

Section A

1) Name of organization: _____

2) Position of respondent: _____

3) Gender: Male Female

4) Age: 20-35 35-50 50+

4) How long have you been employed at this organisation?

10 years and above 5-10 years 5 years below

5) What is your level of education?

a) 'O'/'A' level

b) Diploma

c) Degree

d) Student

e) Others specify.....

SECTION B

6) What is the time frame of your organisation's strategic plan _____years?

7) For how long has your organization been implementing Strategic Plans? 3-5 5-10 other _____years.

8) How would you describe the flow of communication in your organization?

Top-Down Bottom-Up

9) How do you receive information on anything relating to strategic plans?

Meetings

Newsletters

Memos

Other (specify)

10) Does the implementation happen within the anticipated period? Yes: No:

11) How often are these plans reviewed? Every _____ (Yearly, quarterly or Monthly) Other _____

12) How would you describe the culture of your organization in relation to implementation of strategic plan?

Effective

Not Effective

If “Effective” or “Not Effective” briefly explain

13) What do you think are the challenges to strategy implementation?

- | | | | |
|---------------------------|--------------------------|------------------------|--------------------------|
| Financial Resources | <input type="checkbox"/> | Corruption | <input type="checkbox"/> |
| Motivation | <input type="checkbox"/> | Politics | <input type="checkbox"/> |
| Stakeholder Participation | <input type="checkbox"/> | Resistance to Change | <input type="checkbox"/> |
| Leadership | <input type="checkbox"/> | Communication | <input type="checkbox"/> |
| Organisational Structure | <input type="checkbox"/> | Organisational Culture | <input type="checkbox"/> |
| Skilled Manpower | <input type="checkbox"/> | Technology | <input type="checkbox"/> |
| Others Specify | | | |
-
-

14) To what extent do you think challenges addressed in the above question affect the implementation of strategic plans?

High

Moderate

Low

15) How can these challenges be addressed?

Through improved communication

- Training and Motivation
- Sufficient Resources (human & financial)
- Interdepartmental Coordination
- Motivation
- Constant Monitoring
- Stakeholder Participation
- Effective Strategy Formulation
- Others Specify

Thank You!

Appendix II: Interview guide for Managerial Employees
MIDLANDS STATE UNIVERSITY



I, Lydia Rufaro Manjobo, a student at Midlands State University is carrying out a research on the **Implementation of Strategic Plans By Zimbabwean Local Authorities** using Chitungwiza Municipality as a case study.

This interview guide seeks to collect information on the above mentioned topic .Kindly respond to the following questions. Answers provided by respondents will be handled with confidentiality and the names of respondents shall also not be revealed.

- 1) Name of organisation
- 2) Position of respondent
- 3) What is your strategic plan time frame
- 4) How do you formulate Strategic Plans?
- 5) How are strategic plans implemented?
- 6) Who is involved in strategic implementation?
- 7) How do you communicate during the implementation process?
- 8) Do you think the following affect the implementation of strategic plans?
A) Financial Resources B) Politics C) Organisational culture D) Organisational structure
E) Technology F) Motivation G) Communication H) Resistance to change I) Leadership
J) Skilled manpower
- 9) What do you think are the challenges to strategy implementation?
- 10) Is there a link between strategy implementation and poor service delivery?
- 11) How can these challenges be addressed?
- 12) Comment on the general implementation of strategic plans

Thank You!