

**FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC
PLANS: A CASE OF THE DEPARTMENT OF VETERINARY
SERVICES IN KENYA**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
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DECLARATION

This research project report is my original work and has not been presented for a degree
in any other University.

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This project report has been submitted for examination with my approval as the
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DATE:.....13TH August 2012.....

ANNE NGUGI

DEDICATION

To my loving family, especially my wife Edah Wanjiru, daughter Tiffany Wanjiru, my mother Susan Mukora and father Samuel Waweru, for their unending commitment and incessant inspiration through this endeavor

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LIST OF ABBREVIATIONS

MoLD	Ministry of Livestock Development
DVS	Director of Veterinary Services
OIE	World Organization for Animal Health
GoK	Government of Kenya
MDGs	Millennium Development Goals
CADDP	Comprehensive Africa Agriculture Development Programme
IGAD	Intergovernmental Agency for Development
EAC	East Africa Community
SAPs	Structural Adjustment Programs
ASDS	Agricultural Sector Development Strategy

ABSTRACT

The Government of Kenya has adopted strategic planning in various institutions and Ministries to address distinct and prioritized strategic issues in order to upgrade service delivery and bolster employee and institutional efficiency. In the Department of Veterinary Services, Ministry of Livestock Development, strategic planning is part of the on-going public sector reforms aimed at improving efficiency and effectiveness in the delivery of animal health services. The objectives of the study was to assess whether managerial support, resource allocation and performance appraisal system are factors affecting the implementation of strategic management plans in the Department. The descriptive study employed a sample size of 44 officers randomly selected from the Department of Veterinary Services Headquarters at Kabete, Nairobi and the Provincial Veterinary Headquarters. Data was gathered through semi-structured questionnaires that were pre-tested on 6 individuals randomly selected from the study population to ensure reliability and validity of the tools. The data collected in the descriptive survey was analyzed by descriptive statistics (frequency, percentages, mean and standard deviation). Multiple Linear Regression analysis was conducted to determine the influence of the factors strategic plan implementation. The analysis was presented in tables and graphical representations. Based on the findings, the study concludes that management support does enhance the implementation of strategic plan at the Veterinary Department it shows that holding other factors (resource allocation and performance appraisal) constant, a unit increase in management support would lead to a 0.378 ($p=.001$) increase in successful implementation of strategic plans at the Veterinary Department. Performance appraisal system positively influences the implementation of strategic plans at the Veterinary Department. Conducting regression, it was established that performance appraisal do enhance the chances of successful implementation of strategic plans ($p < 0.001$). The study established that resource allocation improves successful implementation of strategic plan ($p = 0.018$). Resource was established to be the most significant factor enabling the implementation of strategic plans. On management support, the study recommends the Department to minimize political interference in implementation of strategic plans, educate the staff on its policy documents, increase stakeholder collaboration, additional funds in strategic plan implementation and facilitate the staff better in areas such as transport especially during implementation. The Department also needs to work on its resource allocation which was rated poor. The department also needs to authenticate information brought for appraisal and also improve on its reward system.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Strategic management is the appropriate and reasonable integration of strategic planning and implementation across an organization in an ongoing manner to enhance the fulfillment of its mission, meeting of mandates, continuous learning, and sustained creation of public value (Bryson, 2011). Since the purpose of strategic or long-range planning is to assist the institution in establishing priorities and to better serve the needs of the membership (McKenzie, 1987), therefore, the strategic plan is a tool for organizing the present on the basis of the projections of a desired future.

The implementation phase of strategic plans is as important as the planning process, because implementation, in essence, unravels a plan and diffuses it throughout an organization for action to be taken. In order to effectively and efficiently implement a plan, all individuals involved in its implementation must function in synergy (Koehler, 1990). Consequently, execution of the strategic plan depends on a host of factors that can be internal or extraneous to the institution. There then, arises a need to constantly review the implementation of the strategic plan to ensure that the targeted objectives are met effectively and efficiently. This will in turn enable the manager to know what factors affect the implementation process and how to manage these factors (Koehler, 1990).

Within the Government of Kenya, strategic planning has been adopted by various institutions and Ministries to address distinct and prioritized strategic issues in order to upgrade service delivery and bolster employee and institutional efficiency. In the Department of Veterinary

Services, Ministry of Livestock Development, strategic planning is part of the on-going public sector reforms aimed at improving efficiency and effectiveness in the delivery of animal health services.

The strategic plan is a five-year plan that clearly articulates the vision, mission and functions of the department, the strategic issues and objectives, the resources required to realize the identified goals and objectives and a monitoring and evaluation framework to ensure that the activities are implemented as planned. It then defines the targets that the Department wants to achieve in line with the National Livestock Policy, Veterinary Policy, Agricultural Sector Development Strategy, Comprehensive Africa Agriculture Development Programme (CADDP) Kenya Vision 2030, Constitution of Kenya 2010, and MDGs, recommendations agreed in OIE, EAC, IGAD and other policies. Globally, the quality of veterinary services provided depends on a set of factors that need to be strategically planned and widely adopted. Essentially, these are the fundamental principles of an ethical organization of a technical nature (World Organization for Animal Health, 2008).

Since 2005 when strategic planning was introduced to the Department of Veterinary Services, there has been a noticeable change in service delivery. However, there is no documented study that has outlined the factors that have affected implementation of the departmental strategic plan. This study therefore, will investigate the factors that may influence implementation of the strategic plan, in order to form a foundation for the formulation of decision support and improve service delivery within the Department.

1.1.1 Department of Veterinary Services

The Department of Veterinary Services within the MoLD was established in the year 1890 as a development service for the settler livestock farmers. After independence in 1963, veterinary services were expanded to include the smallholder farmers and pastoralists. The Headquarter of the Department is located at Central Veterinary Investigation Laboratories, Kabete where the Director and Heads of Divisions are accommodated.

From 1963 to early 1980s there was a rapid expansion of the veterinary services due to government and donor investment and support. Over this period livestock productivity and trade (Domestic and international) improved tremendously due to containment of animal diseases, improved breeding and animal health extension services. In the late 1980's the services offered by the Department started to decline due to budgetary constraints and implementation of the Structural Adjustment Programs (SAPs). The SAPs recommended privatization, commercialization, cost recovery and sharing. In response to the SAPs, the government came up with the Session paper No. I of 1986 on Economic Management for Renewed Growth. This policy recommended the handing-over of tick control to communities, while both artificial insemination and clinical services were privatized beginning 1991. The Department retained the regulatory role over the privatized services in addition to regulatory services, Disease and Pest Control, Veterinary Public Health, quality certification and other support services

The Departmental Strategic Plan is part of the on-going public sector reforms aimed at improving efficiency and effectiveness in the delivery of animal health services. It is a five-year plan that clearly articulates the vision, mission and functions of the department, the strategic issues and objectives, the resources required to realize the identified goals and objectives and a monitoring and evaluation framework to ensure that the activities are implemented as planned. It

then defines the targets that the department wants to achieve in line with the National Livestock Policy, Veterinary Policy, Agricultural Sector Development Strategy (ASDS), Comprehensive Africa Agriculture Development Programme (CADDP) Kenya Vision 2030, Constitution of Kenya 2010, MDGs, recommendations agreed in OIE, EAC, IGAD and other policies.

The Department of Veterinary Services is organized into divisions. The divisional structure is built around products, projects, services and markets that give each of the divisions its own functions and autonomy. Divisional heads play a key role and in conjunction with other heads, they help to determine the strategies for the division as well as their division's contribution to the overall departmental performance (Lumpkin, 2003).

There are many advantages associated with the divisional structures. By creating separate divisions to manage individual products, markets and services, there is separation of strategic control. MOLD (2010) has captured such a proposed organization structure. The divisional heads can focus their efforts on improving the operation of products, markets or services which they are responsible and the corporate office officers can devote their time to the overall strategic issues for the entire corporation or organization. These structures enhance ability to respond quickly to important changes in the external environment. Multiple levels of general managers in the divisional structure enhance efficient and prompt implementation of strategic plans. However, the increased number of level managers can be a source of conflict and delays, for instance, when some divisional heads differ, in resource allocation and the overall sharing of costs encountered by the organization. Several divisions within an organization may increase cost incurred as a result of duplications of activities and divisional structures may encounter a problem when allocating duties to the division managers.

According to Pearce (2007) divisional organization expedites decision making in response to varied competitive environment and enables corporate management to concentrate on corporate level decisions. At the Department, the various chiefs of divisions are mandated with the implementation of the strategic plan and their performance evaluated on quarterly basis and at the end of every year.

1.2 Statement of the Problem.

Several strategic plans have been developed and implemented in the Ministry of Livestock Development. However, most of these strategies were ineffectively and inefficiently executed or not implemented at all (MoLD, 2005). Several factors were cited to have contributed to this scenario (Kariuki, 2011). Failure to effectively monitor and evaluate implementation of the strategic plan at the Department of Veterinary Services has led to massive misuse of limited government resources as well as wasting time. This has resulted to poor service delivery to the country (MoLD, 2005). Therefore, it is imperative that pragmatic strategic planning coupled to timely intervention, monitoring and prioritized problem solving be the major steps the Department can take to address the challenges they face in enhancing the quality of their programmes in provision of veterinary services. This study sought to find out the factors that influence implementation of the strategic plan in the Department of Veterinary Services.

1.3 Purpose of the Study

The purpose of this study is to find out the factors that influence implementation of strategic plans in the department of Veterinary Services.

1.4 Justification

This study was done so as to provide an insight into the factors influencing strategic plan implementation and how these factors can be dealt with to ensure strategic plan is effectively and efficiently implemented. The study may result in optimal utilization of the Department's resources as well as saving on time while serving the mandate given by the Government.

1.5 Objectives of the Study

The study was guided by the following specific objectives;

- i. To assess whether management support is a factor influencing implementation of strategic management plans in the department of Veterinary Services.
- ii. To establish whether resource allocation is a factor influencing implementation of strategic management plans in department of Veterinary Services.
- iii. To establish whether the performance appraisal system is a factor affecting the implementation of strategic management plans in the department of Veterinary Services.

1.6 Research Questions

The study answered the following research questions:

- i. How does Management affect implementation of strategic management plans in the department of Veterinary Services?
- ii. How does timely release of funds implementation of strategic management plans in department of Veterinary Services?
- iii. How does Performance Appraisal System affect the implementation of strategic management plans in the department of Veterinary Services?

1.7 Significance of the Study

The Department of Veterinary Services has had several strategic plans that have not been fully executed. However, some strategies have been either ineffectively and inefficiently executed or not implemented at all (MoLD, 2005). This study was done so as to provide an insight into the factors influencing strategic plan implementation and how these factors can be dealt with to ensure strategic plan is effectively and efficiently implemented. The study's findings and recommendations there-to can result in optimal utilization of the Department's resources as well as saving on time while serving the mandate given by the Government.

1.8 Delimitation of the Study

The success of this study was as a result of maximum cooperation from the informants. In addition, the researcher works at the Department of Veterinary Services, and has background information in the subject of study and the organizational structure. The sample population besides being scientifically selected was conveniently placed which eased data collection. Moreover, having been educated, the respondents embraced the data collection tool (questionnaires) and were competent enough in filling the instruments.

1.9 Limitations of the Study

Several difficulties were encountered during the research. To begin with, the exercise invited cost and since the study was self sponsored the funds incurred were have footed with researchers limited funds. External financial sources were sought to mitigate on this.

There was a general fear when it came to sharing information as most respondents wished to know how the information will be presented and to whom. However, introductory letter from the University were given to the respondents to help them understand why the information is sought.

1.10 Assumptions of the Study

The respondents responded honestly to the tools used without reservations, that the data collection tools can be validated when used again.

The study provided meaningful information to the Veterinary Department in implementing the strategic plans.

1.11 Definition of Key Terms

Long term objectives -	The result an organization seeks to achieve over a multiyear period.
Organizations missions-	The unique purpose that sets a company apart from others of its types and identifies the scope of its operations
Policies -	Pre-determined decisions that substitute for managerial discretion in repetitive decision making.
Process -	The flow of information through interrelated stages of analysis towards the achievement of an aim.
Strategic intent -	A long term goal that is ambitious, builds upon and stretches the firms core competences and draws form all level of an organization.

Strategic management -	The set of decision and action that result in the formulation and implementation of plans designed to achieve organization objectives.
Strategy-	Large scale future oriented plans for interacting with competitive environment to achieve companies objective.
Short-term objectives -	Refers to the desired results that provide specific guidance for action during a period of one year or less.
Implementation	A procedure directed by a manager to install planned change in an organization
Veterinarian	Refers to a person who has been trained in the science of animal medicine whose work is to treat animals that are sick or injured besides managing animals for higher productivity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews various literatures that address strategic plan implementation, including the current status of implementation within the Department of Veterinary Services, theoretical review on strategic management, conceptualization and empirical review. This chapter sets the background for the research problem, and contextualizes the intricacies that accompany strategic plan implementation within government organizational structures.

2.2 Concept of Strategic Management

Strategic planning and management as a discipline originated in the early 1950s and 1960s, with the most influential pioneers being Alfred D Chandler, Philip Selzaick and Peter Drucker. Alfred Chandler recognized the importance of coordinating the various aspects of management under an all encompassing strategy. Initially, various functions of management were separate with little overall coordination or strategy interactions between functions or departments being typically handled by a boundary position. Chandler (1962) stressed the importance of strategic perspective when looking into the future and formulated the concept “structure follows strategy”. A coordinated strategy gives an organization structure, direction and focus.

2.2.1 Implementation of Strategic Plans

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Strategy implementation is an enigma in many companies today's global competitive environment is complex, dynamic, and largely unpredictable and to deal with this unprecedented

level of change, a lot of thinking has gone into strategy implementation. Strategic management is about managing the future, and effective strategy formulation is crucial and twice crucial is the implementation of such strategies, as it directs the attention and actions of an organization (Olson et al. 2005). Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of strategies (Chebat, 1999). The main functions of strategic management have been explained by Robbins and Coulter (1996) as identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results.

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have a direct influence on the administrative and operational activities, and are vitally important to long-term health of an organization (Shirley, 1982). According to Schermerhorn (1989), strategies must be well formulated and implemented in order to attain organizational objectives. Schermerhorn (1989) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good "fits" between the strategies and their means of implementation.

Robbins and Coulter (1996) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Harrison (1996) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top

management's strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 1983). Fortunately, insights in this area have been made recently which temper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies the success rate is as low as 10 percent (Judson, 1991). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (1984) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 1999). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 1989); fluid processes for

adaptation and adjustment (Drazin and Howard, 1984); and, leadership style and structure (Bourgeois and Brodwin, 1984).

Competitive advantage is a position that a firm occupies in its competitive landscape. A competitive advantage, sustainable or not, exists when a company makes economic rents, that is, their earnings exceed their costs (including cost of capital). That means that normal competitive pressures are not able to drive down the firm's earnings to the point where they cover all costs and just provide minimum sufficient additional return to keep capital invested. Most forms of competitive advantage cannot be sustained for any length of time because the promise of economic rents drives competitors to duplicate the competitive advantage held by any one firm. (Porter 1980)

The idea of sustainable competitive advantage surfaced in 1984, when Day suggested types of strategies that may help to "sustain the competitive advantage." The actual term "sustainable competitive advantage" emerged in 1985, when Porter discussed the basic types of competitive strategies firms can possess (low-cost or differentiation) to achieve sustainable competitive advantage. Interestingly, no formal conceptual definition was presented by Porter in his discussion. Barney (1991) has come the closest to a formal definition by offering the following: "A firm is said to have a sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy. A sustainable competitive advantage is the prolonged benefit of implementing some unique value-creating strategy not simultaneously being implemented by any current or potential competitors along with the inability to duplicate the benefits of this strategy.

Simons and Thompson (1998) refer to three categories of factors that affected strategic decision-making process: environmental factors; organizational factors; and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions. Organizational factors refer to organizational structure, organizational culture, structure of decision making bodies, impact of upward influence, and employee involvement. Decision-specific factors can be explained as time, risk, complexity, and politics. According to Porter (1979) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force; and/or second, influencing the balance of the forces through strategic moves, thereby improving the company's position; and/or third, anticipating shifts in the factors underlying the forces and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

Beer et al. (1990), and Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Harrison and Pelletier (1998) explained that the real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented. Hitt and Tyler (1991) argued that it was essential that strategic level manager's demographic characteristics should have been examined for the formulation and implementation of strategic decisions.

Wessel (1993) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top team functions, a top down management

style, inter-functional conflicts, poor vertical communication, and inadequate management development. Eisenstat (1993) pointed out that most companies trying to develop new organization capacities failed to get over these organizational hurdles: competence, coordination, and commitment. Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion, and energy needed to translate plans into action. McGrath et al. (1994) explained that the political turbulence might be the most important issue facing any implementation process. Lingle and Schieman (1994) stated that market, people, finance, operation, adaptability, and environmental factors play a vital role to long-term successful strategy implementation.

Christensen and Donovan (1998) mentioned that intended strategies would be implemented as they have been envisioned if three conditions were met. First, those in the organization must understand each important detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management. Finally, the collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces.

Peng and Litteljohn (2001) noted two dimensions of strategy implementation: structural arrangements, and the selection and development of key roles. According to Govindarajan (1989), effective strategy implementation is affected by the quality of people involved in the process. Peng and Litteljohn (2001) claimed the quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position.

McKinsey's (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values. Strategy is the positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment, intended to achieve competitive advantage. Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated (Kaplan, 2005).

Systems refer to the formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems. Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. Skills refer to the distinctive competencies of the organization; what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships (Kaplan, 2005).

Style/culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). Lastly, shared values refer to the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan, 2005). The 7-S model posits that organizations are

successful when they achieve an integrated harmony among three “hard” “S’s” of strategy, structure, and systems, and four “soft” “S’s” of skills, staff, style, and super-ordinate goals (now referred to as shared values) (Kaplan, 2005).

Lynch and Cross (1995) identify three criteria that must be met by performance management systems if they are to effectively mediate between an organization’s strategy and its day-to-day activities. These “necessary” conditions comprise: that the system must explicitly link operational targets to strategic goals; it must integrate financial and non-financial performance information; and the system should focus business activities on meeting customer requirements. It is asserted that the balanced scorecard model fundamentally meets all of these criteria by providing a “truly strategic control system” (Mooraj *et al.*, 1999) that “puts strategy and vision at the centre” (Kaplan and Norton, 1992).

Successful strategy implementation, it is suggested, requires sound mechanisms for directing activity and behavior (Goold (1991), especially including effective communication systems as well as appropriate strategic and management controls. The balanced scorecard's four perspectives as manifested in Kaplan and Norton's (2004, p. 10) strategy maps provide “a level of granularity that improves clarity and focus” thereby creating clear direction and, potentially, through the development and publishing of the strategy map, facilitate understanding and coordination across the organization.

The importance of enabling sound “two-way” communications within organizations is seen as fundamental to the effective implementation of strategy (Rapert *et al.*, 2002), with a particular emphasis on facilitating useful feedback and “bottom-up” messages (Otley, 1999). The process of creating an organizational balanced scorecard essentially commences with a full strategic

appraisal and the clear articulation of the organization's strategic vision and objectives (Kaplan and Norton, 1992; Atkinson and Brander Brown, 2001), this process can in itself can build consensus and engender learning which can be of enormous value (Neely et al., 2000). Through this process of definition and communication of core values throughout an organization, moreover, the Balanced Scorecard provides an effective "boundary" control system (Mooraj et al., 1999). Then, as the balanced scorecard approach makes explicit the "cause and effect" of a strategy, it also usefully converts strategic aims into tangible objectives and measures (Brander Brown and McDonnell, 1995; Kaplan and Norton, 1996b; Martinson et al., 1999). This stage, moreover, if the scorecard is implemented participatively with measures identified and targets set cooperatively rather than imposed (Decoene and Bruggeman, 2006), actively supports organizational learning and reflection, which encourages "interactive" control through the testing of "cause and effect" relationships (Mooraj et al., 1999). This also enables front line managers to have a "basis for selecting among the diverse opportunities they might face" (Bartlett and Goshal, 1996, p. 39) and resisting the distraction of other activities (Alexander, 1985; Beer and Eisenstat, 2000).

There are also less obvious benefits of implementing a scorecard. The process of building and utilizing the scorecard provides an opportunity to identify priorities and reconcile different stakeholder demands as well as enhancing strategic feedback and learning (Denton and White, 2000), thus also enabling effective "diagnostic" control (Simons, 1994) through the monitoring of financial and other "lag" indicators against pre-set targets (Mooraj et al., 1999).

In addition to substantially meeting Lynch and Cross' (1995) necessary conditions, the balanced scorecard appears to offer a range of additional attributes that may also support successful strategy implementation. It has been shown that the keys to enabling such communications are

an organization's "middle managers" who have been shown to play "a pivotal role" (Aaltonen and Ikávalko, 2002, p. 417) and are viewed as strategic "actors" (Bartlett and Goshal, 1996) playing an important role in strategic transformation. The scorecard approach encourages the establishment of coordinated scorecards at every level of an organization which, when implemented properly, engage middle managers. Such a process not only necessitates considerable active communication involving everyone within an organization (Alexander, 1985; Aaltonen and Ikávalko, 2002), it also permits the useful integration of such scorecards with management and employee incentive programmes (Denton and White, 2000), potentially involving the development of individual/personal scorecards which can be positively utilised to align personal and organization goals and encourage "ownership" (Mooraj et al., 1999; Norreklit, 2000). Noble states that, "the degree of involvement across the organization appears to be a predictor of implementation success" (Noble, 1999, p. 132); the scorecard facilitates this involvement throughout the strategy implementation process.

It is further suggested that the balanced scorecard approach should be viewed as a template not a strait-jacket (Kaplan and Norton, 2001). Such a standpoint potentially offers organizations a considerable degree of flexibility to address their unique circumstances while still "pulling" management and employees in the core strategic direction (Ahn, 2001). In fact it is argued by some that strict adherence to the scorecards four perspectives cannot be appropriate (Kenny, 2003). This adaptive capacity also assists the balanced scorecard to address Goold and Quinn's (1990) previously noted concerns regarding "matching" appropriate control mechanisms to different levels of environmental turbulence and an organization's ability to identify and monitor its strategic objectives. In this regard, Van Veen-Dirks and Wijn (2002) further propose that, additional flexibility (which is needed in rapidly changing market environments) can be provided

by augmenting the balanced scorecard approach with critical success factors (CSFs). The explicit incorporation of such factors not only keeps attention focused on an organization's critical strategic objectives (Kaplan and Norton, 2001), it also avoids the potential danger of management information overload (Brotherton and Shaw, 1996).

Although there are some criticisms and “question marks” concerning the balanced scorecard approach, many of these seem to represent problems of practical application rather than fundamental flaws. There is evidence to show that organizations' approach to implementing a scorecard is maturing (Kenny, 2003) as the business community learns how to get the most out of this “important management tool” (Bourne et al., 2002) and that there is increasingly more guidance on establishing measures (Kaplan and Norton, 2004) and implementing a scorecard (Bourne et al., 2002) with appropriate implementation processes including top management commitment (Bourne et al., 2002). Moreover, there is also evidence of the efficacy of the balanced scorecard framework for supporting strategy implementation by linking strategy to operations such that it is proposed that the balanced scorecard addresses many of the problems associated with strategy implementation.

2.3. Resource Based Theory

The early writing of Wernerfelt (1984) provide that resource based view (RBV) essentially argues that any form of sustainable competitive advantage that a firm may develop results from the unique resource endowments of the firm. This view of the importance of a firms resources is reflected in the value resources- inimitability organization (VRIO) framework popularized by Barney, (1991) as cited in Sanchez, (2004) which proposes that an analysis of a firms internal strengths and weaknesses should address the four questions on the value and rareness of a resource, ease of imitability of a capability and resource, and organizations capability to exploit

its resources. The organization determines the value, rareness, imitability to ensure sustainability of resources that are required during the period of strategy implementation process.

The key concept in the RBV framework is the identification of properties of resources that are necessary in creating a sustainable competitive advantage to ensure effective strategy implementation, growth, sustainability and earn above average profits. According to Peteraf, (2003), firm's resources must be heterogeneous. The resources and capabilities that a firm develops, for its value creation and strategy implementation processes must be distinctive and different from the resources used by or available to other firms.

Secondly the heterogeneous resource that makes a firm successful must originate in imperfect factor of markets, which means that a competing firm either cannot acquire the distinctive resources that a successful firm possesses or must pay such a high price for such a resource or capability to an economic profit.

Thirdly the distinctive resources that make an organization successful must be imperfectly imitable and substitutable, so that the competing firm cannot imitate or substitute other resource in value creation processes. Fourthly the distinctive resources of a firm must be subject to imperfect mobility, so that the key resources of the firm cannot easily leave the firm and thus remain inside the firm.

Grant (1991), made an important distinction between a firms resources and capabilities by characterizing resources as inputs to a production process, but notes that only some resources in a firm are actually inputs to a productive process. In order to implement successful strategy, resources and capability must be coordinated. A firm's capability is the source of any sustainable competitive advantage that enables it to achieve implement its strategies.

RBV approach recognizes that resources inherent in the company's human capital represent one of the principal strategic factors that a firm currently possesses Barney, (1991), particularly the so-called individual competencies of employees pfeffer, (1994). The RBV exploit the distinctive competencies of a work organization; its resources and capabilities. An organizations resource can be divided into tangible (Human, technological, physical and financial) and intangible (brand- name, reputation and knowhow) resources.

Organizational capabilities are construed by efficiently combining the organization's assets with the competencies of its employees to implement strategies; the workforce efficiently becomes the foundation and location of competitive advantage through employees' contributions to the development and maintenance of core competencies (Barney, 1991 and Pfetter, 1994). In this view, an organization utilizes human resource capability designed to encourage employees to acquire and develop competencies that are needed in strategy implementation process and build core competencies to maintain employees having valuable competencies especially those that are not easy for the company competitor's to acquire other than poaching (Colbert, 2004).

2.3.1 Fieders Contingency Theory of Leadership

The theory holds that people become leaders not only because of their attributes of their personalities but also because of situational factors and the interactions between leaders and group member's. Fielder describes position power, task structure and leader member relations as critical dimensions of leadership that help determine what type of leadership will be most effective in implementing strategies in an organization. Koontz et al, (2008) Position power is the degree to which, as a personality or expertise enables a leader to get the group member's to comply with directions. Position power, drives the organization's strategy to success as the leader is able to give directs that are complied to. Task structure is the extent to which tasks can

be clearly spelt out and people are held responsible for them. When tasks are developed during strategy implementation process are clear, the quality performance is easily controlled and group members are held responsible for their performance. Leader Member relations is the extent to which group members trust and willing to follow the leader.

2.3.2 Path – Goal Leadership Theory

This theory states that the main function of the leader is to clarify and set goals at the strategy implementation stage with subordinates, help them to find the best path for achieving the goals and remove obstacles. The theory proposes that situational factors contributing to effective leadership including characteristics of the subordinates such as their needs, self confidence, and abilities and the work environment , including tasks, reward systems relationship with coworkers that drive strategy implementation.

The theory categories leader behavior as supportive, participative, instrumental, achievement oriented, transformational leadership. The theory proposes that the behavior of the leader is acceptable and satisfies subordinates to the extent that they can see it as a source of their satisfaction. The behavior of the leader increases the effort of the subordinates (motivating) to implement a specific strategy. The leader influences the path taken to accomplish a strategy between behavior and goals by defining the positions and task roles, removing obstacles to performance, by enlisting the assistance of group members in setting goals, promoting group cohesiveness and team effort, by increasing the opportunities for personal satisfaction in work performance, by reducing stress and external controls, by making expectations clear, and meeting members expectations. Kootnz (2008) p 359- 360

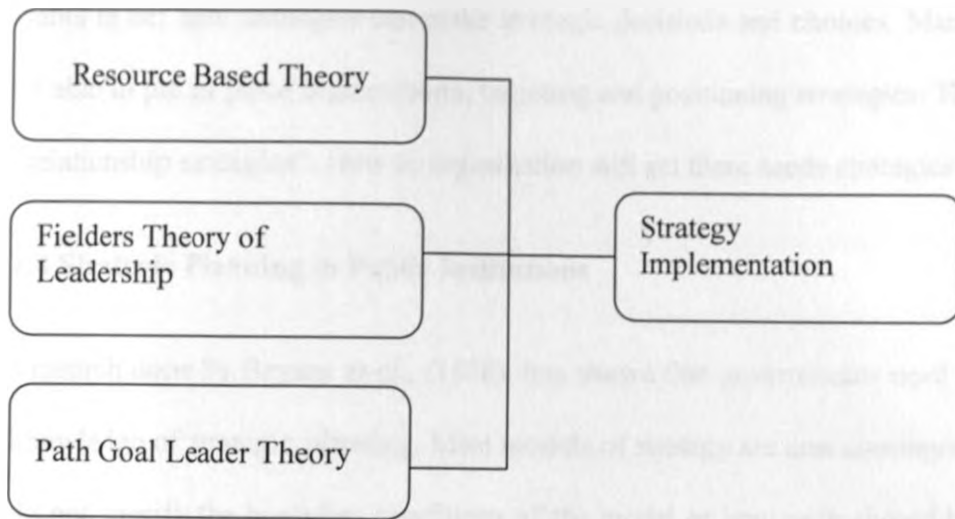


Figure 1: Theoretical Framework

Strategic planning maximizes on opportunities, reduces duplication of efforts, and integrates systems, and ensures optimal utilization of resources. Strategic planning aids prioritization and reception of organizational goals by the actors. Implementation is defined as a procedure directed by a manager to install planned change in an organization (Nutt, 1986). Alternatively implementation can be considered as the process of gaining organizational members' appropriate and committed use of an innovation (Klein and Sorra, 1996). The extent to which strategic planning meets its objectives is determined by implementation. Further, the lack of implementation leaves arms dissatisfied with and reluctant to continue their strategic planning. The lack of implementation creates problems establishing and maintaining priorities in future strategic planning (Lederer1996).

It is important to match the organizations internal factors with external environmental circumstances Lumpkin (2003). Strengths and weaknesses of an organization are examined in light of the opportunities and threats from the department's environment. West *et al*, (2005) emphasized the need to understand where we are now; understanding where an organization

wants to be; how managers can make strategic decisions and choices. Managers therefore, must be able to put in place segmentation, targeting and positioning strategies. They must also employ “relationship strategies”. How an organization will get there needs strategies (Monks *et al.*, 1984).

2.4 Strategic Planning in Public Institutions

Research done by Bryson *et al.*, (1986), has shown that governments need more experience and knowledge of strategic planning. Most models of strategy are non contingent in that they clearly do not specify the boundary conditions of the model or how each should be applied in specific circumstances. Most process models of strategic planning do not provide much guidance on how to identify strategic issues. Questions remain about how to formulate specific strategies for dealing with strategic issues once they are identified. Most models of strategic planning are not formally or explicitly political, and yet the public sector typically is explicitly and legitimately a political environment. Questions remain on how to deal with the plural, ambiguous, and often conflicting goals and objectives in the public sector. A related question is whether or not mission statements ought to be prepared for public agencies in all cases. Most models of strategic planning are not clear on how to link tools and processes. Many of the tools are actually antithetical to process. The appropriate unit of analysis or application is unclear for many of the models. The literature is not particularly helpful on how to engage in collaborative efforts at strategy formulation among different public organizations.

One of the very few large-sample quantitative studies done of public agency planning to date, Andrews *et al.*, (2009), based on a sample of 47 cases of service departments within Welsh local governments, showed a small, though not statistically significant, impact of “rational planning” (not defined specifically as strategic planning) on performance, while “logical instrumentalism”

or “no strategy” had significant negative effects on performance. The authors note that just prior to administration of the survey instrument, the apparently deeply unpopular Welsh planning regime moved away from emphasizing the components of rational planning; the effect of the change in context on survey responses is not clear. Nonetheless, this is an important study and an interesting finding, because the definition of rational planning bears a resemblance to strategic planning. Because the planning approaches in the study are viewed from an entity perspective, it is very difficult to make sense of these findings from a performance perspective.

It is established that governments have adopted various components of strategic planning and management as entities, but the real effects of such entities depends on practitioners' tacit knowledge about how strategizing should be done and the recurring behaviors that make strategizing a coherent practice. In this sense, governments still need more experience and knowledge—not about the more objective components of strategic planning of the type that can be measured easily by scales but of the more “subjective” and sometimes tacit knowledge about what strategic managers should do under certain circumstances.

As Gronlund (2002) observes, strategies are badly needed in order to get some kind of return on the investment but the strategic perspective on Government is still to be researched. What is clear is that effective government strategies are facilitated by top management support (Northrop, 2002). In addition, intergovernmental relations and high-level strategic coordination are critical, given interdepartmental or intergovernmental obstacles to information sharing (Fountain, 2001).

In terms of strategy content, government strategies increasingly include attention to information sharing, but because of a variety of factors—such as politics, term limits, goal ambiguities, interest conflicts, resistance to change, measurement problems, and legal concerns—

comprehensive and effective strategic information system planning is rare (Bozeman and Bretschneider, 1986; Bretschneider, 1990). Strategic plans in state governments are often operational, (Holley *et al.*, 2004). At the federal level, the Government Accountability Office (2004) observes, although agencies generally have goals associated with strategic plans, these goals are not always linked to specific performance measures. Many agencies do not monitor actual-versus-expected performance against enterprise-wide performance measures in their plans.

2.5 Management Support

The most important factor when implementing a strategy is the top level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Chandler, 1962 and Rogers, Miller and Judge, 1999). Aaltonen and Ikävalko (2002) recognize the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication". In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls and particularly its budgeting systems (Mankins and Steele, 2005).

Mankins and Steele (2005) suggest that education and training policies depend on a firm's management culture and forms of management-led organizational change. While such policies are affected by a firm's market, production technologies and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training,

employee development, and company-school relations. The author's survey of 406 firms in 1991 indicated that there are two management characteristics; innovation commitment and resistance to change. Two forms of management-led organizational change; firm downsizing and work redesign, shape education and training strategies. He also finds that training; development and school relations are a focal point for redesigning management, while downsizing focuses on entry-level training.

Top management support has been consistently identified as the most important and crucial success factor in strategy implementation projects. Top management provides the necessary resources and authority or power for project success. Top management support in strategy implementation has two main facets that is providing leadership and providing the necessary resources. To implement strategic plans successfully, management should monitor the implementation progress and provide clear direction of the project. They must be willing to allow for a mindset change by accepting that a lot of learning has to be done at all levels, including themselves (Bhatti, 2005).

For the good of the employees and the organization, managers must learn to facilitate the introduction of changes into the workplace (Sheth, 1981). Al-Mashari et al (2000) assert that effective implementation of strategic plan requires establishing core competencies, among which is the use of change management strategies to promote the infusion of strategic plans in the workplace. Communication can be used as a major strategy in changing the attitude of the potential users. Top management can create more effective awareness for the strategic plan by communicating its benefits to the workers. In many cases, strategy implementation failed because of lack of communication (Al-Mashari *et al.*, 2000). Successful strategy implementation requires top management support, because an implementation involves significant change to existing

business processes as well as a significant amount of capital investment therefore gaining the required amount of support from senior management becomes paramount (Wong *et al.*, 2007).

Top management support is needed throughout the implementation. The strategy must receive approval from top management (Bingi *et al.*, 1999) and align with strategic business goals (Sumner, 1999). This can be achieved by tying management bonuses to project success (Wee, 2000). Top management needs to publicly and explicitly identify the strategy implementation as a top priority (Wee, 2000). Senior management must be committed with its own involvement and willingness to allocate valuable resources to the implementation effort (Holland *et al.*, 1999). This involves providing the needed people for the implementation and giving appropriate amount of time to get the job done (Roberts *et al.*, 1992). Managers should legitimize new goals and objectives. A shared vision of the organization and the role of the strategies should be communicated to employees. New organizational structures, roles and responsibilities should be established and approved. Policies should be set by top management to establish strategic plan in the company. In times of conflict, managers should mediate between parties (Roberts *et al.*, 1992).

2.5 Resource Allocation

Successful implementation of a strategy requires additional capital. The implementation team needs to determine the sources of funds that include appropriate mix of debt and equity in a firm's capital structure to enable smooth implementation of a strategy. Organizations set aside allocations in their budgets to finance strategy implementation. An organization may use debt or stock to raise funds for strategy implementation. Earnings per share is the most widely used technique by organizations to determine whether debt, stock or a combination of debt and stock is

the best alternative for raising capital to implement strategies (David, 2002). Earnings per share is a valuable tool for making the capital financing decisions needed to implement strategies but considerations should be made on the organizations profit objective. Where an organization intends to maximize profits and not shareholders wealth, it may opt for raising funds through stock and not debt for financing strategies. An organization has to choose the method of raising funds for strategy implementation and ensure that ownership is not diluted and profits levels are not affected. While using EPS analysis, flexibility is a key factor for an organization using this method to raise funds for strategy implementation. It ensures proper timings in relation to movements of stock prices, interest rates and bond prices are important. In times of depressed stock prices, debt may prove to be the most suitable alternative from a cost and demand analysis however when the cost of capital is high, stock issuances are more attractive.

Projected financial statement analysis is central in strategy implementation technique because it allows an organization to examine the expected results of various actions and approaches. It's used to forecast the impact of decisions taken during implementation period. Evaluating the worth of a business affects strategy implementation because it is integrative, intensive, and diversification strategies are often implemented by acquiring other firms. The financing capability provides a methodology that enables participants provide choices while implementing organizational strategies. It involves understanding how implementing a strategy is affected by the financial resources of an organization. It is reflected by the strategy implementer's results to improved market share, strong financial position as indicated by management and profitability reports.

Strategy implementation gives a framework for financial resources that are influenced by the societal environment by interaction between the actors in the society. The implementation process

requires member's knowledge, skills and responsibility. Financial skills and competence are based on the financial knowledge, understanding influenced by spending and savings (Mankins and Steele, 2005). Financial resources are built from tangible resources developed over a period of time to include cash balances, debtors and creditors and gearing (debt- to – equity ratio). An organization has to add value to this resource to be capable to respond with flexibility to the changes in the market. The financial resources provides the extent to which an organization is able to achieve acceptable returns on the capital employed and determine extent of attracting capital for strategy implementation.

Timeliness of financial resources to decision-makers influences decision making in the operational, business and corporate level of strategy implementation. The implementation of specific tasks, policies and programmes rely heavily on the timeliness provision of the financial resource. Delay in providing the expected financial resource like cash affects the overall implementation process.

The organization has to analyze the cost implication of financial resources required for implementation of a specific strategy. It has to determine the method of raising the finances to support the goals and objectives of the organization. The management team will evaluate the costs vis a vis benefits of implementing the strategy and take a collective actions (David, 2002). An organization will identify sources of financial resources to support implementation of strategies. The management analyzes the short term and long term activities, tasks, and objectives that requires financing and determines the most effective means of raising the finances. The internal sources may include cash in hand, debtors, and creditors while external sources include Loans, Equity and stock. The nature of the specific strategy determines the source of finances in an organization.

2.5 Performance Appraisal System

Performance management is a formal and explicit process whereby an organization involves its employees, both as individuals and members of a team, in improving overall effectiveness, and the accomplishment of its strategic goals. It is focused on achieving results, and may be seen as a vehicle for aligning individual employee performance with organizational strategy.

The objective of performance management according to Schultz, Bagraim, Potgieter, Viedge and Werner (2003), is to improve results at the individual, team and organizational level. They state that “performance management is a process that directs the energy of people in an organization towards achieving strategic goals”. According to Armstrong (2001), performance management provides an integrated and continuous approach to the management of performance than is provided by traditional performance appraisal schemes. Unlike traditional methods of management by command, performance management is based on the principle of management by agreement. Furthermore, Armstrong (2001) postulates that performance management can provide for an integrated and coherent range of human resource management processes that are mutually supportive and contribute as a whole to increasing organizational effectiveness.

Performance management requires that employees and managers both have and understand clear objectives, based on the strategic objectives of the organization. Properly designed and implemented, performance management systems provide the necessary base to help organizations achieve their strategic goals and objectives. Performance appraisal is a system of formal assessment and rating of individuals by managers. It may be seen as a top down, after the fact, form of appraising subordinates for the purposes of obtaining information on which to base pay decisions.

Performance management is a transformational process and not an appraisal process. Performance appraisal is a system of formal assessment and rating of individuals by managers. This system of rating individuals has been widely criticised. Spangenberg (1994) states that due to the disappointing performance of traditional performance appraisals, and their impact on performance based pay structures and motivational projects, their continued use according to traditional methods requires questioning.

According to Schneier, Beatty, Baird (1987), perhaps one of the most glaring performance appraisal systems faults is that most systems do not recognise the realities of managerial work and organizational culture. Thus performance appraisal systems are viewed as external to managers' legitimate tasks and responsibilities. According to Armstrong (2001), performance appraisal may be seen as a top down, after the fact, form of appraising subordinates for the purposes of obtaining information on which to base pay decisions. Performance management, however, is a continual cycle of performance planning, design and or redesign of structures, managing performance and reviewing the performance.

According to Armstrong (2000) performance management is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results. It focuses on future performance planning and improvement rather than on retrospective performance appraisal. According to Gomez-Mejia et al. in Schultz (2004), supervisors who manage performance effectively generally share four characteristics: explore the causes of performance problems; direct attention to the causes of problems; develop an action plan and empower workers to reach a solution; and, direct communication at performance and emphasise non-threatening communication. Schultz (2004) postulates that employees can be measured on the basis of

whether the judgment called for is absolute or relative. Schultz state that relative judgment systems do not provide any absolute information, so managers cannot determine how good or bad the performance of workers is. Absolute judgments, however, require supervisors to make judgments regarding an employee's performance based solely on performance standards. Feedback to the employee can be more specific and helpful because ratings are made on separate dimensions of performance.

Armstrong (2001) states that the performance review discussion provides the means through which five key elements of performance management can be achieved: measurement (assessing results against agreed targets and standards); feedback (giving people information on how they are doing); positive reinforcement (emphasizing what has been done well so that it will be done even better in the future, and only making constructive criticisms, that is, those that point the way to improvement); exchange of views (ensuring that the discussion involves a full, free and frank exchange of views about what has been achieved, what needs to be done to achieve more and what individuals think about their work, the way they are guided and managed, and their aspirations; the performance review should take the form of a dialogue, not a top down interview, or appraisal); agreement on action plans (to be implemented by individuals alone, or by individuals with the support of their managers).

According to Armstrong (2001), it is important to monitor the introduction of performance management very carefully but it is equally important to continue to monitor and evaluate it regularly, especially after its first year of operation. Fox (2006) states that in effective performance management there are seven variables: motivation; ability; understanding; organizational support; environmental fit; feedback; and, validity. Spangenberg (1994) postulates that based on the four cornerstones above, managers need to combine the separate and often

inadequate systems of strategic planning and performance appraisal into one integrated performance management system. This requires the following: top management involvement; formulating a corporate vision and mission; corporate objectives and strategies communicated downwards and work objectives set for all employees; systems view of the organization; conscious efforts to improve core organizational skills, competencies and strategic capabilities; optimizing the role of natural teams in determining departmental and smaller unit goals; and, a holistic approach towards performance assessment.

2.6 Conceptual Framework

This is a diagrammatical representation of the independent and dependent variables and their relationship. This helps the reader to have a quick view of what the study is about. In this study, the independent variables are Managerial Behavior, Resource Allocation, and Performance Appraisal System. The dependent variable is the Implementation of strategic management plans. The conceptual framework is thus presented

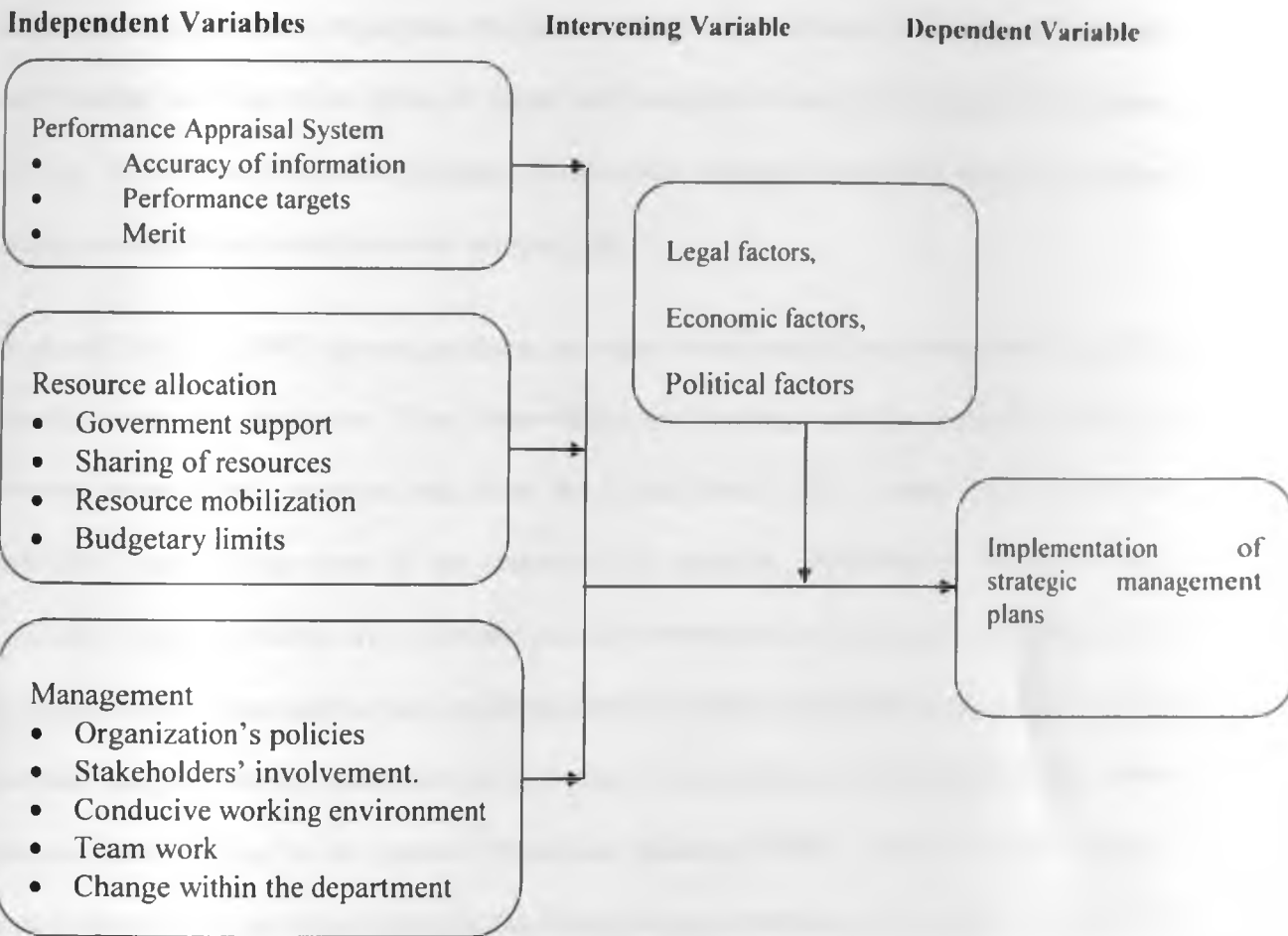


Figure 2: Conceptual Framework

2.7 Challenges in Implementing Strategic Plans

According to Alexander (1985), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment had an adverse impact. Based on empirical work with 93 firms he observed that senior executives were over optimistic in the planning phase and it is noteworthy that the first two issues which occurred most frequently in Alexander's study are planning issues. He also found the effectiveness of coordination of activities and distractions from competing activities inhibited implementation, in addition key tasks were not defined in enough detail. With regard to

people, the capabilities of employees involved were often not sufficient, leadership and direction and “training and instruction given to lower level employees were not adequate” (Alexander, 1985, p. 92). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated budget setting “it is possible for the planning intent of any resource redistribution to be ignored” (Reed and Buckley, 1988). Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the “entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment” (Reed and Buckley, 1988, p. 68).

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found for 92 percent of firms implementation took more time that originally expected, that major problems surfaced in 88 percent of companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in 75 percent and distractions from competing activities in 83 percent cases. In addition key tasks were not defined in enough detail and information systems were inadequate in 71 percent of respondents. What is interesting is that there is congruence between these findings, which implies that lessons have still not been learned; as Al Ghamdi states, “the drama still continues” (Al Ghamdi, 1998, p. 322).

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000, p. 37) who assert that six silent killers of strategy implementation comprise: a top-down/laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management team; poor vertical communication; weak co-ordination across functions, businesses or borders; and inadequate down-the-line leadership skills development (Beer and Eisenstat, 2000). It is recognised that such change requires a shared vision and consensus (Beer et al., 1990) and "failures of strategy implementation are inevitable" if competence, coordination and commitment are lacking (Eisenstat, 1993).

Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; unclear individual responsibilities in the change process; difficulties and obstacles not acknowledged, recognised or acted upon; and ignoring the day-to-day business imperatives. Overall though, it is increasingly acknowledged that the traditionally recognised problems of inappropriate organizational structure and lack of top management backing are not the main inhibiting factors to effective strategy implementation (Aaltonen and Ikävalko, 2002).

Rather, the major challenges to be overcome appear to be more cultural and behavioral in nature, including the impact of poor communication and diminished feelings of ownership and commitment (Aaltonen and Ikävalko, 2002). Aaltonen and Ikävalko recognise the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication" (Aaltonen and Ikävalko, 2002) meanwhile Bartlett and Goshal (1996) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a

“coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Langfield-Smith, 1997) and particularly its budgeting systems (Marginson, 2002). Although it is increasingly suggested that budgets suffer from being bureaucratic and protracted, and that they focus on cost minimization rather than value maximization (Brander and Atkinson, 2001), they still represent the main integrative control mechanism in many, if not most, business organizations (Otley, 2001). So far in this review of literature on strategy implementation there is evidence of some recurring themes, including communication and coordination which are essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures.

The success of strategic planning is dependent on several elements. Similarly, a number of drawbacks may arise, for instance, if there is a change in the environment in which the plan is to be executed, if the planning is intended to meliorate a major crisis in an organization or if the planning process is insubstantial, the resulting plan may be weak and not satisfactory to the organization (Steiner, 2003). There is marked variability in the timeframe within which strategic plans are implemented. This reduces motivation amongst the implementers especially if strategic plans take longer than expected to be implemented (Simon, 2008).

If strategic planning becomes decoupled from implementation, it becomes of limited importance to the organization, typically relegated to the development of information, reports and analysis,

and lightly considered in executive decision making. Consequently, the integration of planning and executive decision making is considered as a key question for the effective implementation of strategic planning.

The following are the main barriers to strategy implementation and change; time limitation or more time needed than originally planned, lack of or poor communication, lack of resources, lack of coordination, lack of support from other management levels, resistance from lower levels, poor planning activities, sudden changes, fear of losing something valuable, lack of skills and knowledge, unpleasant previous experiences, commitment to previous practices, strong organizational culture, internal politics, trade unions, Government regulations, cost of change, financial difficulties, other priorities, technical difficulties and fear of insecurity (Alexander, 1985; Kotter, 1995; Noble, 1999a; Okumus and Hemmington, 1998; Strabel, 1996).

Implementation of strategies highly affects all levels of organization at both divisional and functional levels. Despite of existing attitudes, identifying factors affecting implementation of strategies is important. It emphasizes the role of an evaluation system which undertakes success and it requires managers and decision-makers to identify these factors, while formulating, and by considering them, estimate success rate of strategy when implementing phase (Ibrahim, 2005).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design that was adopted by the study, its locale; the factors that influenced selection of the research design, sample size and sampling method used, as well as the research instruments, how the data was analyzed, interpretation and presentation.

3.2 Research Design

The study employed a descriptive survey designed to examine the factors influencing implementation of the strategic plans at the Department of Veterinary Services. According to Donald and Pamela (1998), such a study is concerned with finding out how certain phenomena manifest in a population. The descriptive research involves formulation of the study objectives and design of the data collection tools, and providing the investigator with quantitative and qualitative data (Orodho, 2004). The data collected was analyzed by descriptive statistics such as the mean, mode, median, standard deviation, variance, distribution percentages, frequency and correlation. Descriptive design provided the present study with an appropriate procedure for examining the factors that have an effect on the implementation of the strategic plan and achieving the objectives of this study.

3.3 Target population.

According to (Orodho, 2004) a target population is the total individuals, elements or groups to be studied. The target population for this study was the staff working at the Department of Veterinary Services in Kenya.

The study interviewed officers at the Department of Veterinary Services Headquarters-Kabete, Nairobi, and the Provincial Veterinary Headquarters in Kenya as its sample population. At the veterinary headquarters in Kabete, Nairobi, the respondents included the Director of Veterinary Services, all Deputy Directors, Senior Assistant Deputy Directors, Assistant Deputy Directors, Chiefs of the Divisions, Senior Technologists, Technologists and Veterinary officers. At the provincial veterinary headquarters, only the Provincial Directors and their Deputies formed the sample size. It was so since all the senior management even at the provincial level were covered under the Divisions. The population chosen was composed of the Senior Management staff and officers tasked with direct formulation and implementation of the strategic plan. They are the drivers of the strategic plan and this gives them an upper hand to know the challenges and the success factors in implementing the plans. In the sample population, there were also officers who were involved in monitoring and evaluation of the strategic plan and other relevant programmes the Department was involved in such as compiling quarterly, half year and annual reports and hence had an overall view of the factors the study was addressing.

This sample population was equipped with authentic information about the strides made towards implementing the Departmental strategic plan. Therefore, the population was resourceful towards meeting the study objectives.

Table 3.1: Target Population and Sample

Location /Division	Population	Sample	Percentage
Breeding	22	3	13.6
Disease control	24	3	12.5
Veterinary Administration	31	4	12.9
Training and clinics	21	3	14.3
Programme Management and Support Unit	6	1	16.7
Central Veterinary Laboratories	19	2	10.5
CVIO	33	4	12.1
Leather and Leather products	37	4	10.8
Hygiene	35	4	11.4
Vector control	45	5	11.1
Zoology	18	3	16.7
Provincial heads	8	8	25.8
a) Nairobi	2		
b) Western	3		
c) Central	4		
d) Coast	2		
e) Eastern	3		
f) Nyanza	3		
g) North Eastern	1		
h) Rift-Valley	5		
Total	31		
Grand Total	322	44	13.7

Source: MOLD Human Resource Department (Integrated Payroll and Personal Data Base, i.e. IPPD 2012).

3.4 Sampling design and sample size.

The fundamental principle of sampling of elements within a population is in order to draw conclusions about the entire population (Cooper, 2006). The study will sample 13% of the target population. Arvery (1972) asserts that 10% – 20% of the accessible population is acceptable in a descriptive research. Thirteen percent of the target population of 322 is considered adequate as it

conformed to the central limit theorem which established a minimum sample size of 30 for data to be normally distributed in a descriptive study (Smith and Wells, 2006). Being that the target population is heterogeneous (consisting of officers in different offices and at different management levels) the study employed stratified sampling technique (Mugenda and Mugenda, 2003). The target population was stratified into the Veterinary locations and divisions (homogeneous group) as shown in Table 3.1 and random sampling technique used to select samples from the stratum. Random sampling technique was used within the stratum to eliminate bias as it accords all the members of a population equal probability of being included in the sample (Mugenda, 2008). Thus, the sample size was 44 officers. The simple random sampling technique ensured equal representation and eliminated any bias making the technique scientifically valid (Mugenda and Mugenda, 2003).

3.5 Data Collection methods.

The data was gathered through semi-structured questionnaires. Questionnaires are efficient, cost effective and time efficient tools of data collection. They obtain comprehensive information, including the elements that are inherent in the personal attributes of the respondents (Gall *et al.*, 1996). Closed-ended questions were used as they guided the respondents' answers within the choices given, while the open-ended questions generated detailed, non-guided responses from the respondents. The questionnaires were designed to answer the research questions as well as to achieve the objectives.

The questionnaires had a general information section about the respondents and a section to inquire about the impact of PAS, funding and managerial support on implementation of the Departmental Strategic Plan. The respondents were briefed on the subject of the study to ensure

that they understand the benefits of the study and the confidentiality of the information before distribution of the questionnaires. The questionnaires were left with the respondents for at most 2 weeks and then collected for data entry and analysis.

3.6 Validity

To ensure that the instruments accurately measured the variables of interest to the study, each of the items in the questionnaire were discussed with peers, research supervisors and other lecturers of Project Planning and Management, giving attention to the specific study objectives.

3.6 Reliability

To ensure consistency of the questionnaires, pre-testing of the questionnaires was carried out before the main study to ensure reliability and validity of the questionnaires. The reliability test helped in improving the items on the questionnaire. Inconsistencies such as blank spaces, inaccurate responses and lack of clarity were checked and corrections made when revising the instrument. The respondents in the pilot study were requested for their assessment of the scope of the questionnaire. In the main study, the data was collected from the respondents using the improved questionnaires that were hand delivered to each of them.

3.7 Data collection procedure.

The proposal was first approved by my supervisor and after reading the questionnaire and the letter of introduction. The letter of introduction was issued first to the respondents and was followed by the questionnaire. The filled up questionnaires were then collected.

3.8 Ethical considerations.

To ensure that the researcher practices do not inflict on human rights as well as cultural norm and values (Mugenda 2003) permission was sort from the Director of Veterinary Services. The respondents wish for confidentiality was also assured. All the information from different authors and other sources was acknowledged.

3.9 Data Analysis Techniques

The collected data was edited and checked for completeness. It was then coded and entered in Excel spreadsheets. The data was exported to Statistical Package for Social Sciences for analysis. The data was analyzed using descriptive statistics such as percentages and frequencies, measures of central tendency (mean) and standard deviation. Tables, Pie charts and other graphs were used as appropriate to present the data collected for ease of understanding and analysis. Multiple regression analysis was conducted to determine the relationship between dependent and independent variables. The regression model, thus, became:

$$SI = \beta_0 + \beta_1MS + \beta_2RA + \beta_3PA + \epsilon$$

Whereby: β_0 is the regression intercept; $\beta_1 - \beta_3$ are the regression coefficients; SI is the dependent variable; MS is management support; RA is resource allocation; and, PA is performance appraisal. Pearson's Correlations (R) was used to determine the linear association between the dependent and independent variables. The significance of the model and the variables, there-to, were determined using Analysis of Variance (ANOVA) f-test and regression coefficient's t-test

Table 3.2: Operational Definition of Variables

Variable	Indicators	Measurement	Measuring Scale	Type of Analysis	Tool of Analysis
Implementation of strategic plans.	Timely, cost effective, total, accomplishment of the targets set in the laid down plan as per the strategic plan.	Number of targets met Optimal utilization of the time available Reduced spill over targets to the next strategic plan Percentage of the plans accomplished	Scale Ordinal	Descriptive Inferential	Frequencies Mean Regression Correlation Regression t-test
Performance Appraisal System	Work plans (how they relate with the strategic plan) Appraisals filled (in relation to the work plan) Frequency the performance is measured	Number of officers appraised Level of comprehensiveness of the work plans. Numbers of times in a year the staff are appraised.	Ordinal Scale	Descriptive Inferential	Frequencies Mean Regression t-test Regression Correlation
Resource allocation	Operational cost containment Reduce dependency on government funds. Level of resource monitoring.	Costs of meeting the strategic plan Conducting implementation cost audits Expenditure ceilings Corruption eradication measures	Ordinal	Descriptive Inferential	Frequencies Mean Regression t-test
Management	Organizational structure Planning Directing Staffing Control	Review of existing policies Level of involvement in planning. Level of motivation and assistance Monitoring and evaluation	Ordinal	Descriptive Inferential	Frequencies Mean Regression t-test

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of data findings on the factors influencing implementation of strategic plans of the Department of Veterinary Services. The study was conducted on 44 officers within the Department. Analysis involved descriptive statistics whereby absolute and relative frequencies and measure of central tendencies and dispersion; mean and standard deviation were used respectively. The data was analyzed and presented in tables, figures and in prose form, as appropriate, so as to address the objectives of the study.

4.2 Response Rate

The data collection instruments, which were questionnaires, were distributed to respondents through mail owing to their geographical distribution. However, out of 44 questionnaires distributed, 42 questionnaires were returned having been filled making a response rate of 95.5%. This response rate is acceptable and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

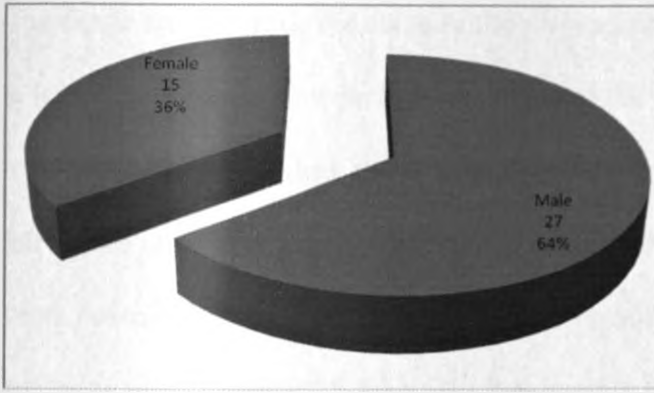


Figure 3: Gender of the Respondent

4.3 General Information – Demographic Characterization of Respondents

The section presents the data findings on the characteristics of the study's respondents. It, thus, looks at the respondents age, gender, experience in the Veterinary Department and number of staff supervised.

4.4 Length of Time the Respondent had Worked for the Department

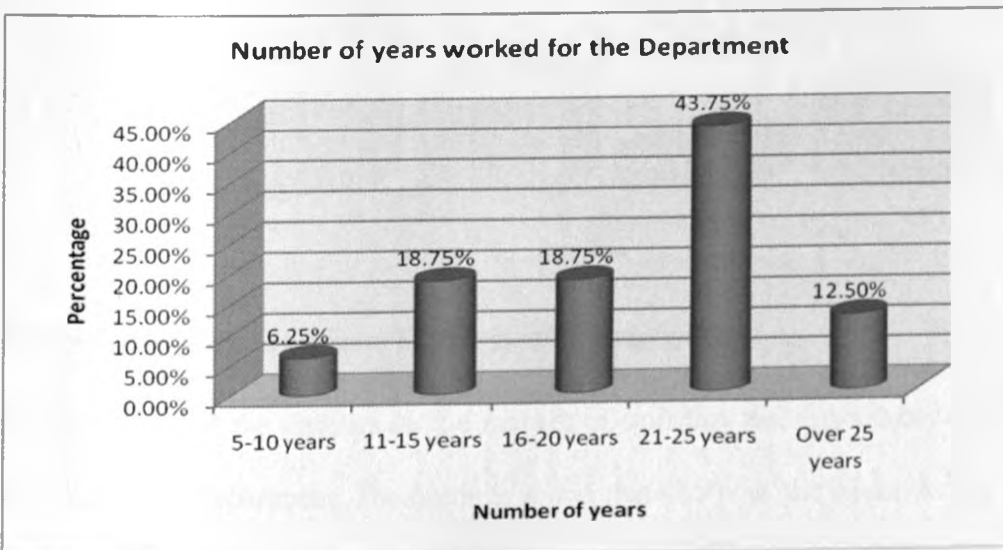


Figure 4: Duration the respondents interviewed have worked at the Department of Veterinary Services

The figure above shows the duration the respondents have worked in the department this is important to show how the officers have seen the Department grow through the various management styles; when the strategic plan were not emphasized to when they were introduced and how this has affected implementation. Majority have worked over 20 years contributing 56.25% where 43.75% have worked between 21-25 years and 12.5% having worked for over 25 years. A good number has also worked between 11-20 years contributing to 37.5%. Only 6.25 have worked between 5-10 years.

Figure 3 presents the findings on the gender of the respondent; it was established that 64% of the respondents were male, 36% were female. The findings show that majority were male. This owes to veterinary services being conservatively viewed as a male dominated profession.

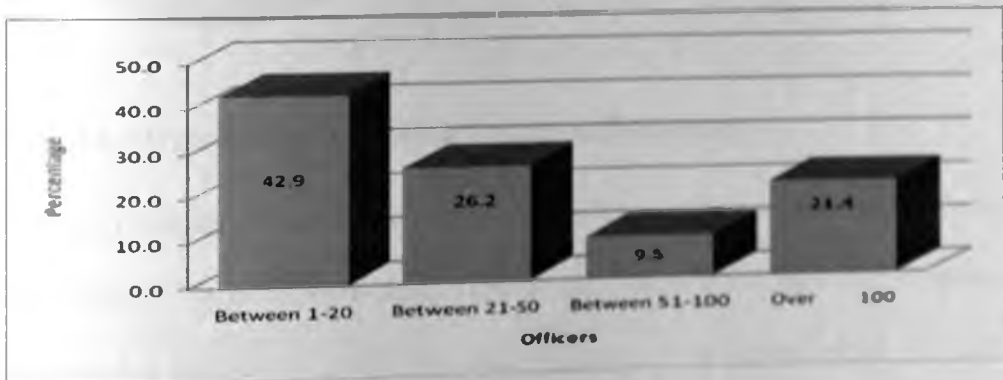


Figure 5: Number of Officers Supervised by Respondent

Figure 5 presents the findings on the number of staff that the respondents supervised in the Veterinary Department. The findings shows that 42.9% of the respondents supervises 20 employees or less; 26.2% supervises 21 to 50 Veterinary officers; 21.4% supervises in excess of 100 officers; while, 9.5% supervises 51 to 100 officers. This depicts that majority of the respondents supervises 50 Veterinary officers or less.

4.4 Management Support

This subsection presents the findings on the management support and implementation of strategic plans in Veterinary Department. The section, thus, presents findings on the organization structure in the Department, policy formulation procedure, employees' participation and involvement strategic planning at the Department.

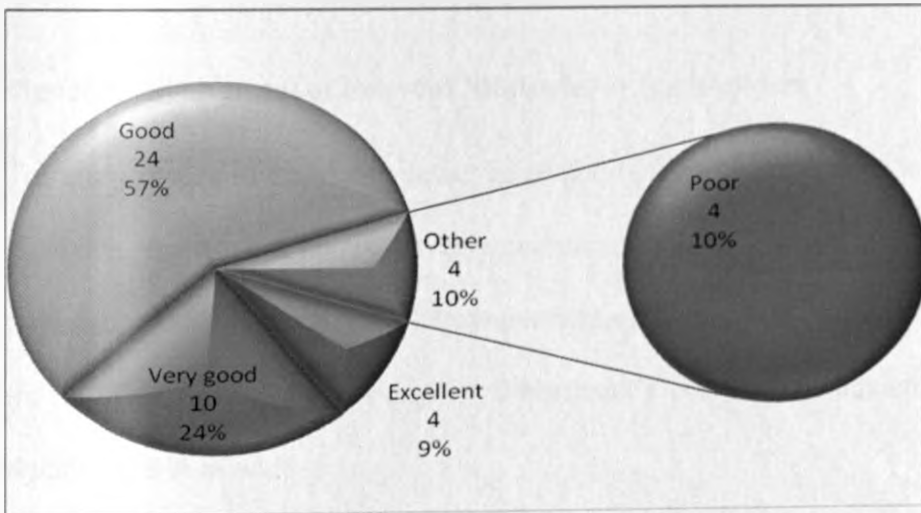


Figure 6: Organization Structure of Veterinary Department

The study sought to establish the effectiveness of the organization structure of Veterinary Department. Figure 6 show that 57% of the respondents rated the Department's organization structure as good; 24% rated the same as very good; while, 4% rated the structure as excellent. However, 10% rated the Veterinary Department's organization structure as poor. The findings illustrates that the Organization structure at the Veterinary Department which is flat is generally viewed by the employees as good.

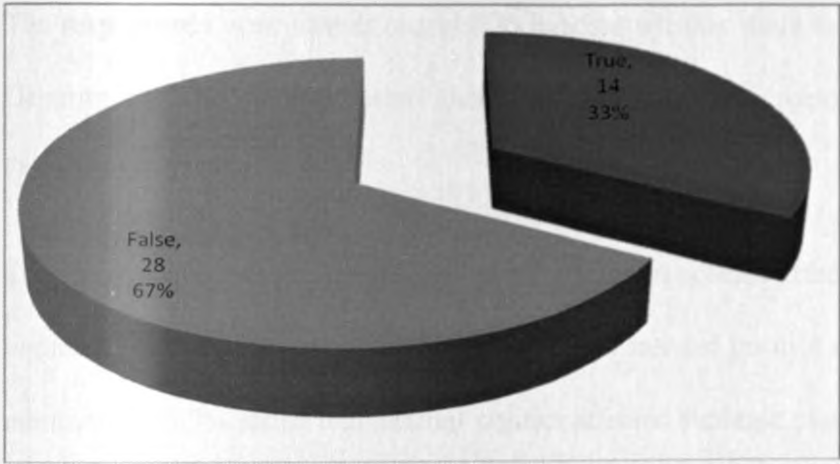


Figure 7: Involvement of Relevant Ministries or Stakeholders

The study sought to establish whether some policy formulation have been carried without involving the relevant ministries or stakeholders. It was established that some policy formulation have been carried with involvement of the relevant ministries or stakeholders (67%). This depicts that Veterinary Department’s policies are implemented with the stakeholders in mind.

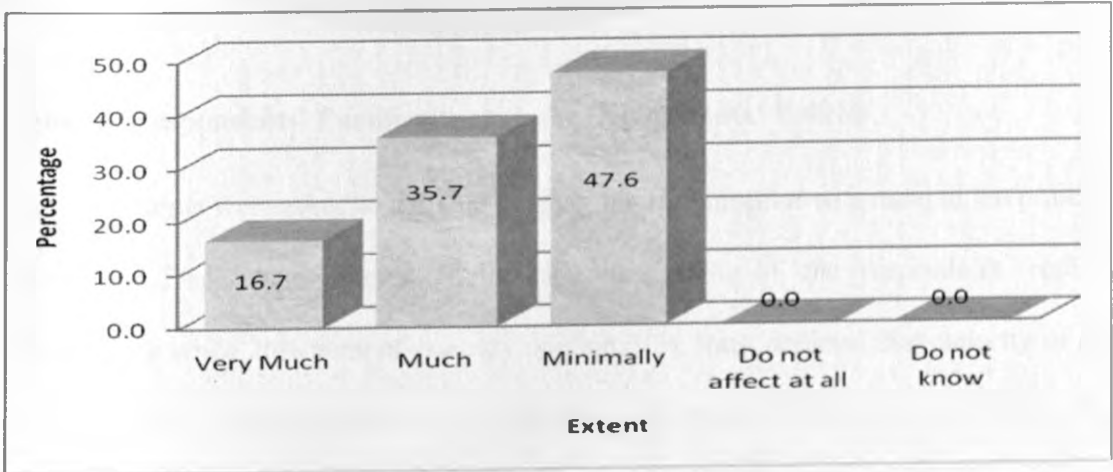


Figure 8: Extent that Internal Politics Affects Implementation of the Strategic Plan

The respondents were further required to indicate whether there is internal politics at the Department. The findings established that that there are internal politics within the Department (100%).

The study further sought to establish how the internal politics affects strategic plan. From Figure 8, 47.6% of the respondents indicated that internal politics affected strategic plans minimally; 35.7% stated that internal politics affected strategic plans much; while, 16.7% stated that politics affected strategic plans very much. This indicates that internal politics affects strategic plans from formulation to implementation.

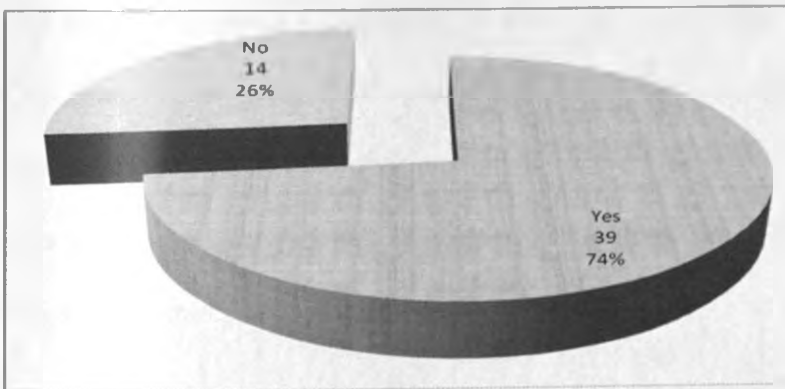


Figure 9: Respondents' Familiarity with the Departments' Policies

The respondents were asked to indicate whether they are familiar with most of the policies within the Department. Figure 9 indicates that 74% of the respondents replied affirmatively while 26% were of contrary opinion. It is, thus, depicted that majority of the officers within the Department were familiar with most of the policies within the Department. However, a significant minority were not very familiar with the Department's policies which call for education on the same.

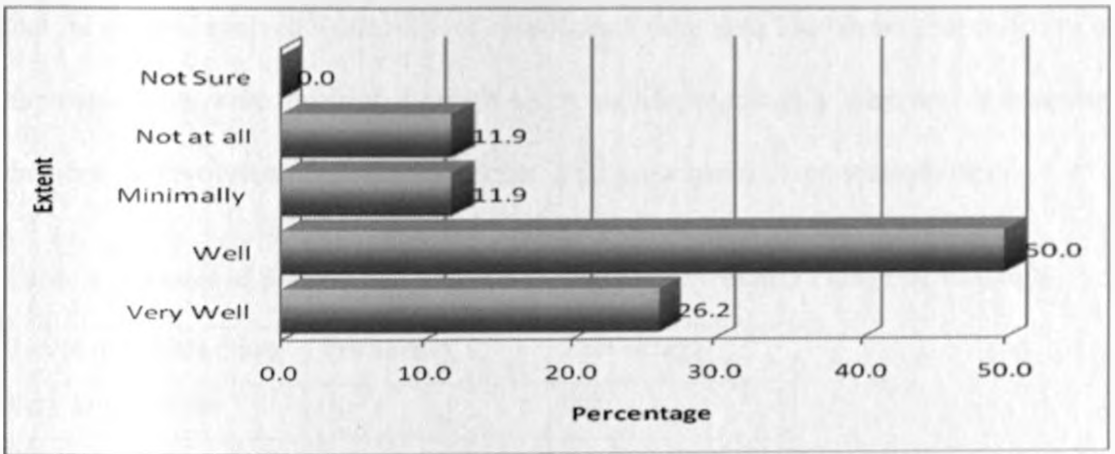


Figure 10: How Well the Divisions Relate During Planning

The respondents were asked to indicate how well the divisions relate during strategy planning. The findings indicate that 50.0% of the respondents felt that divisions with the Department relate well; 26.2% stated that the divisions related very well; 11.9% of the respondents stated that the divisions either infinitesimally related or did not relate at all. This underscores the fact that the Department’s divisions related at least well with each other in the strategic planning process.

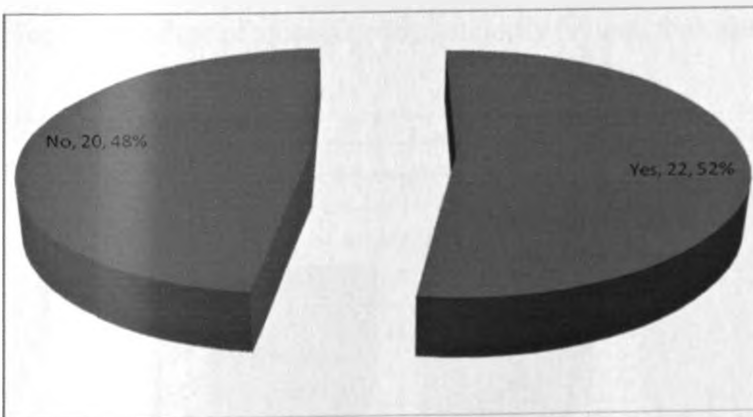


Figure 11: Involvement in the Preparation of the Strategic Plan

The respondents were asked to indicate whether they have ever been involved in the preparation of the strategic plan. Figure 11 indicates that 52% of the respondents stated

that they were involved while 48% of respondents were not. This shows that majority of the respondents were involved although a very significant minority were not. This depicts the need for involvement of all respondents in the preparation of the strategic plan.

Table 4.3: Level of Satisfaction with Involvement in Strategic Plans Formulation

Level of Satisfaction	Frequency	Percentage
Very Dissatisfied	0	0.0
Dissatisfied	2	9.1
Indifferent	3	13.6
Satisfied	10	45.5
Very Satisfied	7	31.8
Total	22	100.0

The study sought to establish the respondents' level of satisfaction with their involvement in the planning stage of the strategic plan. Table 4.5 shows that 45.5% of the respondents were satisfied with their involvement; 31.8% were very satisfied; 13.6% were indifferent while 9.1% were dissatisfied. This depicts that of all those that were involved in the preparation stage of strategic plans, majority (at least three quarters) were satisfied.

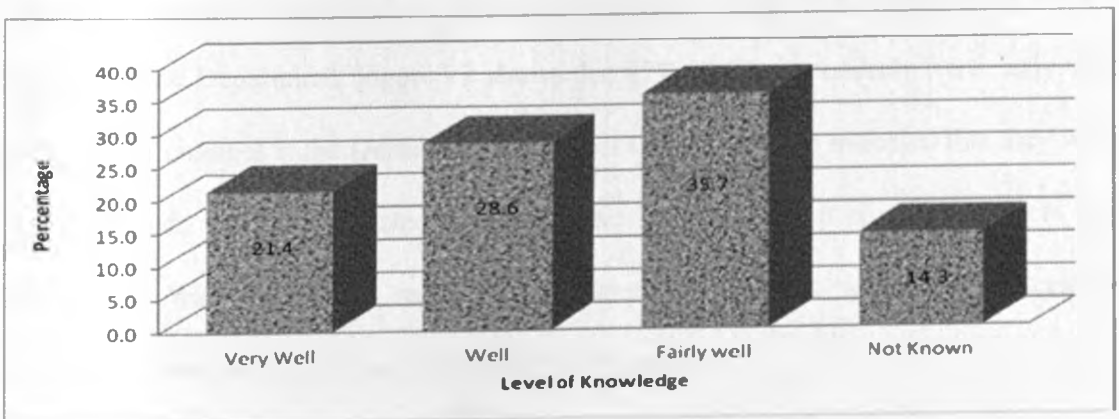


Figure 12: Stakeholders' Knowledge of the Department's Strategic Plan

To the question on how well the Department's strategic plan was known to the players or stakeholders, the findings are presented in Figure 12. From the findings, 35.7% of the respondents stated that the stakeholders knew the Department's Strategic Plan fairly well; 28.6% of the respondents stated that the stakeholders knew the Department's Strategic Plan well; while, to 21.4% the Department's Strategic Plan was known very well. This depicts that the Veterinary Departments strategic plan was known its stakeholders.

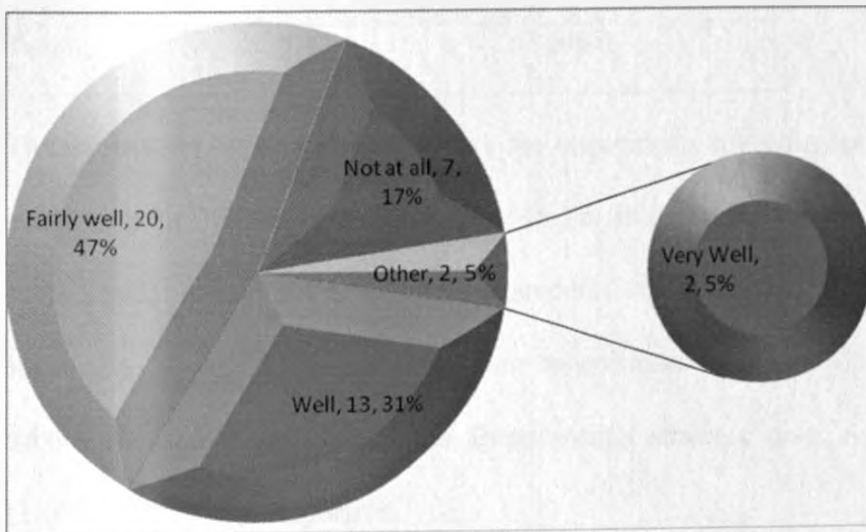


Figure 13: Respondents' Preparation for Changes in the Department

The study sought to establish how well the Department prepared the respondents for any changes in the Department. Figure 13 shows that 47% of the respondents were fairly well prepared for changes in the Department's; 31% of the respondents indicated that they were well prepared; while, 17% stated that they were not prepared at all. This depicts that majority of the respondents were well prepared for changes within the Veterinary Department though a significant percentage (17%) were not.

Table 4.4: Subordinates' Supportiveness in Implementing the Strategic Plan

Level of Support	Frequency	Percentage
Very Supportive	2	4.8
Supportive	12	28.6
Fairly Supportive	19	45.2
Indifferent	0	0.0
Not Supportive	9	21.4
Total	42	100.0

To the question on how supportive are the respondents subordinates in implementing the strategic plan, Table 4.6 shows that 45.2% of the respondents indicated that their subordinates were; 28.6% of the respondents indicated that their subordinates were supportive; while, 21.4% stated that their subordinates were not. This depicts the officers subordinates are supportive of the Department's strategic plan. A significant minority (21.4%) are not that supportive.

Table 4.5: Handling of cross cutting Issues Within the Department

	Frequency	Percentage
Very Well	0	0.0
Well	14	33.3
Fairly well	21	50.0
Not at all	7	16.7
Total	42	100.0

The study sought to establish how well the gender, drugs and drug abuse, HIV/AIDS, and disability issues are handled within the Department. From Table 4.7, 50.0% of the

respondents felt that gender, drugs and drug abuse, HIV/AIDS, and disability issues are handled fairly well; 33.3% well while 16.7% felt that the issues are not handled at all. This depicts that diversity issues are handled quite fine.

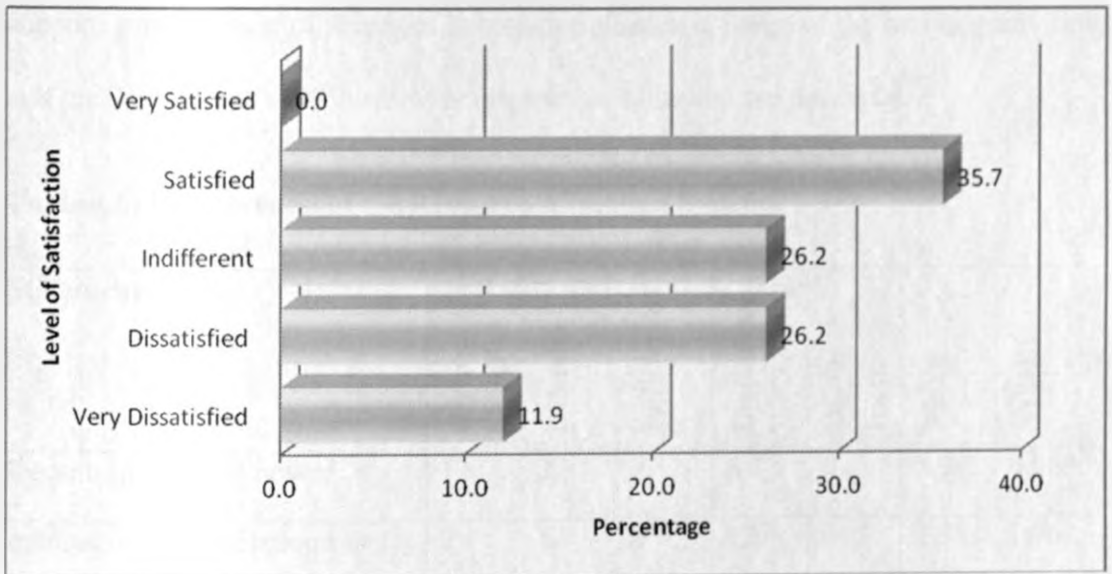


Figure 14: Ratings on Offering Strategic Planning Direction

The study sought the respondents' opinion on how they rate their seniors in offering strategic planning direction. Figure 14 shows that 35.7% of the respondents were satisfied with their seniors' strategic planning direction; 26.2% were either indifferent or dissatisfied while 11.9% were very dissatisfied. This depicts that majority of the Veterinary officers were somewhat dissatisfied with their seniors' strategic planning direction. The study further sought to establish what management is reluctant to do in implementing the strategic plan and respondents' recommendations. The findings established that management has failed to own up the strategy implementation. Further, some management staff is either incompetent in implementing strategic plans. Others felt that bureaucracy within the department kills strategy implementation.

4.5 Resource Allocation

The study sought to establish how resource allocation affects strategic planning in the Department of Veterinary. Issues regarding resource allocation systems, government support, prioritization of strategies in resource allocation, usage of the set budgetary limit, and the Department's involvement in resource mobilization are presented.

Table 4.6: Effectiveness of the Resource Allocation Systems

Statement	Highly Effective	Effective	Indifferent	Ineffective	Highly Ineffective	Mean	STDEV
Decentralization of power	12	22	2	6	0	3.95	0.950
Increased formal relationship	7	14	9	12	0	3.38	1.068
Increased informal relationship	3	9	11	17	2	2.86	1.037
Centralization of power	3	12	15	10	2	3.10	0.995

To the question on the respondents' opinion on how they rate factors relating to resource allocation within the Department, the study made use of 5-point Likert scale to collect and analyze the data. From Table 4.8, decentralization of power had a mean of 3.95; increased formal relationship had a mean of 3.38; centralization of power had a mean of 3.10; while, increased informal relationship had a mean of 2.86. This depicts that the Veterinary Department exhibited effective decentralization of power and increased formal relationship.

Table 4.7: Government Support in Strengthening Strategic Plan Implementation

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	STDEV
There is need for additional funds in strategic plan implementation	15	23	4	0	0	4.26	0.620
There is need to facilitate the staff better e.g transport	3	11	23	5	0	3.29	0.765
There is need to increase stakeholder collaboration	17	21	4	0	0	4.31	0.636
Remuneration should be Improved	15	17	8	2	0	4.07	0.856

On the question of the extent to which the respondents agreed on the Government's support in strengthening implementation of strategic plan, the results are presented in Table 4.9. A five-point Likert scale was used to collect and analyze the data whereby 1 point was allocated to 'strongly disagree'; 2 points to 'disagree'; 3 points to neutral; 4 points to agree; and, 5 points to 'strongly agree'. Table 4.9 shows that the need to increase stakeholder collaboration had a mean of 4.31; need for additional funds in strategic plan implementation had a mean of 4.26; need to improve remuneration had a mean of 4.07; while, need to facilitate the staff better in areas such as transport had a mean of 3.29. The weighted mean results, thus, depict that there is need in the Department to: increase stakeholder collaboration, additional funds in strategic plan implementation, improve remuneration and facilitate the staff better in areas such as transport. However, increasing stakeholder collaboration and additional funds in strategic plan implementation were much more needed.

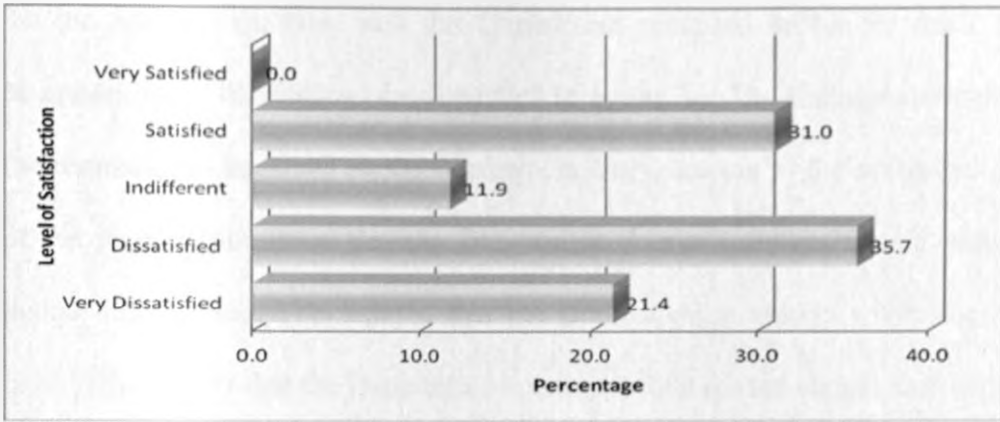


Figure 15: Prioritization of Strategies in Resource Allocation

The study sought to establish how well the respondent view prioritization of strategies in resource allocation. Thirty five percent (35.7%) of the respondents stated that they were satisfied with the Department’s prioritization of strategies in resource allocation; 31.0% were satisfied with the Department’s prioritization of strategies; 21.4% were very dissatisfied while 11.9% were indifferent. The results, thus, depicts that most of the officers or respondents were somewhat dissatisfied with the Department’s prioritization of strategies in resource allocation.

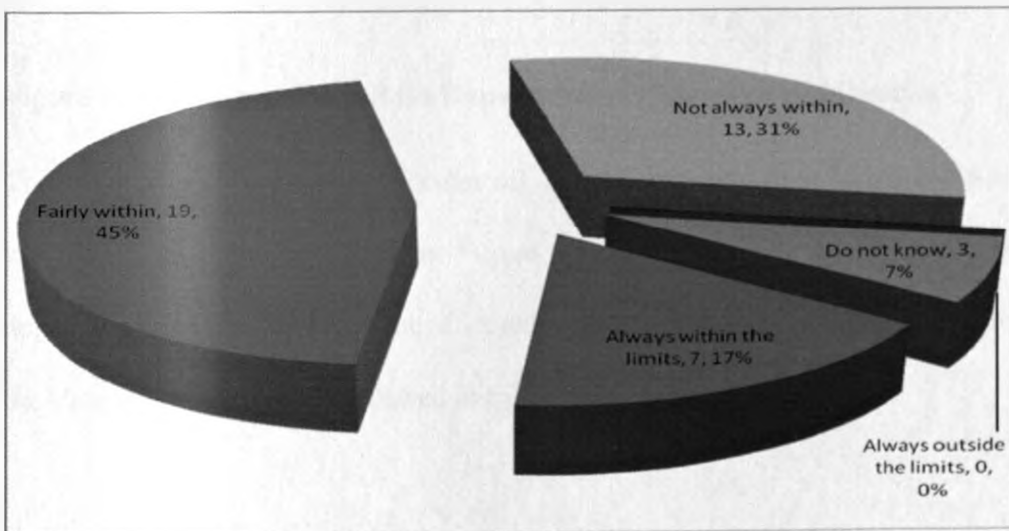


Figure 16: Department’s Faithfulness to the Set Budgetary Limit

To the question on how well the Department remained within or stuck to the set budgetary limit, the findings are presented in Figure 16. The findings show that 45% of the respondents concurred on the Department fairly sticking to the set budget limit; 31% of the respondents stated that the Department does not always remain within the set budget limit; while, 17% averred that the Department is always within the set budget limit. This depicts that the Department operated within the set budget limit although it at times overspent.

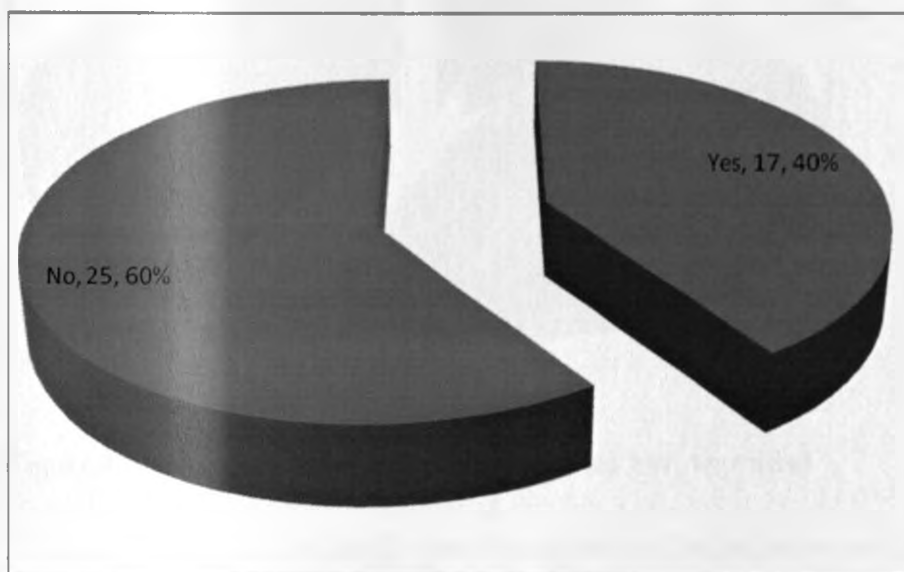


Figure 17: Involvement of all the Departments in Resource mobilization

The study sought to establish whether all departments within the Veterinary Services are involved in resource mobilization. Figure 17 shows that 60% of the respondents were negative while 40% replied in the affirmative. This depicts that not all the divisions within the Veterinary services are involved in mobilizing for resources.

4.6 Performance Appraisal System

The study sought to establish how performance appraisal affected strategic planning in the Veterinary Department. The section presents the findings with regards to accuracy of information presented for appraisal, alignment of the appraisal to the initial targets, rewarding of excellence and alignment of performance appraisal to strategic plans.

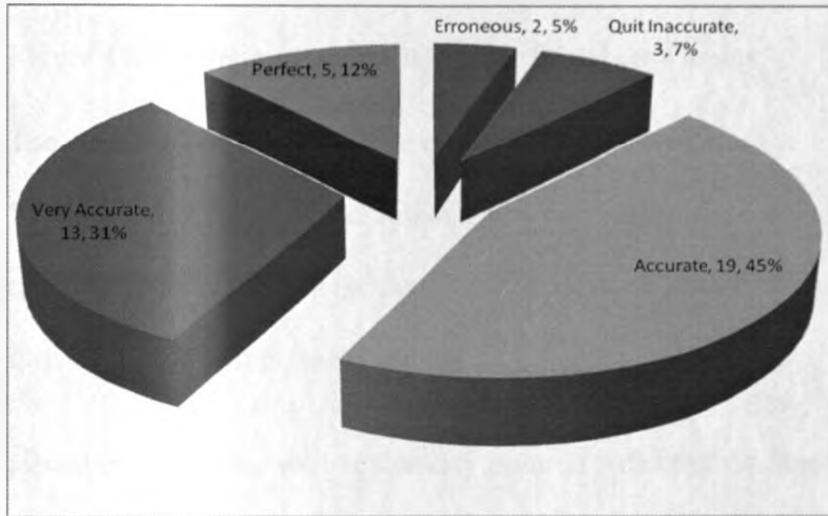


Figure 18: Accuracy of Information Presented For Appraisal

The respondents were required to rate the accuracy of information presented for appraisal. Figure 18 illustrates that 45% of the respondents felt that the information presented for performance appraisal was accurate; 31% rated the information was very accurate; 12% rated the information as perfect and 7% rated the same as quite accurate. However, 2% of the respondents felt that the information was erroneous. This underscores the fact that the information presented for performance appraisal is accurate. Seeking information on how regularly the respondents were you appraised in a year, the study established that the respondents (100%) were appraised quarterly.

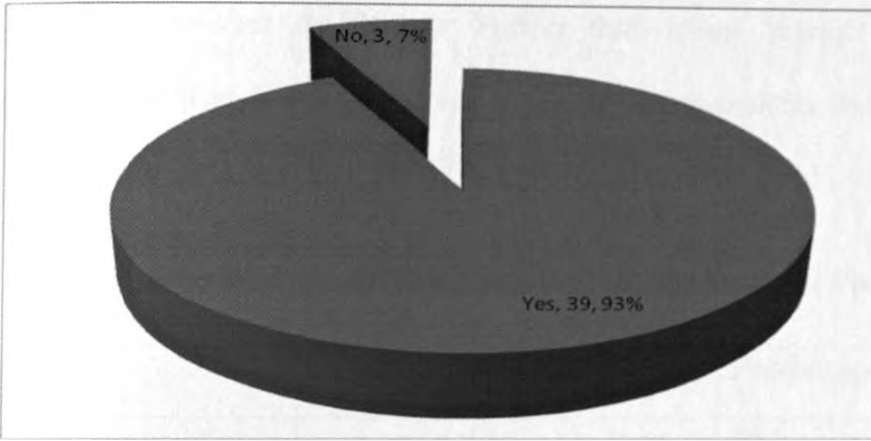


Figure 19: Do the appraisal stick to the initial set Targets

The study sought to establish whether the appraisal stick to the initial set Targets. Figure 19 shows that 93% of the respondents were affirmative while 7% were of contrary opinion. This depicts that the performance appraisal stuck to the initial targets, pointing at little deviance from planned outcome.

However, those who were of contrary opinion stated that deviance from planned outcome was brought by political and change in micro-economic aggregates such as poor economic performance accompanied by austerity measures and regime or change of top management. Others include outbreak of pandemic like unpredictable animal diseases such as contagious bovine pleura-pneumonia.

Table 4.8: Rewarding of Excellent Performance

	Frequency	Percentage
Yes	39	92.9
No	3	7.1
Total	42	100.0

Table 4.10 presents the findings whether there is any reward given to excellent performance. The findings show that 92.9% of the respondents were affirmative while 7.1% replied otherwise. This depicts that the Department rewarded excellence.

Table 4.9: Appraised Targets Being In Line With the Strategic Plan

	Frequency	Percentage
All	12	28.6
Some	22	52.4
Not always	8	19.0
Always outside the plan	0	0.0
Do not know	0	0.0
Total	42	100.0

To the question on whether there are targets the respondent is appraised on based on the strategic plan, the findings shows that 52.4% of the respondents alluded to there being some; 28.6% of the responded indicated to all the targets being aligned; while, 19.0% stated that the targets were not always aligned to the strategic plan. This underscores the fact that most of the performance targets that the Veterinary officers were appraised on were in line with the strategic plan. The respondents were also required to state whether there are set standards for appraisal of which they all (100%) replied affirmatively.

Table 4.10: Comprehensiveness of Targets in the Light Of the Strategic Plan

Comprehensiveness	Frequency	Percentage
Very comprehensive	7	16.7
Comprehensive	23	54.8
Fairly Comprehensive	12	28.6
Not comprehensive at all	0	0.0
Do not know	0	0.0
Total	42	100.0

Table 4.12 presents the findings on how comprehensive in the light of the strategic plan the performance targets are. From the findings, 54.8% of the respondents stated that the performance targets were comprehensive with regards to strategic plans; 28.6% of the respondents felt that the targets were fairly comprehensive; while, 16.7% felt that they were very comprehensive. This illustrates that the performance targets of Veterinary Department was at least comprehensive in light of the strategic plans.

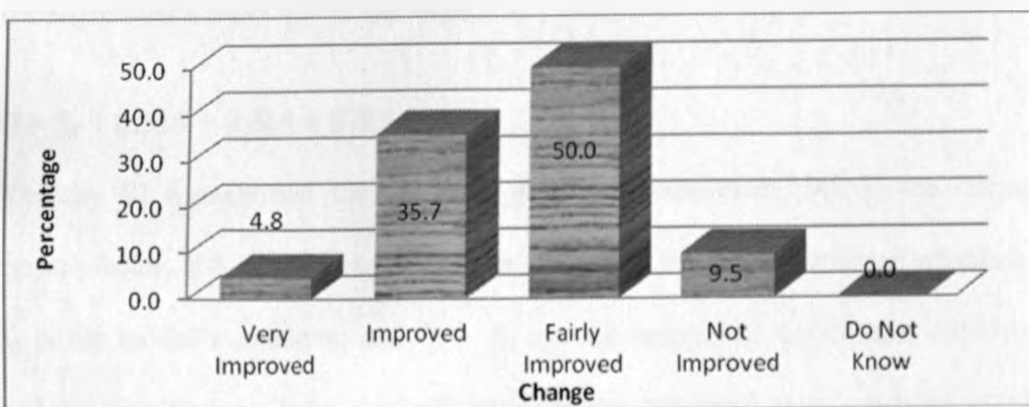


Figure 20: Comparison of the Implementation of the Strategic Plan

The respondents were required to compare the implementation of the strategic plan before and after the introduction of Performance Appraisal system. The findings shows that

50.0% of the respondents stated that implementation of the strategic plan had fairly improved; 35.7% stated that the implementation has improved; 9.5% stated that implementation has not improved; while, 4.8% stated that the implementation has very much improved. The findings, thus, illustrates that implementation of strategic plans has improved since the introduction of performance appraisal system.

The study further sought to establish how the Performance Appraisal system has influenced the implementation of the strategic plan. The responses indicate that performance appraisal has helped in the implementation by matching targets and actual performance while controlling for diversions. Other indicated that performance appraisal created a platform, for measurement of strategy implementation.

4.8 Regression Analysis

The study sought to establish the influence of management support, resource allocation and performance appraisal on strategic plan implementation in Veterinary Department.

The regression model was of the form:

$$SI = \beta_0 + \beta_1MS + \beta_2RA + \beta_3PA + \varepsilon$$

Whereby SI represented the strategic plan implementation, MS is the management support factor, RA is resource allocation factor and PA is performance appraisal factor. B_0 is the model's constant, and $\beta_1 - \beta_3$ are the regression coefficients while ε is the model's significance from f-significance results obtained from analysis of variance (ANOVA).

Table 4.11: Model's Goodness of Fit Statistics

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.812 ^a	.659	.647	.5645991	1.842

a. Predictors: (Constant), Management Support, Resource Allocation, Performance Appraisal

b. Dependent Variable: Implementation of Strategic Plan

Table 4.13 shows that there is a very good linear association between the dependent and independent variables used in the study (Winston 2006). This is shown by a correlation (R) coefficient of 0.812. The determination coefficient as measured by the R-square presents a strong relationship between dependent and independent variables given a value of 0.659. This depicts that the model (independent variables) accounts for 65.9% of the total observations while 34.1% remains unexplained by the regression model.

Durbin Watson test was used as one of the preliminary test for regression which to test whether there is any autocorrelation within the model's residuals. Given that the Durbin Watson value was close to 2 (1.842), there was no autocorrelation in the model's residuals (Winston 2006).

Table 4.12: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	56.987	3	18.996	59.591	.000a
Residual	94.994	298	.319		
Total	151.982	301			

a. Predictors: (Constant), Management Support, Resource Allocation, Performance Appraisal

b. Dependent Variable: Implementation of Strategic Plan

The ANOVA statistics presented in Table 4.14 was used to present the regression model significance. An F-significance value of $p < 0.001$ was established showing that there is a probability of 0.1% of the regression model presenting a false information.

Table 4.13: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.153	.192		6.003	.158
Management Support	.378	.117	.156	3.233	.001
Resource Allocation	.409	.068	.087	1.415	.018
Performance Appraisal	.096	.050	.491	8.106	.000

The following regression result was obtained:

$$SI = 1.153 + 0.378 * MS + 0.409 * RA + 0.096 * PA \quad P < 0.001$$

From the model, when other factors (management support, resource allocation and performance appraisal) are at zero, the implementation of strategic plan variable will be 1.153. Holding other factors (resource allocation and performance appraisal) constant, a unit increase in management support would lead to a 0.378 ($p = .001$) increase in successful implementation of strategic plans at the Veterinary Department.

Holding other factors (management support and performance appraisal) constant, a unit increase in resource allocation would lead to a 0.409 ($p = 0.018$) increase in successful implementation of strategic plans at the Veterinary Department. Moreover, holding management support and resource allocation constant, a unit increase in performance

appraisal would lead to a 0.096 ($p < 0.001$) increase in successful implementation of strategic plans at the Veterinary Department. These results show that when in joint action, management support, resource allocation and performance appraisal would foster successful implementation of strategic plans at the Veterinary Department. However, resource allocation followed by management support are more influential in ensuring a successful implementation of strategic plans.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings as per the specific objectives, conclusions and recommendations there to. The chapter is thus structured into summary of the findings, conclusions, recommendations and areas for further studies.

5.2 Summary of Findings

On management support, the study established that depicts that majority (69.1%) of the respondents supervises 50 Veterinary officers or less. Organization structure at the Veterinary Department being flat was generally viewed by the employees as good (57%) and policies are implemented with the stakeholders in mind (67%). It was also established that there exist internal politics within the Department that affects strategic plans from formulation to implementation at least minimally (83.3%).

Majority of the officers (74%) within the Department were familiar with most of the policies within the Department although significant minority (26%) were not. Further, the Veterinary Department's divisions (76.2) related at least well with each other in the strategic planning process. Besides, majority (52%) of the respondents were involved strategy implementation although significant minority were not. Moreover, majority (83.8%) of their subordinates were supportive of the Department's strategic plan as contrasted to a minority (21.4%). Of all those that were involved in the preparation stage of strategic plans which was also known its stakeholders (66.3%); majority (at least three quarters) were satisfied with their level of involvement. Besides stakeholders' involvement

diversity were handled quite fine (83.3). Majority (78%) of the respondents were well prepared for changes within the Veterinary Department. However, it was, ultimately, established that the officers (64.3%) were somewhat dissatisfied with their seniors' strategic planning direction. The study conducted a regression analysis to establish the effect of management support on strategic plan implementation. The findings shows that management support is critical for successful implementation of strategic plan ($p = 0.001$).

On resource allocation, the study's findings indicate that the Department exhibited effective decentralization of power (mean of 3.95) and increased formal relationship (3.38). Nevertheless, most (67.1%) of the respondents were somewhat dissatisfied with the Department's prioritization of strategies in resource allocation although the Department operated within the set budget limit (62%). However, it at times overspent (31%). The study established that not all the departments within the Veterinary services are involved in mobilizing for resources (60%). The findings recommended that there was need to increase stakeholder collaboration, additional funds in strategic plan implementation, improve remuneration and facilitate the staff better in areas such as transport. The study established that resource allocation does improve successful implementation of strategic plan ($p = 0.018$).

On performance appraisal, the study established that information presented for performance appraisal is accurate (76%). Performance appraisal outcomes were within the initial targets (93%) upon which Department rewarded excellence in performance (92.9%). Besides, performance targets within the appraisal system on were based on the strategic plan (81%) as the set standards for the terms in the appraisal (100%). Moreover, performance targets of Department were at least comprehensive in light of the strategic

plans (70.5%). The findings further indicates that implementation of strategic plans has improved since the introduction of performance appraisal system (85.7%). Conducting regression, it was established that performance appraisal do enhance the chances of successful implementation of strategic plans ($p < 0.001$). The study's findings, further, show that resource allocation was the most influential factor in implementation of strategic plans followed by management support.

5.3 Conclusions

Based on the findings presented in the previous chapter, the study concludes that management support does enhance the implementation of strategic plan at the Veterinary Department. The management involved the stakeholders in strategic plan implementation and briefs them on changes to take place within the Department. These stakeholders included the staff who consequently owned the implementation thus supporting it. Besides, decentralized structured ensured quick decision making as it eliminates bureaucracy.

Resource allocation does positively influence the implementation of strategic plans at the Veterinary Board. Resource was established to be the most significant factor enabling the implementation of strategic plans. The resource utilization was within the budget though deviance was occasionally noted.

Further, it is concluded performance appraisal system does positively influence the implementation of strategic plans at the Veterinary Department. Performance appraisal enhanced implementation of strategic plans as the outcomes were periodically compared with the budgeted or planned outcome.

5.4 Recommendations

On management support, the study recommends the Department needs to minimize political interference in implementation of strategic plans. The Department needs to educate the staff on its policy documents as a significant number were not familiar. The findings recommended that there is need to increase stakeholder collaboration, additional funds in strategic plan implementation and facilitate the staff better in areas such as transport especially during implementation. The Department also needs to work on its resource allocation which was rated poor.

5.5 Areas for Further Research

Given that the three factors accounted for 65.9% of the changes in implementation of strategic plans, the study suggests that further studies need to include more variables. This study can not be generalized about other government's departments since it is a case of Veterinary Department. It is, therefore, suggested that other studies can take the case of other Government's departments to determine what factors affect implementation of strategic plans in them.

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Appendix I: Letter of Introduction

University of Nairobi,
College of Education and External Studies,
P.O. Box 30197-00100, Nairobi

Your respondent,

1. REQUEST FOR FILLING OF QUESTIONNAIRE

My name is Mukora Geoffrey Gitau and I am pursuing a Masters of Art degree in Project Planning and Management at the above named University. I am doing research on how various factors influence implementation of strategic plans at the Department Veterinary Services, of the Ministry of Livestock Development in Kenya.

The purpose of this letter is to humbly request you to fill in the attached questionnaire.

This research is purely for academic purposes and the information given will be strictly confidential.

I hope your input will be useful in examining how various factors can influence implementation of the departmental strategic plans.

Yours Sincerely,

Mukora G. G

LS/64767/2010

Appendix II: Questionnaire

Instructions: (Please read the instructions given and answer the questions as appropriately as possible). It is advisable you answer or fill in each section as provided. Make an attempt to answer every question fully and correctly.

Part I: Personal profile

1) Sex M [] F [] (Tick one)

2) For how long have you worked for the department?

5-10 years [] 11-15 years []

16-20 years [] 20-25 years []

More than 25 []

3) How many officers do you supervise directly?

a. Between 1-5 []

b. Between 6-10 []

c. Between 11-15 []

d. Between 16-20 []

e. Between 21-25 []

f. Over 25 [] Indicate number here

4) Part II: Management

5) How do you rate the organization structure of veterinary department? (tick one)

Excellent Very good

Good Poor

Poor

6) Some policy formulation have been carried without involving the relevant ministries or stakeholders (tick one)

True false

7) Are there internal politics within the department?

Yes No

If yes to what extent do they affect the implementation of the strategic plan?

Very much Much

Do not affect at all Do not know

Minimally

8) Are you familiar with most of the policies within the department?

Yes No

9) How well do the divisions relate during the planning stage of the strategic plan?

Very Well Well

Do not relate at all Not interested

Minimally

10) Have you ever been involved in the preparation of the strategic plan?

Yes No

If yes to the above question;

a. What was your level of satisfaction with the involvement at the planning stage of the strategic plan?

- | | | | |
|-------------------|-----|--------------|-----|
| Very dissatisfied | [] | Dissatisfied | [] |
| Indifferent | [] | Satisfied | [] |
| Very Satisfied | [] | | |

11) How well is the departmental strategic plan known to the players?

- | | | | |
|-----------|-----|-------------|-----|
| Very Well | [] | Well | [] |
| Not known | [] | Fairly well | [] |

12) How well does the department prepare you for any changes in the department?

- | | | | |
|------------|-----|-------------|-----|
| Very Well | [] | Well | [] |
| Not at all | [] | Fairly well | [] |

13) How supportive are your subordinates in implementing the strategic plan?

- | | | | |
|-----------------|-----|-------------------|-----|
| Very supportive | [] | Supportive | [] |
| Not supportive | [] | Fairly supportive | [] |
| Indifferent | [] | | |

14) How well are the gender, drugs and drug abuse, HIV/AIDS, and disability issues handled within the department?

- | | | | |
|------------|-----|-------------|-----|
| Very Well | [] | Well | [] |
| Not at all | [] | Fairly well | [] |

15) In your own opinion how do rate your seniors in offering direction?

- | | | | |
|--------------------|-----|--------------|-----|
| Very dissatisfying | [] | Dissatisfied | [] |
| Indifferent | [] | Satisfied | [] |
| Very Satisfying | [] | | |

Part III: Resource Allocation

16) The following changes in the organization structure can help improve the implementation of strategic plans in the veterinary department? (tick one).

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Decentralization of power within the veterinary department						
Increased formal relationship within the veterinary department.						
Increased informal relationship within the veterinary department						
Centralization of power within the veterinary department.						

18. To what extent do you agree with the following statement about government support to strengthen implementation of strategic plan? (Tick one)

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
There is need for additional funds in strategic plan implementation						
There is need to facilitate the staff better e.g. transport						
There is need to increase stakeholder collaboration						
The remuneration should be Improved						

17) How do you view prioritization of strategies in resource allocation?

Very dissatisfied [] Dissatisfied []

Indifferent [] Satisfied []

Very Satisfied []

18) How well do you remain within the set budgetary limits?

Always within the limits [] Do not know []

Not always within [] Always outside the limits []

Part IV: Performance Appraisal System

19) How would you rate the accuracy of information presented for appraisal?

- | | | | |
|------------|--------------------------|-----------------|--------------------------|
| Erroneous | <input type="checkbox"/> | Fairly accurate | <input type="checkbox"/> |
| Accurate | <input type="checkbox"/> | Very Accurate | <input type="checkbox"/> |
| Inaccurate | <input type="checkbox"/> | | |

20) How regular are you appraised in a year?

- | | | | |
|-------------|--------------------------|-----------|--------------------------|
| Once | <input type="checkbox"/> | Twice | <input type="checkbox"/> |
| Three times | <input type="checkbox"/> | Quarterly | <input type="checkbox"/> |

21) Are the targets you are appraised on set based on the strategic plan?

- | | | | |
|-------------------------|--------------------------|-------------|--------------------------|
| All | <input type="checkbox"/> | Do not know | <input type="checkbox"/> |
| Not always | <input type="checkbox"/> | Some | <input type="checkbox"/> |
| Always outside the plan | <input type="checkbox"/> | | |

22) Does the appraisal stick to the initial set targets?

- | | | | |
|----------------|--------------------------|------|--------------------------|
| Always within | <input type="checkbox"/> | Some | <input type="checkbox"/> |
| Always outside | <input type="checkbox"/> | | |

23) If there is change while appraising what in your opinion influences the shift

- | | | | |
|--------------------------|--------------------------|---------------------------|--------------------------|
| Achievement by that time | <input type="checkbox"/> | what seniors want | <input type="checkbox"/> |
| Divisional achievements | <input type="checkbox"/> | Departmental achievements | <input type="checkbox"/> |

24) Is there any reward given to excellent performance?

- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

If yes what is the best reward in your own opinion?

One month's salary One job group up

No reward Certificate of recognition

25) How comprehensive in the light of the strategic plan are the performance targets?

Very comprehensive Comprehensive

Fairly comprehensive Not comprehensive

Do not know

26) Do you get any assistance from the management when implementing your work plans?

Yes No

27) Since the introduction of Performance Appraisal system, how you compare the implementation of the strategic plan then as of now?

Very improved Improved

Fairly improved Not improved

Do not know

THANK YOU FOR PARTICIPATING IN THE QUESTIONNAIRE