

CHALLENGES OF THE 2011 – 2014 STRATEGIC PLAN IMPLEMENTATION AT THE
HEAD OFFICE OF THE NAMIBIAN POLICE FORCE

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Abstract

A quantitative survey study was conducted in the Namibian Police to investigate the implementation of the 2011 - 2014 strategic plan. The study was motivated by the absence of a new strategic plan. At the end of the strategic plan cycle, no evaluation was conducted and no new strategic plan was crafted. To date, no report has been compiled on the achievement of the strategic plan, neither has a new strategic plan been drawn. The study focused on the effectiveness, the challenges encountered in the implementation, and recommendations to improve on the implementation of the strategic plan. Data was gathered using a structured Likert type questionnaire. A sample of 50 respondents was selected using probability sampling. Questionnaire data was analyzed using Microsoft Excel Statistics Package. Data was displayed on bar graphs as percentage for comparisons. The study found that most of the strategic themes were not implemented. The study further found that the strategic plan was complex to implement due to incompatibility between strategic objectives and current tasks. The strategic plan was indicated to have been overwhelmed by the volatile crime environment and ad-hoc tasks. The study also found that absence of continuous macro and micro environment analysis to adjust the strategic plan to current work demands contributed to implementation failure. Based on the findings, the study recommended a combination of long and short term strategic plan. It also recommended and emphasized the need and importance of continuous environment analysis and monitoring to detect any changes that may necessitate immediate measures to remedy the situations. The implication of the findings, in practice, is that to develop a strategic plan for any organization, there is need to analyze the nature of business, for a befitting strategic plan that is suitable for the environment.

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Dedication

I would like to dedicate this study to my late mother, Rakel Hasheela, who passed away on the 20th of April 2016. May her soul continue to rest in eternal peace.

Declarations

I, Sem T. T. Hasheela, declare hereby that this study is a true reflection of my own research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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CHAPTER ONE

Introduction

Chapter one focuses on introducing this study on the implementation challenges of the Namibian Police Force 2011-2014 strategic plan. This chapter discusses the background of the study, and presents the problem statement to justify what motivated this study. Research questions are presented and the significance of the study is also described. The chapter concludes with outline of what each chapter addresses.

Background

Strategic management is a fundamental concept in contemporary organizations as attempt is made to gain competitive advantage in global dynamic markets. While strategic management is commonly associated with the corporate world, public service delivery institutions have joined this management philosophy to achieve excellence in service delivery and satisfy the public. Strategic management is “the art and science of formulating, implementing and evaluating cross functional decisions that enable the organization to achieve its objectives” (David, 2013: 6). The concept is also defined by Hough, Thompson, Strickland, & Gamble (2011) as a plan that provides organization guidance on what to do and what not to do. Thus strategic management generates a strategic plan that acts as a blue print in directing an organization to meet its objectives. Inspired by the unparalleled benefits of strategic planning, the Namibian Police Force developed a four year strategic plan running from 2011 to 2014 and an outsider expert assisted by local personnel led the process (Shikwambi, 2011). The strategic plan received nationwide consultations to establish views of various stakeholders on what was expected of an effective and efficient national police force. The strategic plan was crafted as a guiding tool that would help the Namibian Police Force to focus its energy and resources, and

to determine where the organization stood and where it wanted to go and how it would get there over a period of four years, thus reflecting the philosophy of strategic management raised by David (2013) and Hough, Thompson, Strickland, & Gamble (2011). The strategic plan was deemed a milestone in the history of the Namibian Police Force and as the tool that was envisaged to navigate the police force into a world class organization. The strategic plan was received with hopes of improving service delivery in the Namibia Police Force and also as a guidance tool for the organization in the direction it intends to move.

Statement of the Problem

The Ministry of Safety and Security, under the directives of the Office of the Prime Minister achieved a milestone in 2011 when it launched and introduced a strategic plan in the Namibian Police force. According to Shikwambi (2011), the strategic plan was meant to be in operation for four years, up to 2014 and was hailed for including e-policing; a strategy meant to deal with contemporary sophisticated crimes. The strategic management plan was launched under the theme, ‘Striving for improved policing in partnership with the communities’ (Shikwambi, 2011). Since it was the first strategic plan for the force, a lot of planning, consultations, and time was directed towards it, which meant a lot of resources had to be invested too. The strategic plan was a memorable undertaking in the history of the Namibian Police Force.

At the end of the strategic plan life cycle, the plan was supposed to be evaluated so that a new strategic plan is developed and put in place. To date, no report has been compiled on the achievement of the strategic plan, neither has a new strategic plan been drawn. Since there is no documented report, and no new plan has been prepared, it is deemed important to explore and understand the experiences of the people who were involved and to establish what had

transpired during the implementation of the strategic plan. McGunagle (2012) reports that creation of highly focused strategic plans without implementation and evaluation plans results in collapse of such plans. Reiterating similar observations, David (2013) points out that research has noted managers who drew robust strategic plans that gathered dust in files without being implemented. In addition, considering the resources and the time spent on drawing the strategic plan, it was considered worthwhile to conduct a study to establish the reasons and the challenges associated with the strategic plan implementation.

Research Questions

The study intends to answer the following research questions:

- How effective was the 2011 – 2014 strategic plan in achieving its intended objectives?
- What challenges were encountered during the implementation of the 2011 – 2014 strategic plan?
- What are recommendations to future strategic plan implementations?

Significance of the Study

The results of the study informs policy makers on challenges encountered with strategic plan implementation in public service organizations. The study informs police management of the strengths and weaknesses inherent in strategic management, and solutions be sought to improve. The study also contributes to the theory of strategic management by presenting challenges experienced in implementing the strategic plan in the public service delivery. Further, the study also paves way for future decisions pertaining to strategic planning and implementation in public service organizations.

Limitations of the Study

Conducting a study in a security organization such as the Namibian Police Force may pose a threat to get authentic and accurate responses as the staff may fear victimisation of releasing confidential information. This limitation was addressed through communicating the purpose of the study and assuring the respondents of confidentiality and anonymity. Obtaining responses from officers based at the Police National Headquarters as their duty station did not warrant generalisation for the whole country. Thus, further studies were to be conducted at police stations countrywide so that comparisons could be made.

Outline of the Study

The first chapter introduces the study by outlining the background of the study, presenting and justifying the research problem, outlining the research objectives and questions. The chapter also describes the significance of the study and ends with outlining the research organization. The second chapter presents and discusses literature related to the study. The chapter also presents and links strategic management plan to organization strategy. The last part of the chapter explores and reports empirical studies on strategic planning and implementation. The third chapter presents and justifies the research methodology used for the study. The chapter presents the research design, the research strategies, the population and sampling approach used to come up with the research sample. The third chapter also presents and describes the research instruments, the data analysis plan, how reliability and validity were addressed and ethical considerations which were observed during the study. Chapter four presents, analyses and interprets data. As the chapter discusses the findings, they are linked to related literature. The final chapter summarizes the findings of the study, makes recommendations and concludes the study.

Conclusion

This introductory chapter discussed the background of the study and indicated that strategic plans were not common in public service oriented organizations. It also outline the problem statement which revealed the motivation of conducting this study. Three research questions that guided this study were presented and an outline of the format of the study in its entirety. Chapter two focuses on review of related literature.

CHAPTER TWO: LITERATURE REVIEW

Introduction

Chapter one represented an overview of the background and the problem statement of the study to show what motivated this study. Chapter two presents and reviews literature related to the study. The chapter provides a theoretical overview informing the study. The chapter explores the processes of strategic planning and implementation. The literature review looks at factors contributing to collapse of strategic plans and challenges encountered in the implementation of strategic plan in the public service industry. The chapter also links organization strategy with the strategic plan in public service organizations. Finally the chapter presents empirical research on strategic planning and implementation.

Theoretical Framework

This study is informed by the strategic management theory. Rouse (2014) describes strategic management as a process of continuously surveilling the macro and micro environment, planning and implementing the ideal strategy, monitoring and evaluation for the purpose of achieving organizational objectives. Concurring with Rouse's (2014) concept of strategic management, Thompson, Peteraf, Gamble and Strickland (2016) view strategic management as an organizational philosophy that continuously monitors the environment to come up with a suitable strategy to satisfy the clients. Figure 1 illustrates the strategic management model which informs this study.

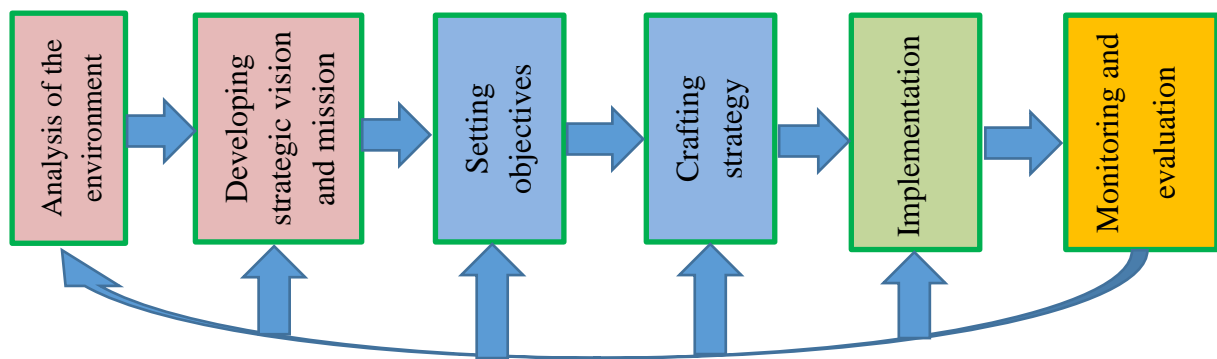


Figure 1: *Strategic Management Process*

Source: Thompson et al. (2016)

The strategic management model shows seven major processes namely: analysis of the environment, developing the strategic vision and mission, setting objectives, crafting the strategy, implementing the strategy, monitoring and evaluation. As indicated by the model, there is continuous feedback thus providing performance data which is used to continuously shape and direct strategy (Thompson et al, 2016: 24).

The feedback loops going into the strategic management process imply the importance and interdependence of the stages. Hough et al. (2011) observed that the interdependence of the strategic management process becomes real when there is strategic aligning with the organization. Strategic alignment implies relevance of the strategy hence facilitating implementation and achievement of desired results. Therefore, Hough et al. (2011) and Thompson et al. (2016) concurred that the effectiveness and the results of a strategic plan can only be realized when it is fully implemented. However, theoretically and empirical evidence show that strategic plans have benefits which drive organization to success. The strategic plan follows a specific process.

The Organization Vision

The organization vision is described by Hough et al. (2011) as a statement that indicates an organization's future scope. A vision statement thus, provides strategic path, which is the direction the organization wants to take. Thompson et al. (2016) noted that a vision statement is unique and specific to a particular organization, thus making organizations different from each other. The vision 'To protect and serve all people in Namibia' makes the Namibia Police Force unique. This vision captures all the functions and roles of the police. "The vision, thus shapes the organization strategy because it provides the path that the organization takes to meet the consumer needs" (Ireland, Hoskisson, & Hitt, 2011: 17). Therefore, the implication is that the strategic vision focusses on the organization deliverables. Though still broad and general, the strategic plan objectives are derived from the vision.

The Organization Mission

In contrast to the vision statement that spells out the future strategic course the organization will take, the mission describes the present organization purpose. It describes how and what the Namibia Police Force does to satisfy the needs of the clients (Thompson et al. 2016). The mission statement reads, "To render the necessary quality service as laid down in the Police Act, with the consideration for the fundamental human rights and freedoms, without compromising in upholding the levels of law and order, safety and security of all persons," (The Namibian Police Force Strategic Plan, 2011: 5).

Analysis of the above mission statement demonstrates the organization strategy focus as, "quality service, human rights, order and safety," (Namibian Police Strategic Plan, 2011: 5). The mission thus provides the base from which individual employee performance targets are

drawn and measured. Therefore, the mission statement highlights organizational objectives. The strategic objectives define specific tasks to be performed and the outcomes.

Environmental Analysis

The Macro Environment

Any business, whether profit or non-profit driven, private or public, product or service focused, exists in an environment which may have an influence on the operations of the organization. The components of the macro environment affect organizations in a variety of ways. The six principal components of the macro environment which may influence the operations of an organization are economic, demographic, political/legal, technological, global and sociocultural (Hough et al., 2011: 54). Figure 2 illustrates the components.

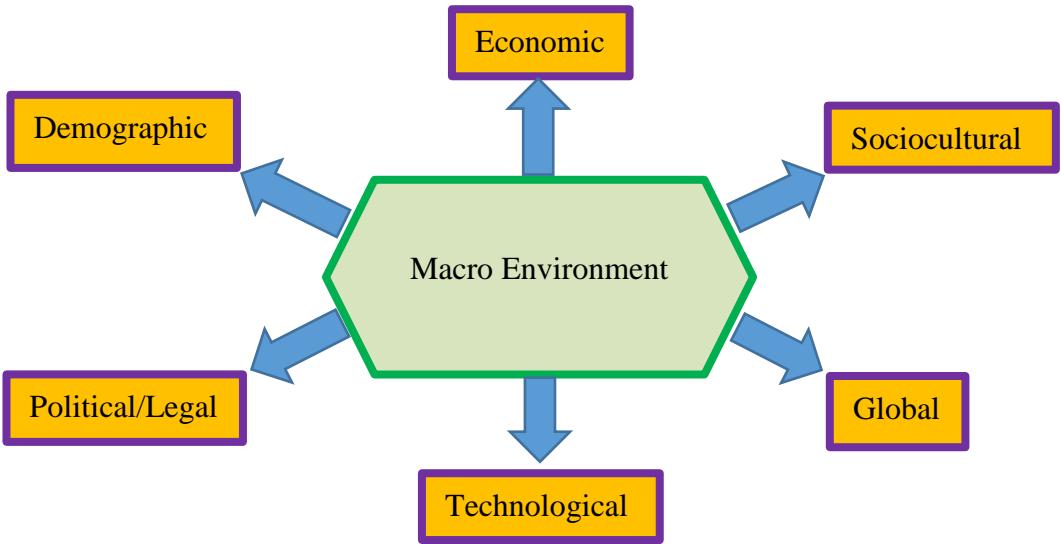


Figure 2: The Macro Environment Forces

Source: Hough et al. (2011)

- **The Political Environment**

The political/legal system of government makes policies, rules and regulations. Faruque (2010) notes that public service organizations, such as the police, are completely influenced by the political forces. Therefore, awareness of the political forces shapes the strategic direction of the police operations. Continuous analysis of the political environment enables the police to align its strategic plan accordingly (Symes, 2014). Strategic alignment as noted by David (2013) facilitates execution of the organization's strategic plan. Therefore, for the purpose of this study, continuous surveillance of the political environment enables the police to continuously tailor tune the strategic plan to the specific needs of the society.

- **The Economic Environment**

The economic environment entails the resources of the society, and how the resources are utilized and shared. According to Faruque (2010), the economic environment within public service organizations focuses on funding public services, remuneration of employees and staff development as well as funding training programs. The performance of the economy influences the extent to which public service organizations are supported. Awareness of the state of the economic environment enables the police to adjust its strategic plan by aligning it to the current and probable economic environment.

- **The Socio Cultural Environment**

Thompson et al. (2016: 48) view social cultural factors as societal values, attitudes, cultural influences and lifestyles that influence provision of services. Kotler and Keller (2012) observe that cultural factor influences lifestyles and different lifestyles require variety services which are suitable. An example is that, a strategic plan for police officers serving a crowded informal

settlement would not be the same as a strategic plan of those serving an affluent residential neighborhood. The need for continuous analysis of the socio economic environment recognizes that change is inevitable and the need to align the social cultural environment with the strategic plan is an ingredient for excellent service delivery (Hough et al., 2011).

- **Technological Environment**

Thompson et al. (2016: 48) view technological environment as concerning technological revolution which impact on people's lives. The impact results in changes of how people do business. In the case of this study, technology influences crime, and as technology becomes complicated so does the crime environment (Wardlaw, 2009). Therefore, keeping abreast with changes in technology enables the police to design benefiting strategies to effectively deal with contemporary crime trends. It is for this reason that a successful strategic plan should be backed by continuous analysis of the technological environment. For the purpose of this study, the police needs to align the strategic plan with appropriate advanced technologies to fight crime. Keeping abreast with technology enhances effectiveness and achievement of the strategic objectives.

- **Demographic Environment**

The demographic environment is comprised of people variables. Suttle (2015) notes that demographic changes lead to changes in strategic focus. According to Suttle (2015) as urban centers become more populated, so do changes in service provision. For example, as people move into urban centers in large numbers, police service needs and demands also increase. These demographic variations leads to adjustment of strategic plan to suit the prevailing situation (Hough et al., 2011). In the case of this, study the police needs to continuously scan

and analyses the demographic environment to align the strategic plan to the current demographic forces.

- **Global Environment**

Hill (2011) acknowledges that the world has become a global village and thus has resulted in goods and services being exchanged with little restraint. Shelly, Picarelli and Corpora (2008) point out that, similarly, globalization has resulted in more crime being committed across borders. Global crime requires the police to devise strategies to deal with complicated situations. Therefore the global environment is demanding robust crime management strategies (Shelly et al., 2008). Continuous analysis of the global crime environment enables the police to draw up relevant focused strategies to deal with crime. It is through crime trends that the police would be able to implement effective policing strategies.

Analyzing the Company’s Internal Environment

This stage involves evaluating the company’s resources, capabilities and competitiveness. According to Thompson et al. (2016), the stage involves analysis of tangible and intangibles resources. SWOT analysis can be used to carry out the analysis. Figure 3 illustrates SWOT analysis.



Figure 3: SWOT Analysis Model

Source: David (2013)

SWOT acronym for strengths, weaknesses, opportunities and threats. It is a matrix that can be used to identify strengths and opportunities of the organization and weaknesses and threats of the organization (David, 2013). The identified factors can be used to plan relevant strategies for the organization, for example if the organization is characterized by autocratic conservative leadership, a change in leadership would be called for. SWOT analysis can also be used to analyze and align the organization capabilities and competencies with the organizational strategy. Hough et al. (2011) describes the organization capabilities and competencies as human and material resources the organization possesses and which can be used to achieve the organization strategy. Figure 4 illustrates the organizational capabilities and competencies.

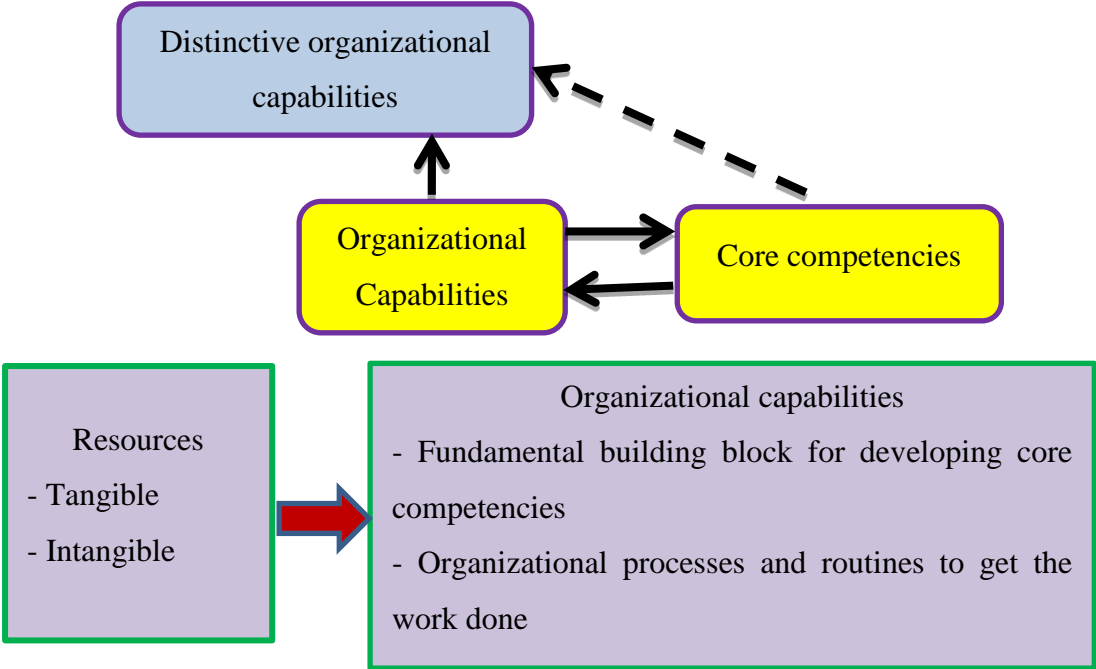


Figure 4: Organization Capabilities and Competencies

Source: Hough et al. (2011)

For the purpose of this study, police personnel skills and expertise, and other human resources make the intangible capabilities and competencies, while physical resources such as vehicles, computers and any other gadgets that facilitate effectiveness of performing tasks are tangible resources. A combination of these enables the police to meet its strategic plan, and therefore should take advantage of these including aligning them to the police strategic plan. Thompson et al. (2016) confirms this by emphasizing the need to align human resources with the business strategy. Alignment of employees with business strategy is a non-debatable practice. Hough et al. (2011) supported by Thompson et al. (2016) consider employee skills, expertise, orientation and commitment as the cornerstone of successful organization strategy implementation. Thus, management needs to ensure that organizations are staffed with employees with the right skills, employees are continually trained and are well managed (Hough et al., 2011: 251).

Implementation of the Strategic Plan

All the stages of the strategic management process are equally important as they are interdependent. Hence, as indicated in the problem statement of this study, robust strategic plans can be crafted, but without implementation, the intended results and objectives will not be achieved. Commenting on the challenges of strategy implementation, Hough et al. (2011) acknowledge that organizations are good at crafting good strategies, but fail to implement them, as they gather dust while in shelves. The implication is that a strategy that is ignored, is the same as having no strategy. Strategy implementation is squarely the role of management, and Thompson et al. (2016: 17) states that, “Good strategy plus good implementation equals good management.” This brings the discussion to look at critical elements in strategy implementation.

Critical Elements in Strategy Implementation

Strategy implementation and execution is the process of putting the strategy into reality or action. As indicated by Thompson et al. (2016: 17), and supported by Hough et al. (2011: 246), strategy implementation is a multifaceted organizational process that involves harnessing material and human resources to achieve the organizational objectives. Hough et al. (2011) identify the following as principal managerial components that are critical in strategy execution process.

Organizational Leadership Philosophy

The unstable and competitive environment today requires leadership that matches the needs of the dynamic environmental variables, and strategic leadership is one of the management philosophies that have proven beyond doubt to achieve organizational quality performance (Daft, 2012). Schoemaker, Krupp, and Howland (2013: 13) defines strategic leadership as “the ability to understand the entire organization and the environments within which they operate and using this understanding to create strategic change through other people so as to position the organization in the environment for both short-term stability and long-term viability.” Similarly Daft (2012: 71) views strategic leadership as envisioning the future of an organization, align strategy with organization deliverables and place employees in the fore front in initiating and implementing change. The concept of strategic leadership clearly shows that even though it is articulated by the top management, the leadership philosophy hinges its success on full participation and involvement of all employees. Strategic leadership values empowering the employees so that they can openly and voluntarily contribute to the effective implementation of the organization strategy (Hough et al., 2011).

Being a management tool that has been tested and found to reap significant results, strategic leadership implementation at the Namibian Police is strongly expected to achieve far fetching results that would see significant changes in organizational performance. A study by Serfontein and Hough (2011) on the nature of the relationship between strategic leadership and strategy implementation, found some direct and indirect pathways in which strategic leadership influences the operational strategy and performance of organizations. In a related study conducted by Lear (2012) on the relationship between strategic leadership and strategic alignment in high performing organizations, the results confirmed a positive relationship between strategic leadership and strategy implementation effectiveness. Therefore, these studies are testimony that strategic leadership is a management philosophy that ensures that strategy implementation is carried out.

Daft (2012: 71) notes that strategic leadership, being a process of influencing employees, has a long-term vision of where the organization is being directed to, and where non-coercive leadership approach is used, hence employees are given freedom to contribute to the well-being of the organization. Accordingly Nejad and Rowe (2009) note that strategic leadership empowers the employees and in turn enhances accountability and ownership of the organization. Empowered employees safeguard the effectiveness and excellence of their organization (Nejad and Rowe, 2009). Commenting on the benefits of strategic leadership, Schoemaker et al. (2013) notes that it accomplishes organizational goals through influencing subordinates. The leader manages through other people. Strategic leadership focuses on understanding organization priorities and guide employees to think strategically, influencing members to be strategic thinkers, talk about strategy, share organization strategy and respond

to business strategy (Redmond, 2015: 18). Thus, strategic leadership enhances employee commitment to strategy implementation and the achievement of organizational objectives.

As already indicated by the strategic leadership philosophy, strategic leadership links the organizational strategy with the organization deliverables and places the human resources in strategic position to implement the organization strategy. According to Daft (2012) strategic leadership integrates the organizations functions and processes enabling human resources to actively unleash its talent to achieve organizational objectives. Redmond (2015) concurred by pointing out that strategic leadership sets the direction of the company, points at the organization competitiveness and enhances deployment of human and material resources to achieve organizational objectives.

Hough et al. (2011: 292) presents four leadership styles namely telling, selling, participating, and delegating. The debate is not on declaring the best leadership style that is best, as leadership style may depend on the personnel or organization situation. The important issue is to adopt a leadership style that works positively to advance the organizational strategy. Transformational leadership has proven to be ideal in inspiring subordinates work towards a common purpose. Schoemaker et al. (2013) acknowledge one of the key characteristics of transformational leaders as spearheading strategy implementation and change. Concurring, (Daft, 2012) point out that change involves abandoning the status quo and adopting better ways of doing things. Transformational leaders are willing to adapt and are always seeking new ways to respond to a constantly changing organization environment. Therefore, leadership can impact the organization strategy implementation through leading the process nurturing the organizational culture through exemplary behavior and sound people oriented leadership style.

Highlighting the role of management in executing strategy, Hough et al. (2011) present the following tasks:

- Management staying on top of things through keeping a finger on the organization's pulse by spending considerable time outside their offices, listening and talking to organization members, coaching, cheerleading, and picking up important information.
- Management is active and visible in putting constructive pressure on the organization to achieve good results. Generally, this is best accomplished by promoting an esprit de corps that mobilizes and energizes organizational members to execute strategy in a competent fashion and deliver the targeted results.
- Management keeping the organization focused on operating excellence by championing innovative ideas for improvement and promoting the use of best practices to ensure value creating activities are performed in a first-rate fashion.
- Management exerts their clout in developing competencies and competitive capabilities that enable better execution.
- Management serve as a role model in displaying high ethical standards, and it insists that company personnel conduct the company's business ethically and in a socially responsible manner. Management demonstrates unequivocal and visible commitment to the ethics enforcement process.
- When an organization's strategy execution effort is not delivering good results and the organization is not making measured progress toward operating excellence, it is the leader's responsibility to step forward and push corrective actions.

These roles are evidence that the success of a strategic plan is heavily shouldered on management effort and initiatives, thus implying that management need to master in detail all the aspects of a strategic plan. Thus, in the case of this study, it is the prerogative responsibility of the Namibian Police Force's management to ensure that the strategic plan is implemented and to chart the new policing strategy in a dynamic volatile environment.

Strategy Execution through Promoting a Learning Organization

Schoemaker et al. (2013) define learning organization as the process of developing of the capacity to learn more quickly and adapt to the environment to sustain organization excellence. "A learning organization is one that is able to change its behaviors and mind-sets as a result of experience." (Mitleton-Kelly, 2014: 4) The same concept is defined by Noe et al. (2014: 23) as "a culture of lifelong learning in which employees are continually trying to learn new things."

Through the organization leadership, a learning organization achieves status through a strong network of relationships and peer support. The learning organization is more than individual learning and arises through the interaction of individuals in groups and teams of different sizes. Noe et al. (2014) note that in the learning organization, employees' influence each other and their ideas will co-evolve; that is, each idea will adapt and change in the context of other ideas, and once changed, it will, in turn, have an influence on what happens next. The concept of co-evolution is a powerful one and applies not only to internal organizational learning, but also to strategy in relation to a changing environment, as well as to sustainability understanding (Redmond, 2015). As the environment changes the learning organization takes actions and procedures, to change in response to changes in the environment. Employees learn both directly and indirectly through the nature of the culture of the organization, to take responsibility for

their work and for themselves. The learning organization understands the capability and potential of all its employees and attempts to release that potential. It also understands that it must adapt and respond to change, and not resist it. Therefore, leadership can promote the organization culture through facilitating and leading a learning organization. Within a learning organization exists team building, an important aspect of promoting a common culture among employees. Thompson et al. (2016) contend that learning organizations can quickly adapt to changes in the environment and manage to cope with strategy implementation. The implication is that adoption of a learning organization by the Namibian police enhances alertness and ability to cope with changes in the crime environment.

Strategy Execution through Talent Management and Training of Employees

Talent management is viewed by Grobler et al. (2012) cited in Noe et al. (2014: 24) as, “the use of an integrated Human Resources Management (HRM) activities to ensure that an organization attracts, retains, motivates and develops talented people it needs now and in the future.” Armstrong (2009: 69) view the concept the same way, but further elaborates that the core objective of talent management is, “to secure the flow of talent, bearing in mind that talent is a major corporate resource.” Employee development is defined by Noe et al. (2014: 26), as, “The acquisition of knowledge, skills and behaviors that improve an employees’ ability to meet changes in job requirements and in client and customer demands.” Aguinis and Kraiger (2009: 51) define training as, “the way in which an organization uses a systematic process to modify the knowledge, skills and behavior of employees that will enable it to achieve its objectives.” Training and development are human resources processes which focus on a continuous process of sharpening the skill and competencies of employees to meet the organization strategy, hence achieve organization quality service delivery. Training and development equip employees with

skills which enable the organization to successfully implement its strategy. In addition to acquisition of skills and competencies, Armstrong (2009) notes that an employee who is able to carry out job responsibilities successfully is intrinsically motivated. Concurring, Swanepoel et al. (2008) notes that according Maslow's hierarchy of needs, employees who are able to do their job responsibilities diligently and score success are intrinsically satisfied and their self-esteem needs are met. Self-esteem needs as postulated by Maslow's hierarchy of needs, makes employees confident and satisfied, hence it leads to quality performance in strategy implementation (Noe et al., 2014). Therefore talent management, training and development at the Namibian Police Force would guarantee continuous sharpening of skills required for strategy implementation and retains staff, thus preserving expertise and skills needed by the organization.

Promoting Strategy Implementation through Performance Management

Performance Management is, "a systematic process of improving organizational performance by developing the performance of individuals and teams" (Armstrong, 2009: 9). It is an approach of getting better results by understanding and managing performance within a mutually agreed framework of planned goals, standards and competency requirements (Armstrong, 2009). Performance management as viewed by Mello (2008) as a systematic way of facilitating employee growth, determining appropriate rewards, motivating employees and facilitating human resources planning. Within the process of performance management, the review process is the most important exercise of ensuring strategy implementation. Performance review is a summary of all that has been discussed based upon job expectations and key areas of contribution, and previously discussed goals and evaluation methods (Marchington and Wilkinson, 2012). Thus, performance reviews enable managers or

supervisors together with employee to review performance according to set targets (Swanepoel, 2008). Therefore, performance management enables the organization to continually review progress in strategy implementation and take remedial action if any challenges are being met. Reviews gather information on strategy implementation and guides management to take informed decisions before the situation gets out of hand. In the case of this study, performance management facilitates tracking strategy implementation. Performance management would help the Namibian Police Force to motivate and energize its personnel to implement the strategic plan.

Strategy Alignment as a Driver of Strategy Implementation

A core role of strategic leadership is ensuring that all components of the business environment operate in harmony. There is need for alignment of the organization strategy with components and factors that affects its achievement (Hough et al., 2011). Symes (2014) views strategic alignment as the process and the result of linking an organization's structure and resources with its strategy and service delivery environment. Strategic alignment enables higher performance by optimizing the contributions of people, processes, and inputs to the realization of measurable objectives and, thus, minimizing waste and misdirection of effort and resources to unintended or unspecified purposes (Symes, 2014). In the modern, global environment, strategic alignment should be viewed broadly as encompassing not only the human and other resources within any particular organization but also across organizations with complementary objectives (Symes, 2014). Strategic alignment as noted by David (2013), is critical in implementing the organization strategy and enhancing the excellence performance. In this study alignment of the processes and structures with the Namibian Police Force and sister organizations enhances the implementation of the strategic plan.

Strategy Execution through Promoting an Ethical Organization Environment

David (2013: 73) defines business ethics as “principles of conduct within organizations that guide decision making and behavior.” Thompson et al. (2016) regard business ethics simply as principles of right and wrong conduct. Both authors agree that good ethics is a prerequisite for good strategic execution, and as stated by David (2013: 73), “good ethics is just good business.” Hough et al. (2011) argues that ethics in organizations is the cornerstone of corporate governance and underlies organization sustainability. An ethically managed organization thus promotes good reputation and good will, and as argued by Hough et al. (2016), these intangible assets are critical in supporting the organization strategy. Thompson et al. (2016) reports that an ethically managed organization is model to emulate by employees.

Ethical management displays the culture of the organization that is, in this organization, business is carried out responsibly. Therefore, ethical organization conduct and management reinforces the culture of the organization and promotes a sense of responsibility and accountability among employees hence influences the manner in which organization strategy is implemented. An example at the Namibian Police Force is that respect of ethics and professionalism in dealing with the public creates confidence in clients towards the police, hence more support and trust. In addition, employees who are supported finds meaning in work and this promotes strategy execution.

Monitoring and Evaluation as Driver of Strategy Execution

In 1992 Robert Kaplan and David Norton developed the Balance Scorecard (BSC), as a tool for monitoring and evaluating organization strategy in four areas of organizational performance

(Kaplan, 2010). The BSC is more popular in the private sector where organizations focus on profit. However the evaluation tool can also be adapted and used in the public service oriented organizations. Kaplan (2010) explains that the BSC is a performance management tool technique designed to translate an organization's mission statement and overall strategy into specific, quantifiable goals and to monitor the organization's performance in terms of achieving the organization strategy. He further explained that it is a comprehensive approach that analyses an organization's overall performance in four ways, based on the idea that assessing performance through financial indicators only provides information about how well the organization did prior to the assessment, so that future performance can be predicted and proper actions taken to create the desired future. Rouse (2014) notes that the methodology examines performance in four areas:

- Financial analysis, the most traditionally used performance indicator, includes assessments of measures such as operating;
- Customer analysis, looks at customer satisfaction and retention;
- Internal analysis, looks at production and innovation, measuring performance in terms of maximizing service delivery and following indicators for future performance; and
- Learning and growth analysis, which explores the effectiveness of management in terms of measures of employee satisfaction and retention and information system performance (Rouse, 2014).

The balanced score card is a departure from the traditional way of evaluating organization strategy on the basis of financial indicators. Figure 5 illustrates the balanced scorecard.

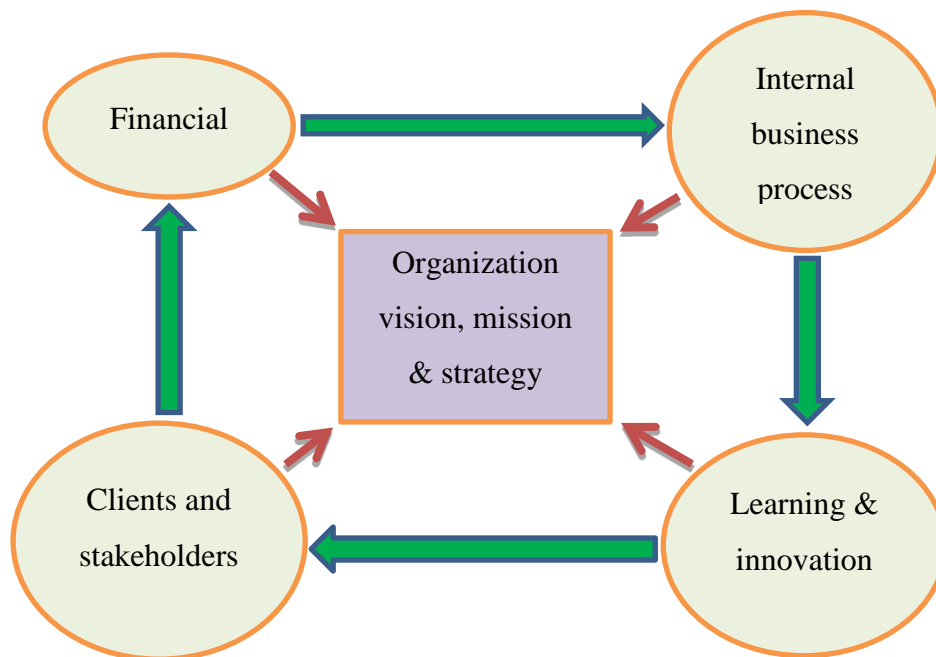


Figure 5: *The Balanced Scorecard*

Source: Hough et al. (2011)

The financial perspective indicates whether strategy execution, which is detailed through measures chosen in the other perspectives, is leading to improved bottom line results (Wilsey, 2010). The business may focus all its energy and capabilities on improving customer satisfaction, quality, on-time delivery, or any number of things, but without an indication of their effect on the organization's financial savings they are of limited value. Classic lagging indicators are normally encountered in the financial perspective (Wilsey, 2010). Financial performance measures indicate whether the organization's strategy, implementation, and execution are contributing to bottom-line improvement. Financial goals have to do efficiency in the use of monetary resources (David, 2013).

The internal measures of the balanced scorecard stem from the organization processes that have the greatest impact on customer satisfaction factors that affect cycle time, quality, employee

skills, and service delivery (Hough et al., 2011). Organizations should also attempt to identify and measure their organization's core competencies, and the critical technologies needed to ensure continued excellent service delivery.

Management focuses on service delivery excellence and client relationships. To achieve goals on cycle time, quality service delivery managers must devise measures that are influenced by employees' actions. The linkage ensures that employees at lower levels in the organization have clear targets for actions, decisions, and improvement activities that will contribute to the organization's overall mission (David, 2013).

The learning and growth perspective focuses on organization's ability to innovate, improve and learn, thus ties directly to the organization's value. That is, only through the ability to create more value for customers, and improve operating efficiencies (Wilsey, 2010). The internal processes focus on the organization's ability to develop and introduce new service delivery approaches rapidly. The measures in the learning and growth perspective of the Balanced Scorecard are really the enablers of the other three perspectives. In essence, they are the foundation on which this entire house of a Balanced Scorecard is built. The measures designed in this perspective will help to close that gap and ensure sustainable performance for the future. Like the other perspectives of the Scorecard, a mix of core outcome measures and performance drivers represent the learning and growth perspective. Employee skills, employee satisfaction, availability of information, and alignment are all part of this perspective (Kaplan, 2010).

The balanced scorecard is well suited to the kind of organization many companies are trying to become because it puts strategy and vision at the center (Hough et al., 2011). It establishes goals but assumes that people will adopt whatever behaviors and take whatever actions are necessary to arrive at those goals. The measures are designed to pull people toward the overall vision (Thompson et al., 2016). This new approach to performance measurement is consistent with the initiatives under way in many organizations: cross-functional integration, client service, global scale, continuous improvement, and team rather than individual accountability. By combining the financial, customer, internal process and innovation, and organizational learning perspectives, the balanced scorecard helps managers understand, at least implicitly, many interrelationships (Hough et al., 2011). This understanding can help managers transcend traditional notions about functional barriers and ultimately lead to improved decision making and strategy implementation. The balanced scorecard keeps organizations looking and moving forward instead of backward (Thompson et al., 2016). As indicated earlier service oriented organizations such as the Namibian Police Force can implement what works. Evaluation in its essence facilitates identifying underperforming areas in strategy implementation and taking action to correct the anomalies.

Strategy evaluation is a critical component of the strategic plan. Strategy implementation without evaluating negates the focus of strategic management theory. Highlighting the importance of strategy evaluation, David (2013) acknowledges that regular evaluation of organizational strategy enhances alignment of strategy with the needs of the dynamic environment. Evaluation establishes underlying bases of organization strategy, comparing expected results with actual results and taking corrective action to keep strategy on track (David, 2013). Adequate and timely feedback enhances effective strategy implementation.

Lorette (2015) noted that absence of evaluation of organizational strategy acts as a barrier to reporting. McGunagle (2012) reports that creation of highly focused strategic plans without implementation and evaluation plans results in collapse of such plans. Reiterating similar observations, David (2013) points out that research has noted managers who drew robust strategic plans that gathered dust in files without being implemented.

Challenges in Strategy Implementation

The issue of coming up with wonderful strategic plans which are never implemented is common. According to Kiplagat (2014), many organizations craft beautiful plans which end up in files and shelved forever. Making similar observations of strategic plans which are never put into use, Rajasekar (2014) report that 50-80% of organizations come up with strategic plans which they never implement. Challenges of strategic plan implementation vary among organizations.

Kiplagat (2014) observe the lack of top management support as the major barrier to strategy implementation. Most organizations are hierarchical with important decisions being made at the top. Considering this fact, Barnat (2012) points out that without top management support, ordinary employees fail to realize the importance and the purpose of the strategic plan. According to Barnat (2012), top management role is to seek buy in of new products so as to motivate employees realize the benefits of such programs. Therefore lack of management will results in non-implementation of strategic plans.

In some organizations lack of technical knowhow may lead to use of hired external consultants to draw strategic plan. Brache (2012) holds that such arrangements can bring in expertise and

experienced personnel to craft a strategic plan. However, Rajasekar (2014) notes that, while expertise may be a distinct benefit from external consultants, the hired personnel may produce a strategic plan that is not compatible with the local culture. In addition, Barnat (2012) notes that external consultants may fail to factor in environmental factors which may grossly affect the implementation of the strategic plan. An example drawn from this study is that the local crime environment may be difficult to plan for by an outsider. It is however noted the Namibian Police Force 2011 – 2014 Strategic Plan was drafted by an external consultant together with the local police personnel. In such a case, the external consultant contributed technical knowhow while the content of the strategic plan was provided by the local police personnel.

In the same vein, Kiplagat (2014) considers lack of alignment between the strategic plan and organization objectives as a strong barrier to strategy plan implementation. Conflict between the strategic plan objectives and the day to day operations of an organization causes confusion and leads to negative attitudes to implementation. A study reported by Brinkchroder (2014) found that lack of compatibility between the strategic plan and the organization structure resulted in challenges during the strategic plan implementation process. In the reported study, the strategic plan advocated for literal communication and participative decision making, yet the organization maintained a bureaucratic structure. Lack of compatibility between the strategic plan and the organization resulted in the strategic plan failing to take off the ground. Challenges of this nature may protrude as evident in security organizations such as the police, where the hierarchical structure is honored and highly maintained, making it difficult to implement a participative culture. According to Kiplagat (2014) bureaucratic oriented organizations may find it difficult to implement a strategic plan which values participation and involvement.

Ineffective communication is yet another challenge which may significantly hinder strategic plan implementation. Dimon (2010) holds that inefficient communication starves employees of relevant information needed for the successful implementation of organizational strategy. Information deprived employees wonder directionless and the information starved employees are not informed of the expectations of the organization with regard to strategy implementation. The ultimate result in weak strategy implementation hence the organization fails to meet its strategic plan objectives (Dimon, 2010). According to Brache (2012), ineffective communication creates an unsupportive environment hence creates alienation and frustration among employees. Unhappy and frustrated employees are incapacitated to deliver the organization strategy (Brache, 2012).

Daft (2012) expresses that organizations implement strategic plans to move from underperformance to improved service delivery. The need to improve on service delivery was the reason behind the Namibian Police Force crafting the 2011-2014 strategic plan. Strategic plans bring change to the organization, thus, the changes if not adequately explained and sought buy in, may compromise acceptance of the strategic plan.

Solving the Challenges of Strategy Implementation

Brache (2012) and Barnat (2012) share the view that effective strategy implementation requires a visionary strategic leader who is proactive. As earlier indicated, a strategic leader is able to monitor, read and respond the business environment. According to Daft (2012), strategic leadership is aware of tools such as SWOT analysis which they use to monitor the macro and

the micro environment. Continuous environmental analysis enables leadership to strategize and reduce threats and take advantage of opportunities.

Daft (2015) consider employees' response to strategy implementation as a critical determinant factor of strategy execution success. Therefore creating employee buy in promotes psychological and emotional attachment to the strategy. Reiterating similar views, Nyambura (2015) holds that employee buy in empowers and motivates the employees to feel ownership hence works hard to achieve success. The best approach to create employee buy in (Barnat, 2012), is to actively involve employees and key stakeholders in strategy formulation. The participative approach as viewed by Brache (2012) creates awareness of the need and the value of the strategy and creates team ownership hence the execution is team driven.

Contributing to the importance of setting the stage for excellence in strategy implementation, Duff (2015) suggests linking performance with rewards. Thus, the organization needs to implement a performance management system. Performance management enables the organization to celebrate achievement through acknowledging strengths and weaknesses. According to Duff (2015), performance management raises enthusiasm hence employees are self-esteemed and motivated to excel. Therefore, enthusiasm and high self-efficacy drive successful strategy implementation.

Kiplagat (2014) raises the need of crafting an implementation plan for the sake of tracking progress. The implementation plan should have objectives and regularly reviewed. The reviews can be conducted using Kaplan and Norton's Balance Scorecard to provide a wider perspective of the impact of strategy implementation. The implementation plan should be communicated to

all departments or sections of the organization and to ensure effectiveness, employees can be delegated to monitor plans. Strategy execution plans informs and facilitates informing the whole organization of progress in the strategy execution process (Barnat, 2012).

Organizations such as police are technological linked, implying that successful strategy implementation is driven by technology. Therefore, as noted by Hrebiniak (2015), the right technology is prerequisite for successful strategy implementation. The right technology increases productivity and promotes quality through efficiency and effectiveness. In the case of this study where the organization specializes in investigations, the right technology produces quality results and within the time frame required/expected. The right technology therefore enhances strategy execution.

Empirical Studies on Strategy Execution

A study was conducted in the Nevada casino industry in United States of America to investigate the relationship between effective leadership behavior and successful strategy implementation (Schaap, 2010). The study found that the role of leadership in creating healthy relationships among employees promoted team work which influenced successful strategy implementation. According to the findings of the Nevada study, strategic consensus fostered shared attitudes and values hence employees focused on common goals. In addition, the study reaffirmed that tying rewards to performance enhanced successful strategy implementation (Schaap, 2010).

On a different note but investigating the influence of talent management on strategy implementation, a study conducted by Orwa (2014) at Kenya Broadcasting Corporation found positive relationships between talent management and strategy implementation effectiveness.

The study found that talent management ensured the right skills, promoted staff retention and motivated employees hence ensured effective strategy implementation. The study confirmed the importance of having the right skills in the organization and the value of proper human resources management practices in supporting strategy execution (Orwa, 2014).

Mary (2011) reported results of a study conducted on establishing the effectiveness of the balanced scorecard in strategy control and monitoring. The study found that BSC provided diversified information on the strengths and weaknesses of strategy implementation, thus enabling management to take informed corrective measures. The results of the study confirmed the value of BSC in monitoring and evaluation of strategy execution (Mary, 2011).

Another study conducted in Kenya to establish the challenges affecting implementation of constituency development projects, found different values as barrier to successful strategy implementation (Karamei, Omwono, & Wanza, 2015). The study confirmed that differences in culture were a stumbling block in the implementation of the projects. The study affirmed that culture was a critical attribute in driving project implementation success. Therefore in the case of this study, a common shared culture is critical in determining successful strategy implementation.

Sial (2013) conducted a study in two municipal councils in Pakistan investigating the implementation of strategic plans. The study found that both municipal councils had well drawn strategic plans but were never implemented. Similarly, Mbaka & Mugambi (2014) found non-implementation of a good and well-focused strategic plan in Water Treatment plant in Kenya.

The findings from these studies are clear evidence that public service organizations experience challenges in the implementation of strategic plans. Grant & Jordan (2015) noted some organizations that implement plans but not those that appear in the strategic plan. This could imply that such organizations may find the strategic plans not relevant and craft new plans. According to David (2013) strategic plans are continuously tuned to the changing environment, and thus evaluation of the Namibian Police Force 2011 – 2014 Strategic Plan at the end of the cycle would have paved way for the introduction of a new strategic plan.

Conclusion

Chapter two focused on review of related literature. The chapter presented and reviewed literature on best practices that support the successful implementation of organization strategy. The chapter also discussed challenges that are often encountered during strategy implementation. The major barrier to strategy implementation was found to be excluding employees in strategy formulation. A section of the literature review presented some strategies that can be employed to reduce the impact of strategy implementation failure. The last section of the chapter presented some empirical studies related to implementation of strategic plans. The literature review indicated the importance of management in driving successful implementation of organizational strategy.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

Chapter two presented and discussed literature related to the study. The chapter also looked at empirical studies on success and challenges in strategic implementation. This chapter focuses on research methodology. The chapter presents and justifies the research design used for this study. Chapter three also presents the technique used to select the sample, the research instruments, how they were constructed and administered. The chapter also discusses how validity, reliability and ethical issues were taken care off.

Research Design

This study adopted the quantitative survey research design. Quantitative research examines relationship between variables which are measured numerically and analyzed using a range of statistical and graphical techniques (Saunders et al. 2016:156). This study adopted the mono method quantitative survey. A mono method quantitative study uses a single data collection technique and corresponding analytical procedure (Saunders et al. 2016). The survey strategy allowed drawing a large sample from which generalizations were made.

Population

The population was 128 police officers who have been at the Namibian Police Headquarters in Windhoek since 2011, when the strategic plan was launched. The study focused on evaluating the implementation of the 2011-2014 strategic plan. The police officers were the implementers of the strategic plan and therefore were regarded as sources of primary data for this study. As implementers of the strategic plan the police officers had knowledge and experience of the

implementation of the strategic plan and were assumed to provide substantive objective evaluation.

Sampling

The study made use of simple random sampling to choose a sample of 40 police personnel from the population of 128. The sample size was determined based on the recommendation of the Namibia Business School committee attended a presentation of the proposal for this study. Simple random sampling was suitable since it gave all elements an equal chance of being selected. According to Maree (2011:172) random sampling enhances representativeness and reduces bias thus making it possible to generalise results to the entire population.

Research Instruments

Generally, researchers are advised to select research instruments which are suitable to the research design. In this study a structured questionnaire was found suitable to collect data for a survey research. In addition to its suitability to the quantitative survey, the questionnaire presented the following benefits identified by Serakan and Bougie (2013): Questionnaires were of low cost and generated data which was easy to analyse, data from a questionnaire could be generalised and allowed respondents to think over how they were going to answer the research questions. The questionnaire for this study was constructed in sections, each section representing a research question or objective. The Likert type closed ended questions with alternatives strongly agree, agree, neutral, disagree and strongly disagree were used.

Pilot Study

Prior to producing and distribution of questionnaires in large quantities, sample questionnaires were given to five police personnel to pilot test the questionnaire. The five officers were asked to answer the questionnaires and requested to make contributions towards the improvement of the questionnaires. The questions were analysed to find out whether they were generating information relevant to answer the study. Two questions were discarded and other two had ambiguous words and the words were changed and one question repeated the same concept as the preceding one and was substituted. After the corrections and adjustments were effected, questionnaires were distributed to the respondents by the researcher.

Administration of the Questionnaire

Since all the respondents were from the Police National Headquarters, the questionnaires were distributed to the respondents in person. The questionnaires were numbered from 1 to 40 and distributed to the respondents. The numbering was used for the purpose of tracking and establishing returned questionnaires. No identification with regard to names or any other form were used on the questionnaires to keep the research confidential.

Collection of Questionnaires

Respondents were given instructions to place completed questionnaires in a box placed at the reception desk. The box was marked 'Returned Questionnaire.' On the sixth day after issuing the questionnaires, respondents were reminded to complete and hand in the questionnaires. An extra day was given before collecting the box of completed questionnaires, to allow respondents who were late to hand in the completed questionnaires. Thirty one questionnaires were returned

and this was 77% return rate. The return rate was considered high and suitable to make generalizations.

Data Analysis

Maree (2011) describes data analysis as the process of presenting, organising the data and summarising into meaningful results. The study used descriptive statistics to analyse data. Data was coded and entered on the Microsoft excel spread sheet. Data was shown on frequency tables and the raw scores were converted to percentages. Data from the frequency tables was shown on graphs. The data was further reduced into three categories – positive, negative and neutral. The interpretation was done based on the modal score indicator.

Reliability and Validity

Reliability

“Reliability is the consistency with which the instrument yields a certain result when the entity being measured has not changed,” (Leedy and Ormrod, 2010: 29). The pilot study addressed the internal consistency reliability. Internal consistency reliability is the extent to which questions of the research instrument yields similar results. The pilot study was used to verify the relevance and the ambiguity of the questions. Questionnaires were distributed under similar conditions and similar explanations were given.

Validity

Validity, described by Leedy and Ormrod (2010) as the extent to which an instrument measures what it is intended to measure was attending to using a number of strategies. A specification table was used to ensure that the domain under study was covered. Lecturers specialising in

research from the University of Namibia were consulted to help fine tune the questions and to ensure that the questions addressed the area of strategic planning adequately and were relevant to the study.

Research Ethics

Ethics arise with each step of the research process, thus needs to be observed during the entire research process. A letter (APPENDIX: A) obtained from the Namibia Business School office was used to seek permission from the Permanent Secretary of the Ministry of Security and Safety. Using the letter to obtain permission served as evidence that the study was ethically cleared and the rights of human research participants were protected.

Participants were requested to carefully read the letter (APPENDIX A) from the Namibia Business School office, stating that the researcher has been granted permission to carry out post graduate studies research. The participants had voluntarily accepted to take part in the study and they had understood their role of taking part in the study. Participants were assured of confidentiality, voluntary participation and the right to withdraw at any time from the study. In addition, anonymity was assured by removing all identifying data prior to publication. Respondents were protected from harm by ensuring that all research activities did not lead to physical and mental harm. To avoid mental harm, the researcher refrained from evoking stressful reactions in participants.

Conclusion

Chapter three focused on the research methodology. The chapter indicated that the study adopted the quantitative survey research design. The quantitative research design was indicated

as suitable to solicit the views of the respondents. This chapter explained the suitability of selecting respondents randomly. Structured questionnaires were indicated as instruments used to gather data for the study. The chapter also presented and explained questionnaire administration and collection procedures, piloting of research instruments and observation of ethical issues. Chapter four presents, analyses and interprets the findings.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS OF THE FINDINGS

Introduction

Chapter four presents the data collected as obtained from respondents. The data is presented question by question and in sections, each section representing a specific concept of strategic planning. The chapter also discusses the findings and link to related literature. Each section of data is concluded by summarizing the findings and relating these to the research problem.

SECTION A: Biographic Data

This section shows biographic data of the sample. The biographic information is on gender representation, respondent work experience and the rank of the police personnel who made the sample.

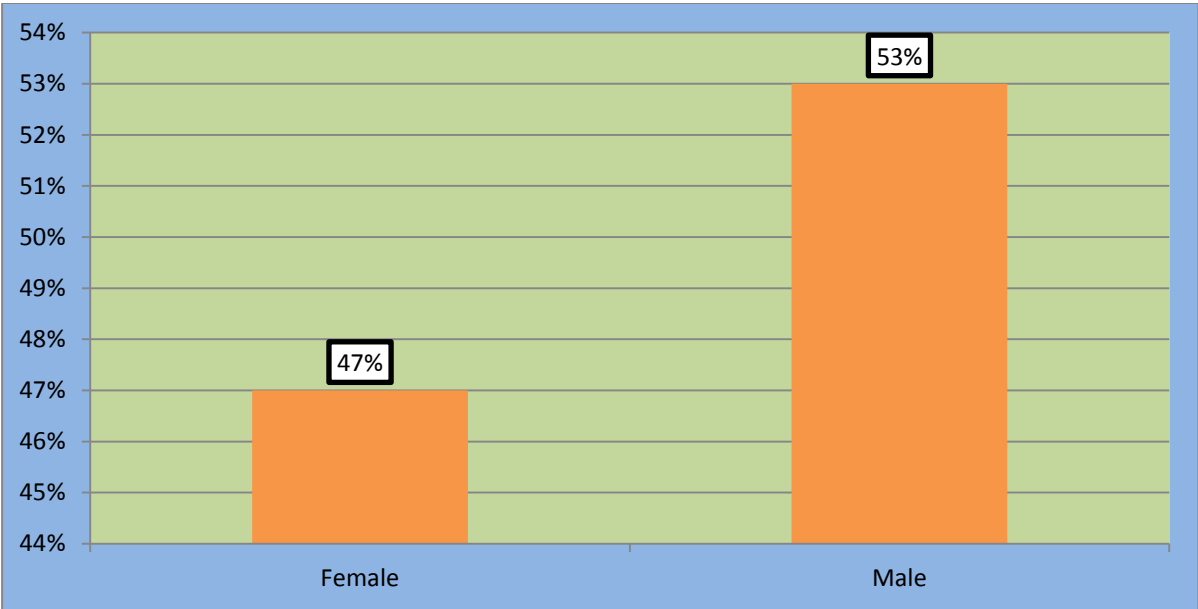


Figure 6: Respondent’s Gender Representation

As shown by Figure 6, female representation on the sample was slightly less than male representation by 6%. While this difference may be in contrast of the proportion of women to men in the police force, the difference is not all that significant to influence the responses generated in this study. The study therefore did not consider gender as a variable that could have influenced the responses and the findings of the study.

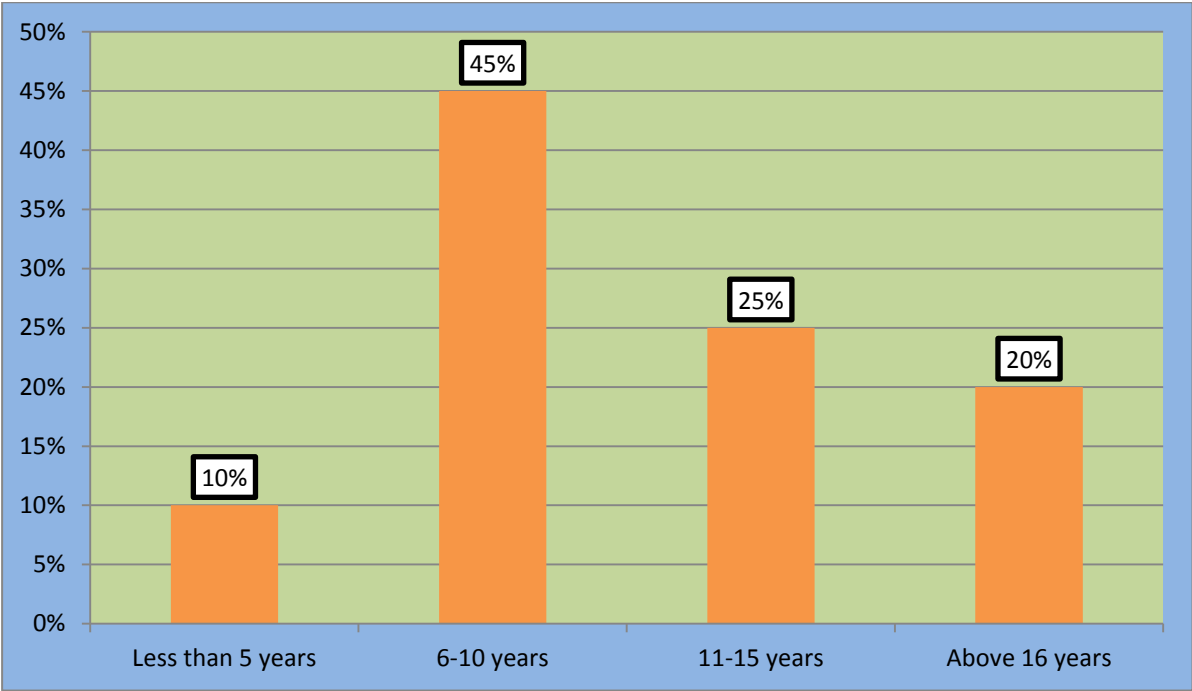


Figure 7: Respondent's Work Experience in Years

Figure 7 shows that the majority of the respondents, 90% were working in the Namibian Police Force when the 2011 – 2014 Strategic Plan was introduced. This implies that 90% of the respondents were aware of the 2011 – 2014 Strategic Plan, its implementation and the challenges encountered in implementing the tool. The study considered the 90% respondents to be rich sources of data for this study. Therefore the sample was considered to be relevant to the study.

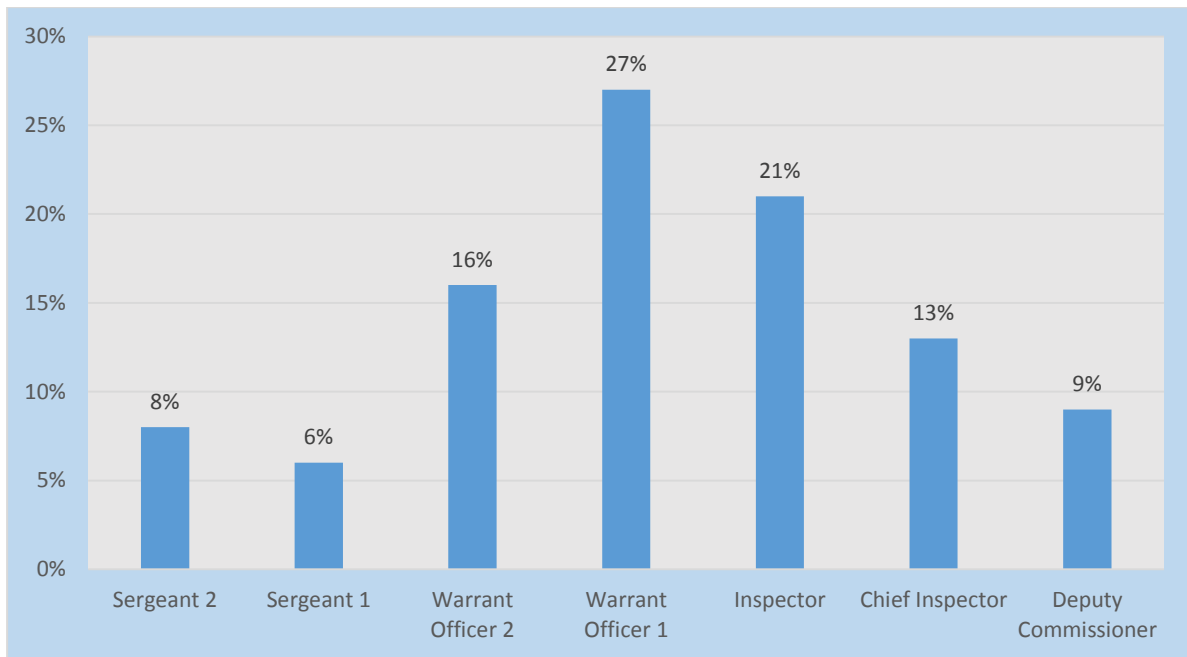


Figure 8: Respondent's Rank Representation

As shown by Figure 8, 8%, 6%, and 16% of the respondents occupied the rank of Sergeant 2, Sergeant 1, and Warrant Officer 2 respectively. Twenty seven percent were Warrant Officer 1, 21% were Inspectors, and 13% and 9% Chief Inspectors and Deputy Commissioners respectively. The rank representation of having the highest number low ranks may be due to organizational structure. The representation was however acceptable for the study because the aim was to include all personnel that have been involved with but not necessarily responsible for the implementation of the strategic plan at all levels of the organization.

SECTION B: Impact of Strategic Planning on Reported Cases

This section required respondents to indicate the impact of strategic planning on police personnel response to reported cases. The major focus was to establish whether strategic planning had made some changes on the way police personnel responded to reported cases. The responses in this section were treated as assumptions indicating the views of the respondents on the impact of strategic planning.

Figure 9 below indicates that the majority of the respondents, 57% indicated neutral which could be an implication that these respondents were expressing that they did not experience the impact of strategic planning.

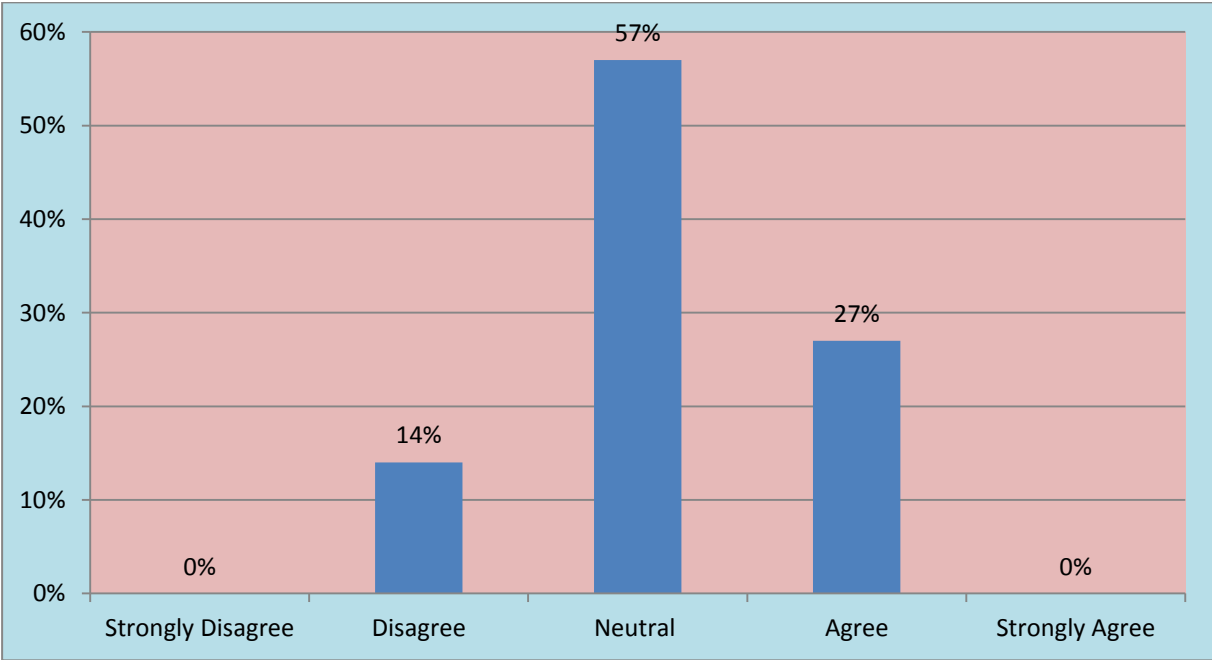


Figure 9: *The Strategic Plan Enhanced Quick Response to Cases*

Twenty seven percent of the respondents agreed that strategic planning would result in effective response to reported cases. Fourteen percent of the respondents disagreed that strategic planning could have resulted in improved response to reported cases. The view expressed by 27% of the respondents is supported by literature on strategic planning. Hough et al. (2011) point out that strategic planning links an employee's specific objectives with work responsibilities. Strategic objectives follow SMART guidelines, thus enhancing effectiveness in discharging a responsibility. Supporting the link between strategic planning and effective delivery of responsibilities, David (2013) indicates that strategic plan outcomes are concrete hence drive delivery of tangible results and ultimately improves performance. Therefore the study found that a fully implemented strategic plan would improve service delivery through streamlining employee individual tasks.

On whether strategic planning results in effective response to public queries, the majority of the respondents, 57% (41% agree and 16% strongly agreed) of the respondents supported this view, 29% expressed neutral and 14% disagreed that strategic planning results in effective response to public queries. The indication by the majority shows the strategic plan is viewed as a tool that promotes effectiveness. David (2013) points out that strategic plans streamlines tasks and those responsible for specific areas are always alert to ensure that service is delivered as specified in the strategic plan. David's (2013) views supports that the strategic plan enhances timeous attention to clients' queries. The study found that the Namibian Police Force 2011 – 2014 Strategic Plan enhanced timeous attention to clients. Figure 10 below illustrates the responses.

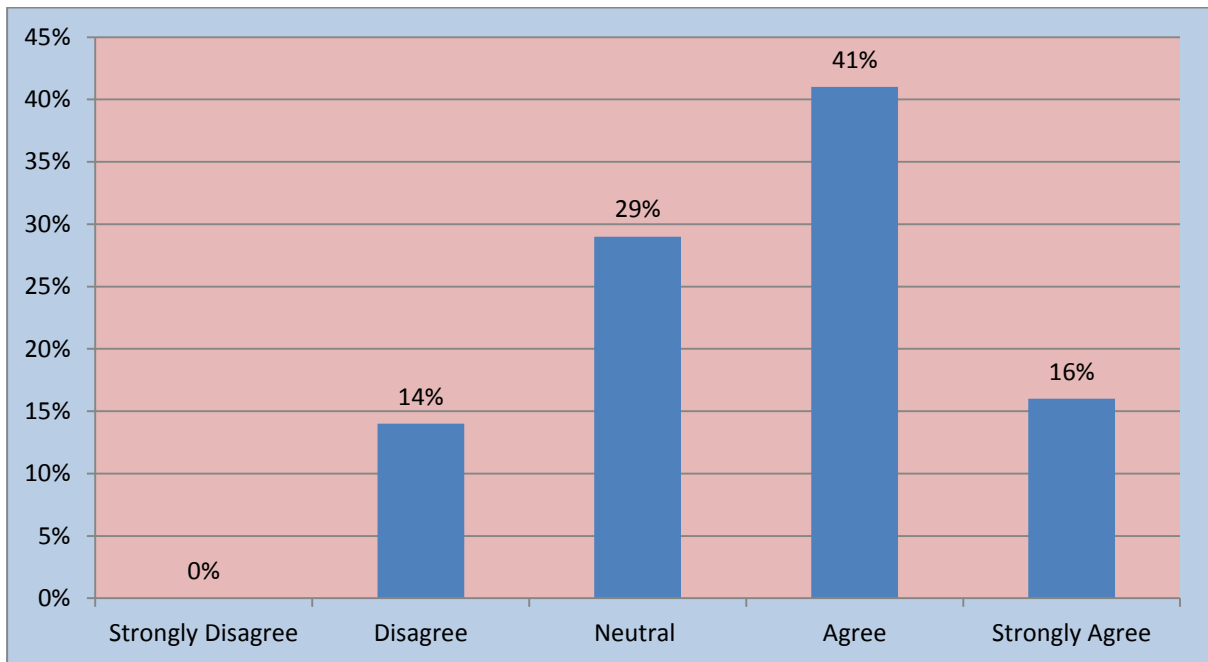


Figure 10: *The Strategic Plan Enhanced Effective Response to the Public Queries*

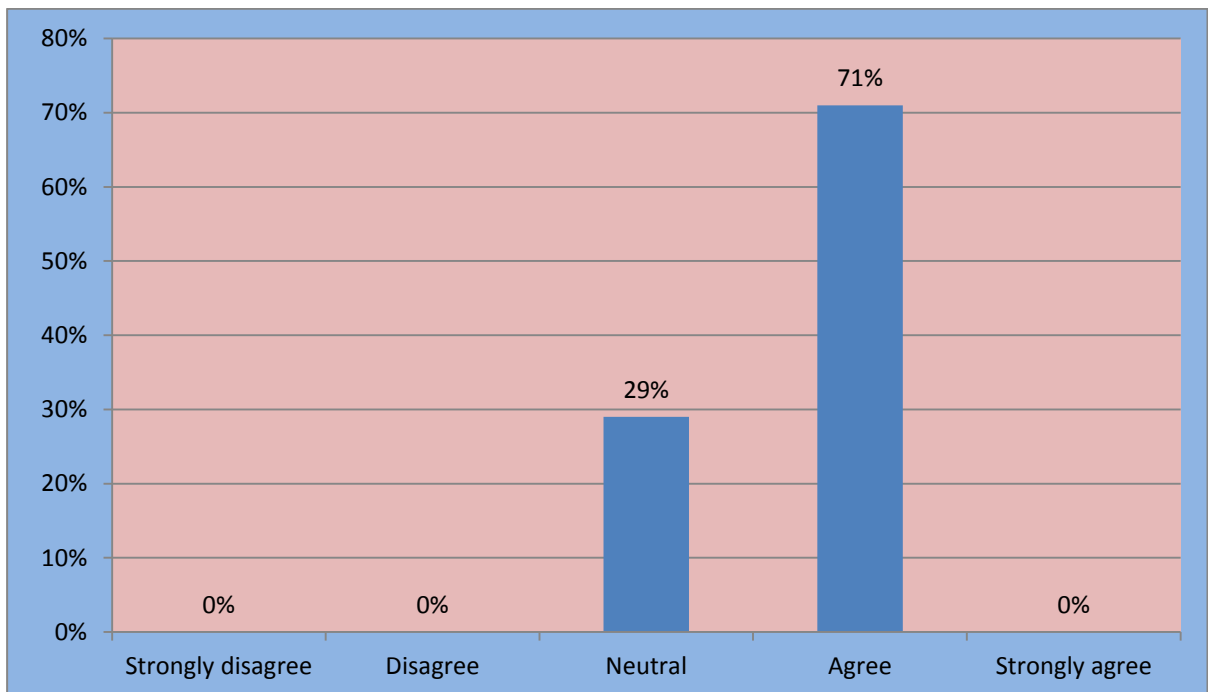


Figure 11: *The Strategic Plan Improved Time Taken to Attend to Cases and Case Dockets*

On whether the strategic plan would improve on time it takes to attend to cases and case dockets, Figure 11 shows that the majority (71%) of the respondents indicated the strategic plan would improve the time it takes to attend to cases and case dockets. Twenty nine percent indicated neutral. Commenting on the relationship between response time to work tasks and strategic plan Hough et al. (2011) notes that strategic objectives at the operational levels are time bound. Strategic objectives at the service delivery level have targets to be achieved with a specific time frame. Making further contributions on the relationship between time and strategic plan Thompson et al. (2016) explains that strategic plans should set milestones to enhance timeous performance to meet the targets. Therefore strategic planning enhances performing tasks effectively and efficiently. The study found that strategic plan would improve on time taken to attend to cases and case dockets.

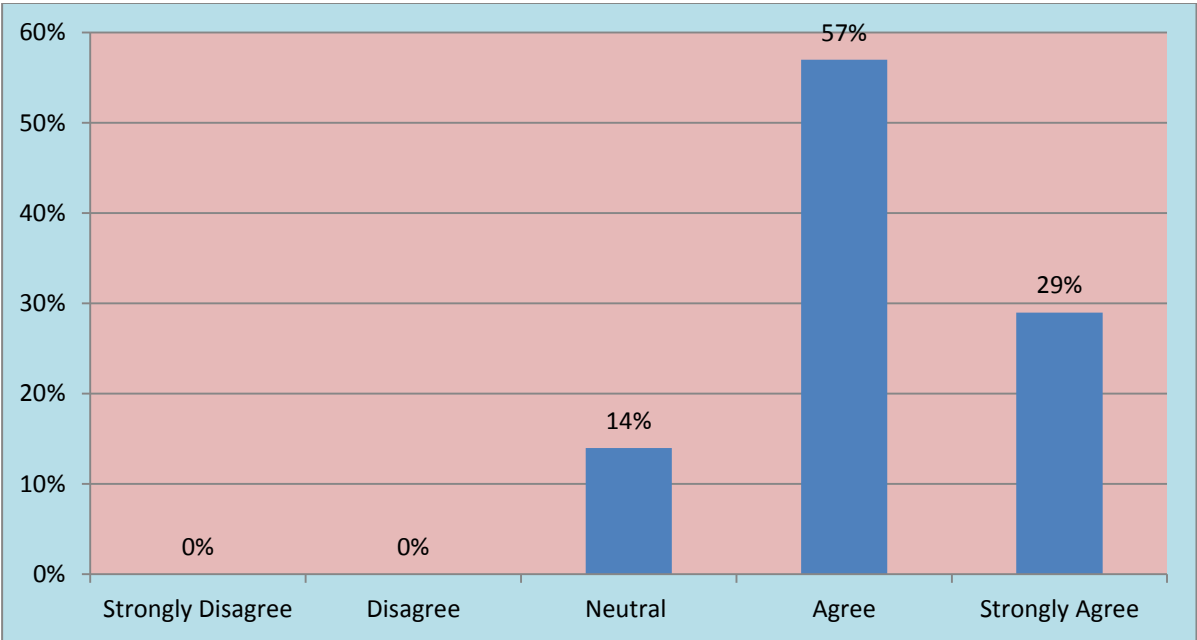


Figure 12: *The Strategic Plan Improved Relationship between the Police and the Public*

Figure 12 above depicts that an overwhelming majority (86%) of the respondents indicated that strategic plan would promote good relationship between the police and the public. Fourteen percent of the respondents expressed neutral. Hough et al. (2011) agree that strategic plans are made for the purpose of delivery quality service to clients. Therefore strategic plans are client focused. It for this reason that Noe et al. (2014) supports that strategic planning would improve the relationship between the organization and clients. Also, according to David (2013) strategic plans should address the needs of the clients and one of the approaches of doing is through needs analysis. Carrying out needs analysis promotes the relationship between the organization and its clients. In addition to engagement during needs analysis, Kotler and Keller (2012) points out that during continuous monitoring and evaluation, the organization can conduct satisfaction surveys and these promote relationship between the organization and clients. The study found that strategic planning would promote the relationship between the Namibian police and the public.

SECTION C: Impact of Police Strategic Plan within the Police Force

This section deals with the impact of the strategic plan within the organization, whereas respondents had to answer questions related to work relationships and effective communication was and conduct professionalism, and improved performance through training.

On whether the strategic plan would improve the work relationship among the police personnel, Figure 13 below shows that an overwhelming 86% of the respondents agreed that strategic plan would improve the work relationship among the police personnel. Fourteen percent expressed neutral.

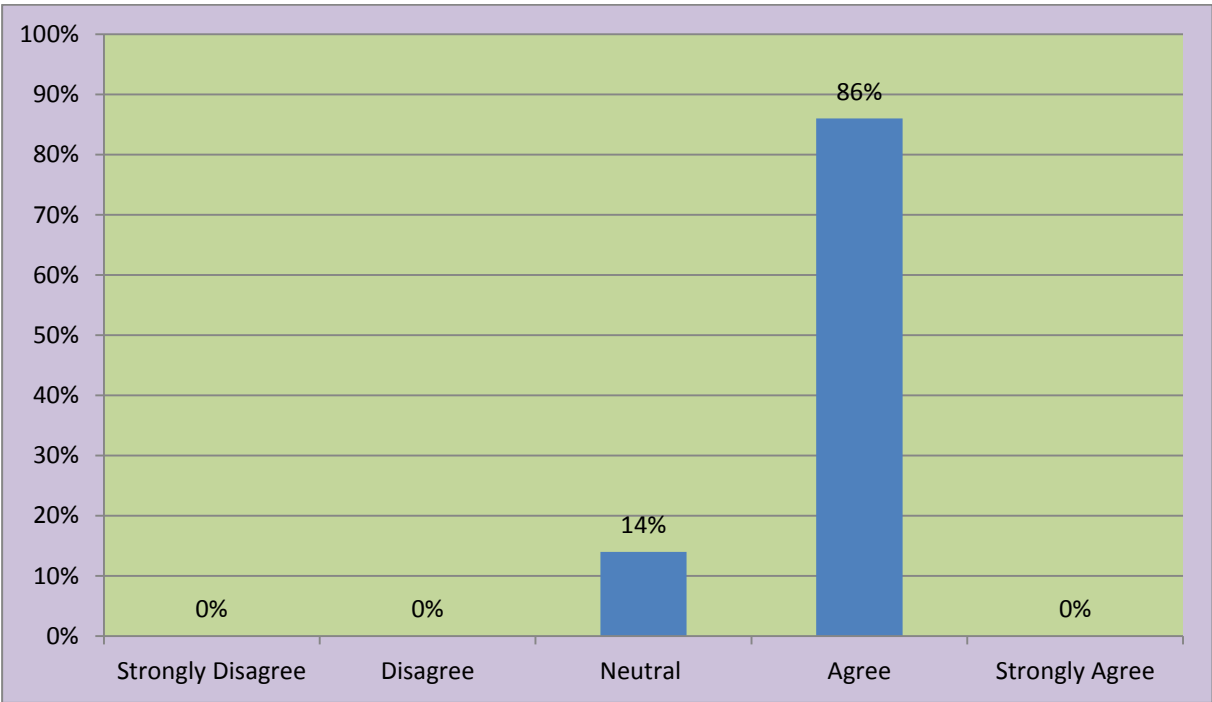


Figure 13: *The Strategic Plan Improved Work Relationship among Police Force*

Supporting the view that strategic plan binds and bond employee relationship, Daft (2012) points out that strategic formulation and execution is a collaborative process and therefore

promotes exchange of ideas and discussions to agree on the best route to take to achieve organizational objectives. The task roles of individuals are not isolated but there is interdependence and synergy, thus promoting relationships. Therefore the indication by the majority of the respondents that strategic plan promote employee relationships is one of the objectives of such tools, pooling human resources skills together. The study found that strategic plan within the Namibian police force would promote work relationship among personnel.

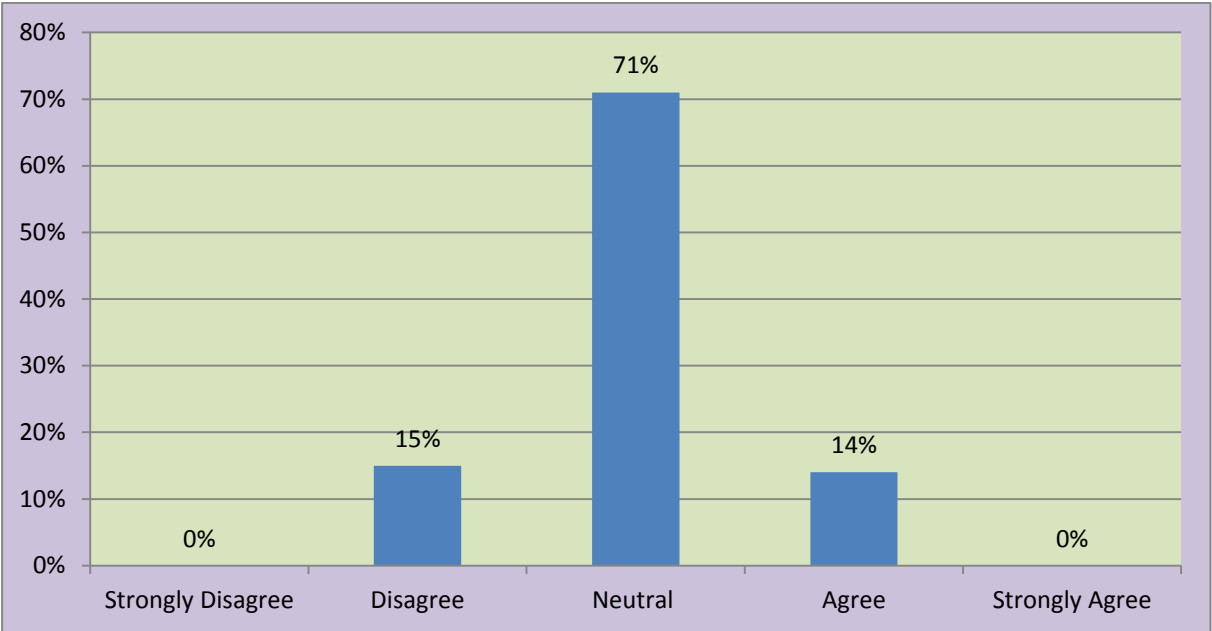


Figure 14: *The Strategic Plan Enhanced Effective Communication within the Police Force*

Responding to whether the strategic plan would enhance effective communication, the majority (71%) of the respondents are uncertain of whether the strategic plan would enhance effective communication. Ireland et al. (2011) agreed that strategic plans are done through personnel engagement. Therefore, personnel engagement facilitates discussions hence promotes effective communication. Ireland et al. (2011) further note that each level in the organization has a role to play in crafting the strategic plan, thus ensuring that the plans at these various levels are in

agreement. Strategic plans therefore facilitates linkages of organization levels, departments and sections hence communication is promoted. Rouse (2014) note that strategic plans are continuously reviewed and improved. The process of reviews and appraisals enhance personnel engagement hence promotes communication. Although not clearly expressed, there is an indication that strategic plan within the Namibian Police Force would definitely promote effective communication.

Figure 15 below shows that the 29% of the respondents indicated they agree that strategic plan would promote police professionalism. Seventy one percent of the respondents expressed neutral. The indication by the 29% that the strategic plan would promote professionalism is supported by Thompson et al. (2016) who explains that strategic plans are crafted with the realm of the law. Therefore strategic plan are ethically sound. Sharing similar views, Wardlaw (2009) notes that the security services acknowledges the need for respecting human rights and therefore calls for professionalism all the time. The requirement for respecting human rights coupled with being the custodian of law makes the strategic plan to be drawn considering ethical behavior and promoting professionalism among the police personnel.

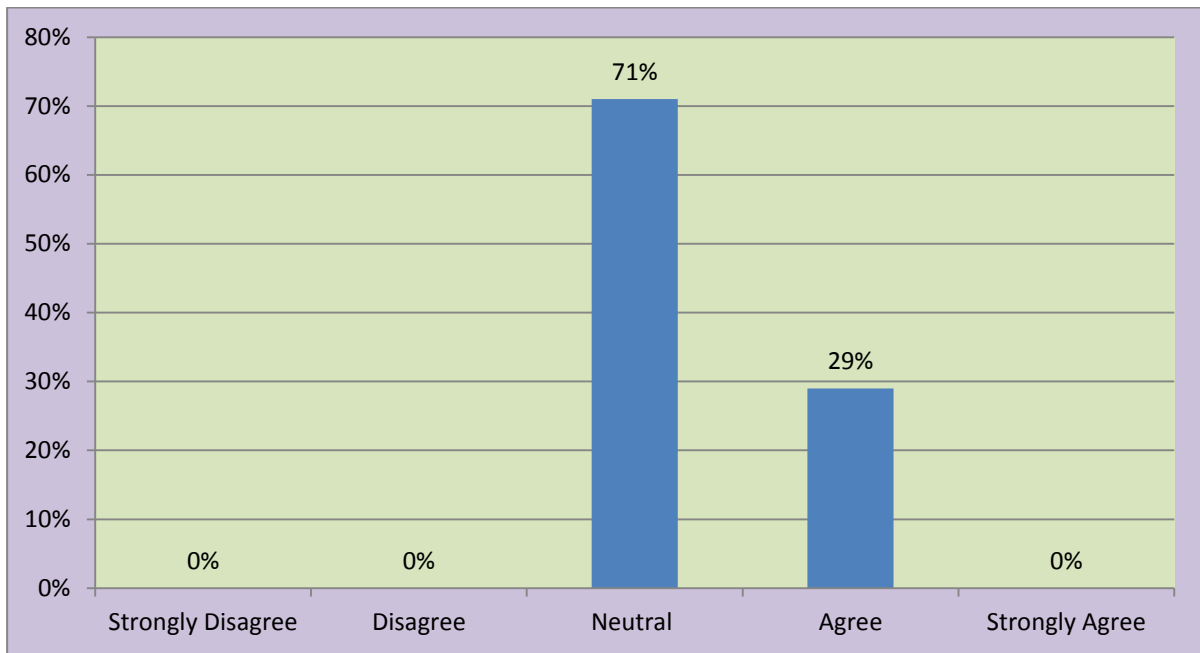


Figure 15: The Strategic Plan Promoted Professionalism

The study responses indicate that the strategic plan promotes professionalism within the Namibian Police Force.

Responses whether the strategic plan would improve performance of personnel through recommending training; Figure 16 shows that the majority 86% of the respondents agreed that the tool would improve personnel performance through staff development training. Faruque (2010) explain that during internal environment analysis, focus is made on the capabilities and competencies of the organization. An area which is critically analyzed during internal organizational analysis is skills and expertise availability. Therefore, if any discrepancies or employee short comings with regard to skills are noted, the employees are recommended for training.

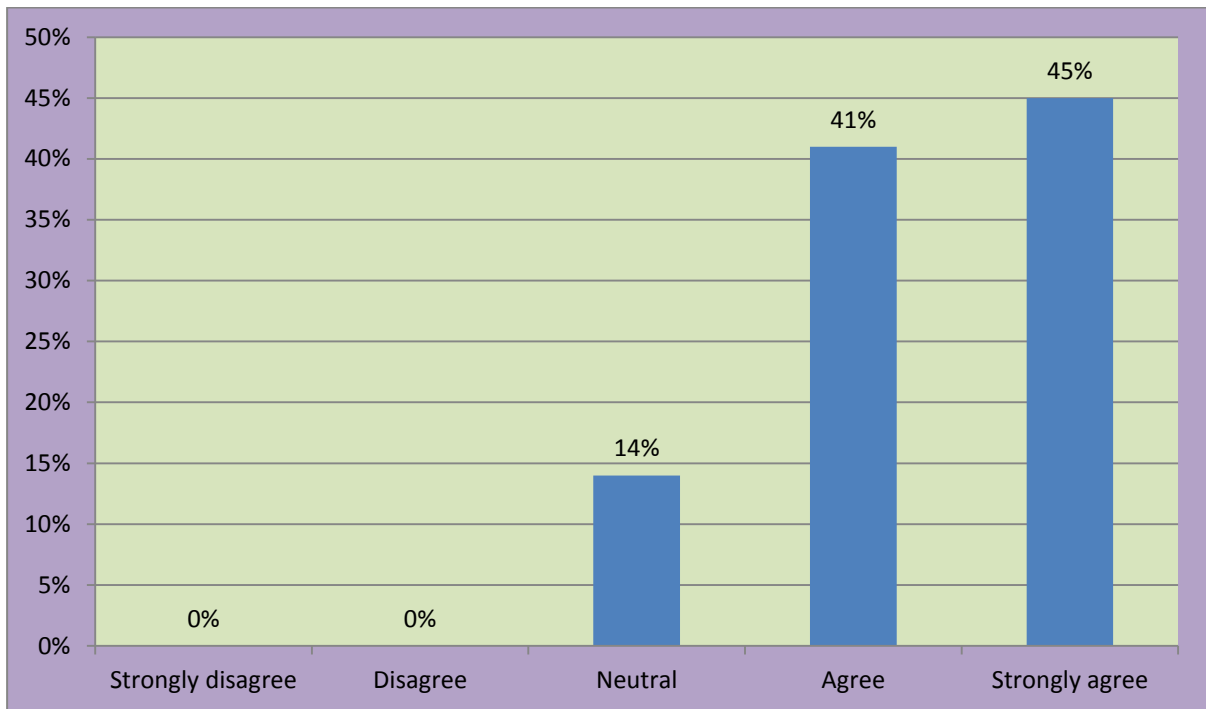


Figure 16: *The Strategic Plan Enhanced Performance through Staff Training*

The strategic plan is also continuously analyzed and employee skills are looked at to find skills gaps and recommend for training (Thompson et al., 2016). An example is that the police are continuously trained in technology and other areas to match changes in the crime environment. The study found that strategic plan would enhance training of personnel at the Namibian Police Force Headquarters.

SECTION D: Participation of Low Rank Police Personnel in Strategic Planning

This section deals with the participation and involvement of low ranking police personnel in the strategic planning process, whereas respondents had to answer questions related crafting, monitoring, and identification of challenges and training needs.

Respondents were asked to indicate whether departmental objectives were jointly planned. The majority (71%) of the respondents agreed, 15% expressed neutral and 14% agreed that departmental objectives were jointly planned.

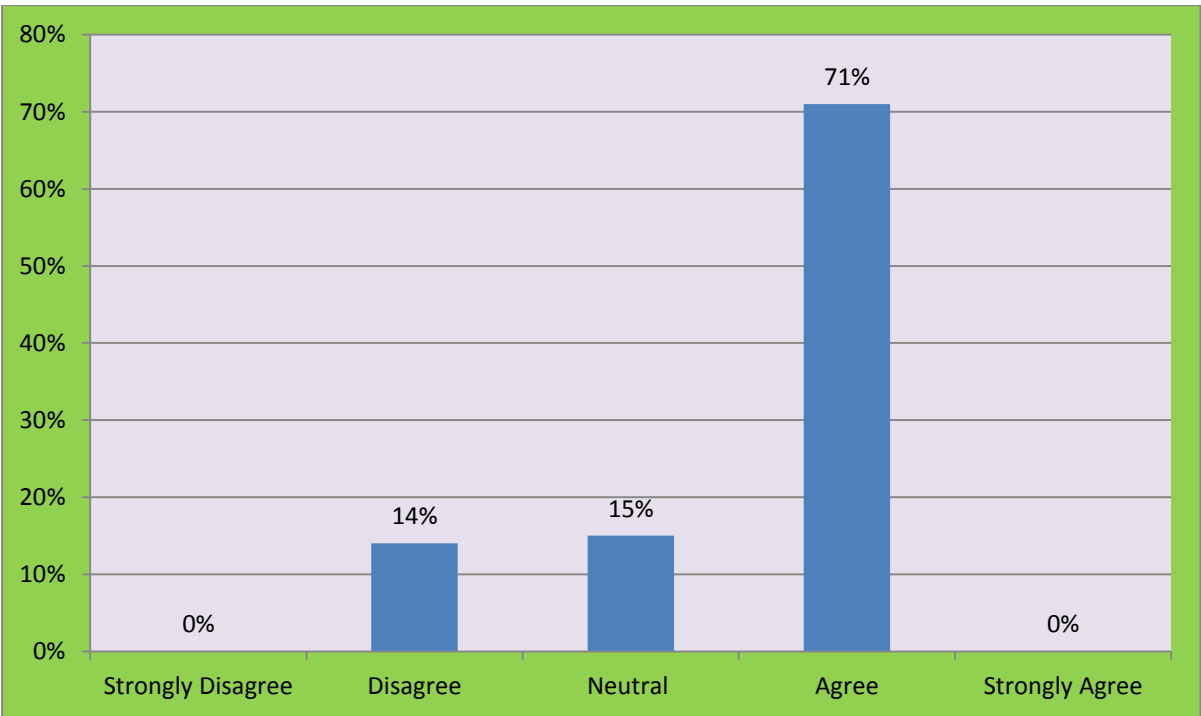


Figure 17: The Strategic Plan Enhanced Joint Planning

The indication by the majority meant that a participative approach was followed in drawing up the strategic plan. According to Hough et al. (2011) collaborative strategic planning is a valuable strength which facilitates effective implementation of a strategic plan. The

collaborative approach enhances understanding and buy in of the strategic plan. Concurring with this view, Nyambura (2015) points out that involving all levels of the organization in strategic planning enlists a comprehensive inclusive quality plan. The study found that the Namibian Police Force 2011 – 2014 Strategic Plan involved all levels of the organization in strategic planning, thus its crafting followed best practices in the strategic planning.

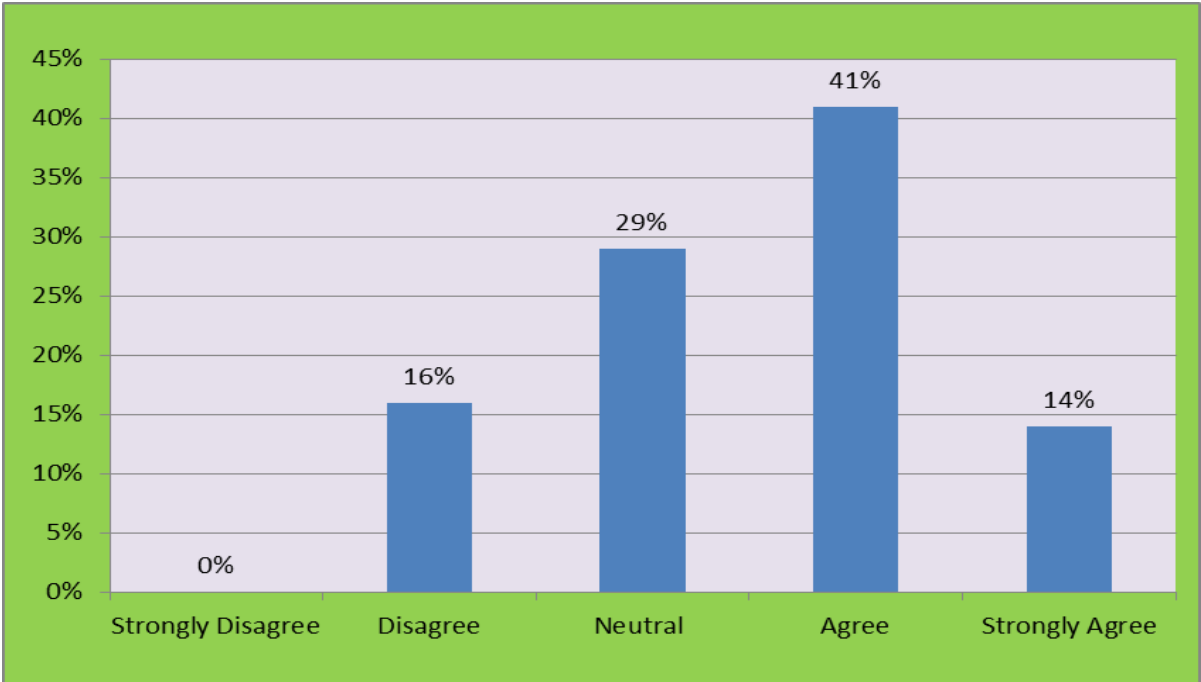


Figure 18: *The Strategic Plan Enhanced Joint Involvement in Reviews*

Figure 18 above represents responses to a question whether reviews are jointly carried. The results show a weak positive indication that the strategic plan is jointly reviewed. The percentage of the neutral (29%) responses may imply that some respondents were not aware of the reviews done. However, the majority (55%) who indicated that the strategic plan is jointly reviewed, may imply that departmental heads and managers may be involved in joint reviews. Commenting on the involvement of departmental heads in reviewing strategic plans,

McGunagle (2012) note that monitoring and review of strategic plan are rightful carried out the management center of every level of the organizations. The departmental head reports progress and success of the strategic plan at specific levels of the organization. Therefore these results show that there is some degree of joint participation of departmental heads in reviews of strategic plan. The results show that the strategic plan is being managed following best practices.

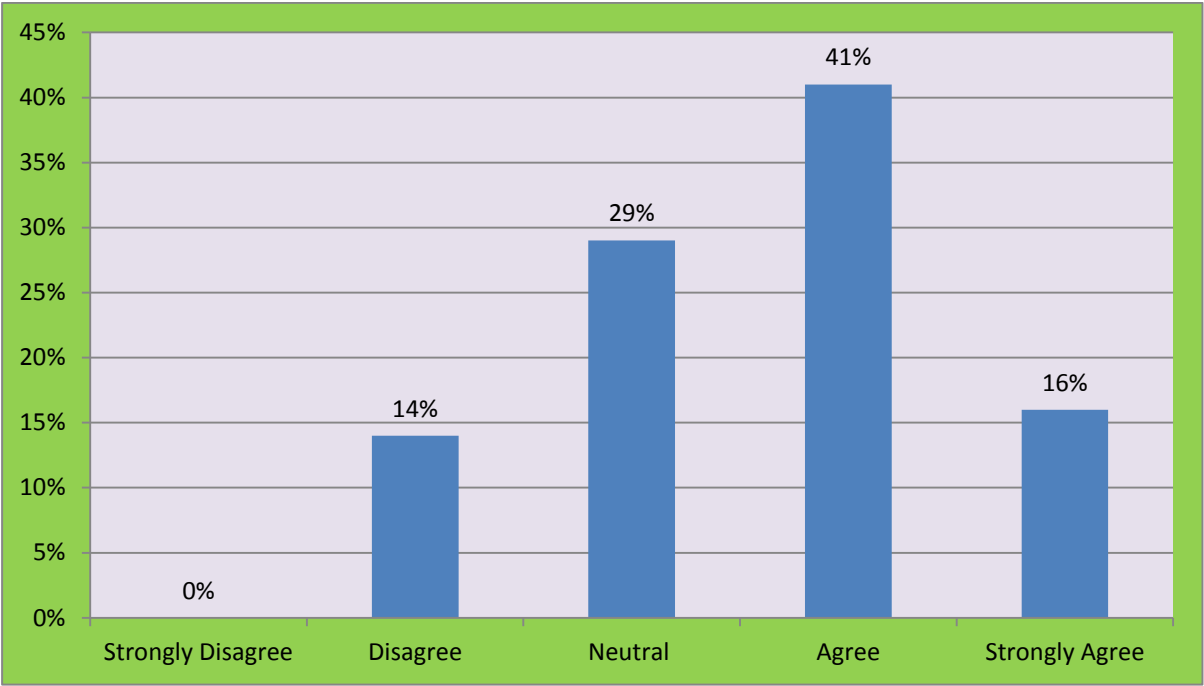


Figure 19: *The Strategic Plan Enhanced Joint Involvement in Identification of Challenges*

Figure 19 above depicts that 57% of the respondents indicated that challenges to the strategic plan are jointly conducted. Twenty nine percent of the respondents expressed neutral and 14% disagreed that the strategic plan challenges are jointly reviewed. A considerable majority, 59% could imply that departmental heads are involved in identifying and communicating challenges encountered in the implementation of the strategic plan. Kiplagat, (2014) supports participation

of strategic management implementation. Participation and involvement of departmental heads in identification of challenges shows joint ownership and empowerment of the employees. Participation and involvement of employees in strategic plan reviews and identification of challenges influences employees to think strategically, hence support the implementation of the strategic plan.

Figure 20 below shows that the majority of the respondents, 59% indicated that skill gap analysis is jointly carried out. Twenty seven percent (14% strongly disagree, 13 disagree) disagreed that training needs are not jointly conducted and 14% expressed neutral. The indication by the majority 59% that trainings needs are jointly carried shows that the strategic plan requires involvement of all employees. Daft (2012) regards a participative approach in executing the organization strategy as visionary leadership. The strength of visionary leadership is that employees are not coerced but influenced to work towards common goals.

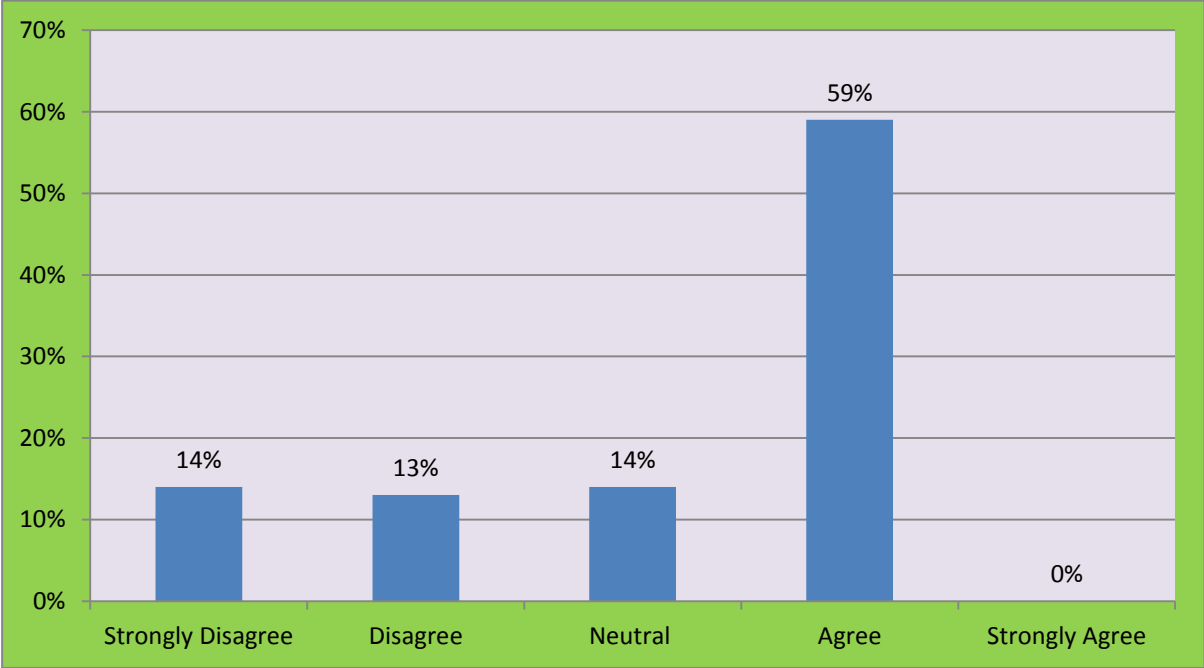


Figure 20: The Strategic Plan Enhanced Joint Identification of Training Needs

Sharing similar views, Kiplagat (2014) views joint participation in strategic implementation as an approach of distributing authority and accountability hence motivating the employees. Empowered employees promote and safeguard the effective of the strategic plan (Duff, 2015). The study found that the strategic plan is jointly executed and monitored.

SECTION E: The Impact of Continuous Monitoring and Evaluation of Work Performance

This section deals with the work performance, whereas participants were asked to respond to questions related to the impact of continuous monitoring and evaluation, feedback, corrective actions, and information on the successes and challenges.

Responses on the impact of continuous monitoring and evaluation on work performance are depicted in Figure 21, where the majority of the respondents indicated neutral response. Fifteen percent and 14% indicated agree and disagree respectively. The majority 71% who indicated neutral implies that the majority were not aware whether continuous monitoring and evaluation enhanced continuous alignment with the environment.

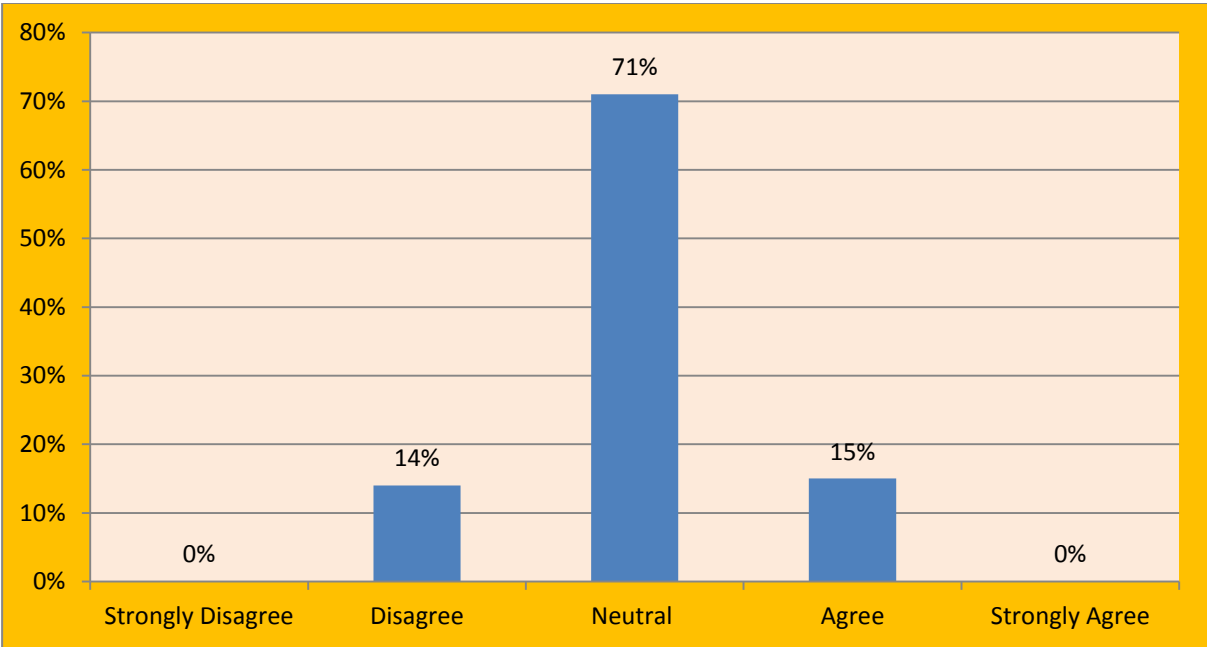


Figure 21: The Strategic Plan Enabled Continuous Alignment with the Environment

The results may imply that that there was no continuous evaluation and aligning the strategic plan with the environment. However, continuous monitoring and evaluation of the strategic environment is one of the best practices in strategy implementation. David (2013) acknowledges the volatility of both the macro and micro environments; hence, monitoring the environment enables adjustments of the strategic plan. Continuous monitoring and evaluation informs the strategy implementers not only of the progress, successes and achievements, but also failures where improvement is required. The study found that minimal monitoring and evaluation was achieved, a situation that caused the collapse of the strategic plan implementation.

The figure below shows that the majority (72%) of the respondents indicated neutral on whether continuous monitoring and evaluation enhances continuous feedback and 28% disagreed.

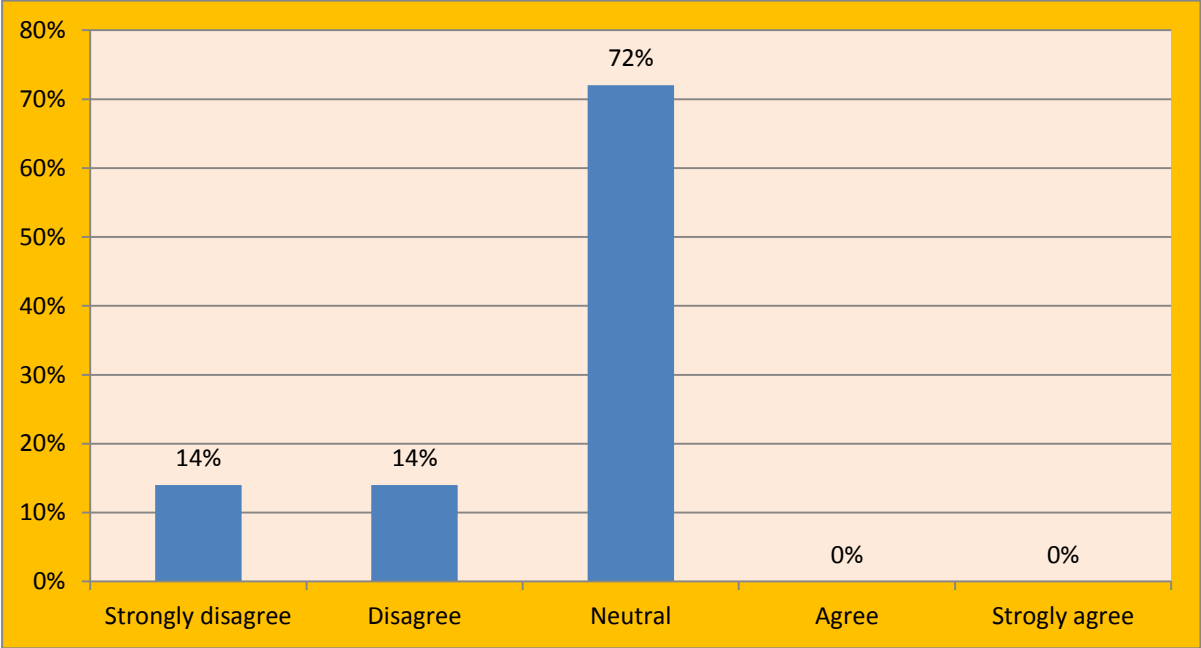


Figure 22: *The Strategic Plan Enabled Continuous Feedback*

As in Figure 21, the responses imply low attention to monitoring and evaluation. Thompson et al. (2016) points out that the strategic plan process (Figure 1) which shows feedback feeding into the system, needs continuous surveillance of the business environment, as it furnishes feedback which can be implemented to improve the strategic plan. Absence of regular monitoring and evaluation may result in the collapse of the strategic plan. Again, the study found that strategic plan lacked regular monitoring and evaluation.

Asked whether continuous evaluation and monitoring of the strategic plan enhanced stakeholder meeting reviews, Figure 23 shows that the majority (71%) of the respondents expressed neutral. Fifteen percent agreed that continuous evaluation and monitoring resulted in stakeholder meetings, and 14% refuted to this claim.

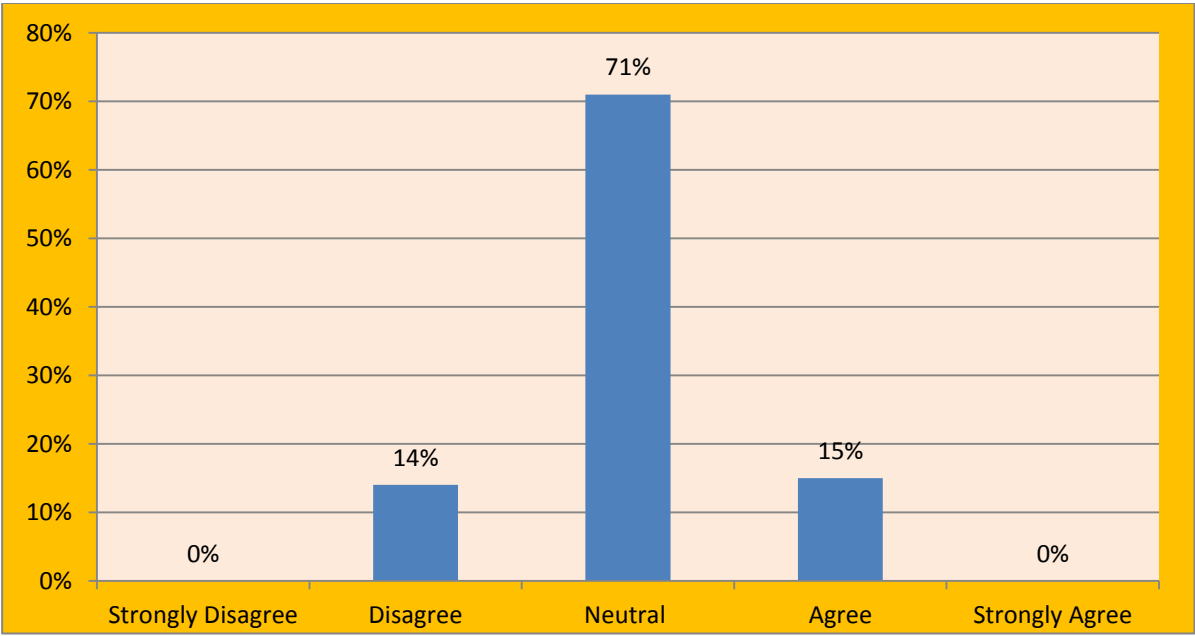


Figure 23: *The Strategic Plan Enhanced Regular Meetings with Key Stakeholders*

As demonstrated by findings in Figure 21 and Figure 22, the high neutral response could imply that there is no monitoring and evaluation plan. Kaplan (2010) observes that absence of a monitoring and control plan results in collapse of the strategic plan because no information is generated to inform implementers on progress and challenges being encountered. Concurring and explaining the importance of monitoring and evaluation, Ireland et al. (2011) holds that monitoring and evaluating continuously is essential for identifying strengths and weaknesses, threats and opportunities. These variables are used to improve the organization. Therefore, absence of a monitoring and evaluation have clearly contributed to the failure of the implementation of the Namibia Police Force 2011 – 2014 Strategic Plan.

SECTION F: Challenges encountered in the Implementation of the Namibian Police Force 2011 – 2014 Strategic Plan

This section deals with the challenges encountered in the implementation of the strategic plan, whereas participants were asked to respond to questions related to the compatibility and clarity of the strategic plan objectives, as well as ad-hoc events and tasks in relation to the plan.

A good strategic plan needs to be compatible with the current organizational objectives. Figure 24 below demonstrates that the majority of the respondents, a total of 86% (72% disagree and 14% disagree) indicated that the current organization objectives were not compatible with the strategic plan. Fourteen per cent of the respondents expressed neutral.

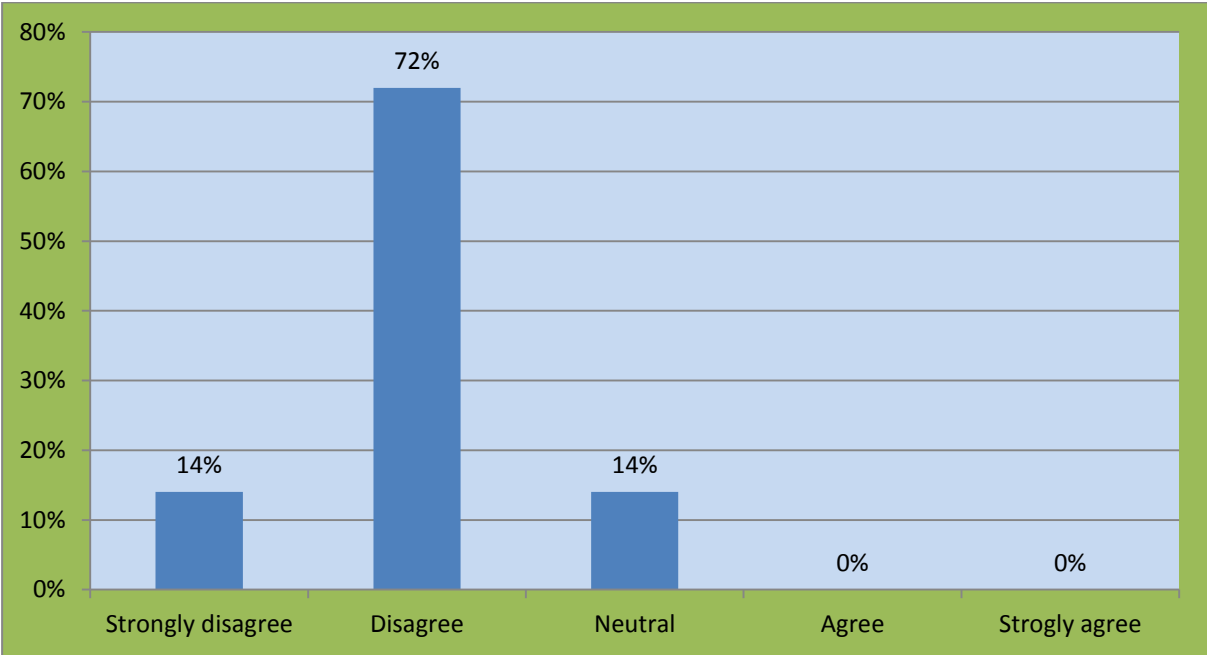


Figure 24: The Strategic Plan Is Compatible with the Organizational Objectives

The indication by the majority that the strategic plan was not compatible with the current objectives could imply that the mismatch was a result of absence of continuous scanning of the environment so that the strategic plan is aligned with changes taking place in the environment. Giving an insight on changes taking place in the crime environment, Wardlaw (2009) notes that the vitality of technology drives changes in crime scene as offenders find means of coping to outperform the security systems. Emphasizing the need for updating strategic plan to suit the current crime trends, Wardlaw (2009) points out that security strategic plans needs visionary leadership which continuously tailor the strategic plan to the current environmental crime needs. For maintaining compatibility between strategic plans, Hough et al. (2011) suggest short term strategic plans to accommodate change and make the strategic plans flexible. The study found that the current organization objectives are not compatible with the Namibia Police Force 2011 – 2014 Strategic Plan and the cause was identified as lack of continuous surveillance of the crime environment.

Illustrated by Figure 25 below, whether the research objectives were clear, the majority of the respondents, 71% expressed neutral. Fourteen percent of the respondents agreed that the objectives were clear and the same percent disagreed that objectives were clear. The high neutral percentage of respondents implies that the respondents could not determine whether the objectives are clear or not clear.

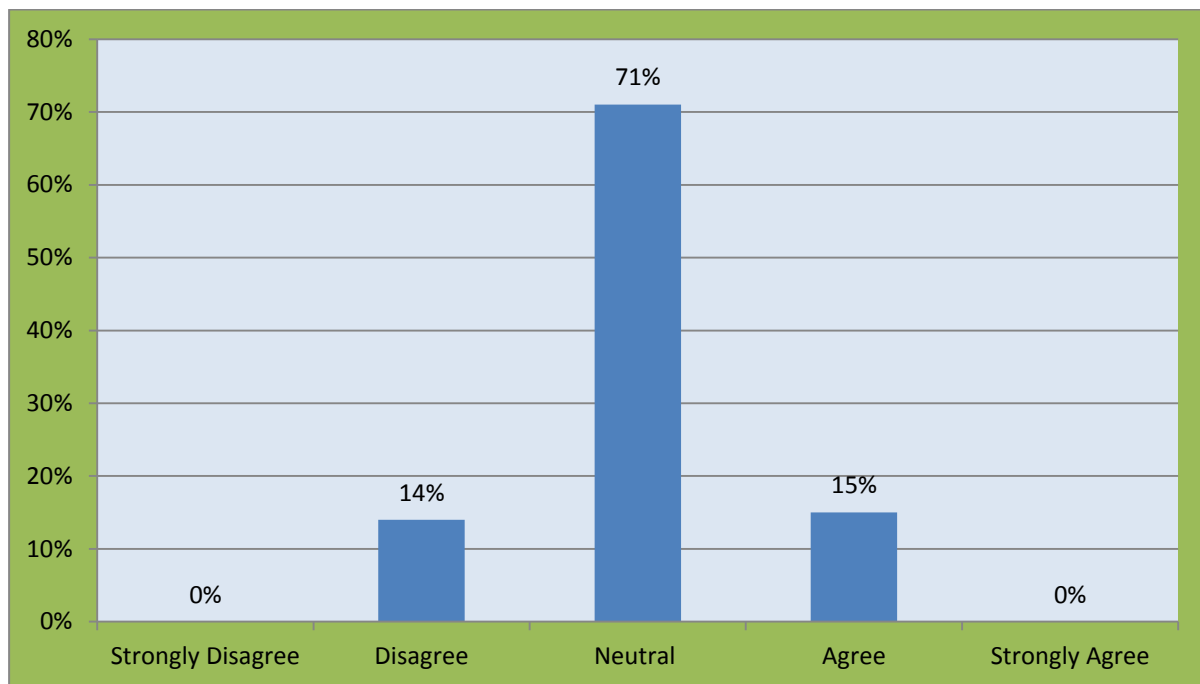


Figure 25: *The Strategic Objectives are clear*

The in between decision indicated by the respondents implies doubt on the quality of the strategic objectives. Hough et al. (2011) point out the purpose of objectives is to convert the strategic vision into specific performance targets, results and outcomes the organization wants to achieve.

Well stated strategic objectives are quantifiable, measurable and indicate a time frame for achievement (Hough et al., 2011). SMART guidelines, thus helps to analyze the quality and clarity of objectives. In this study, the majority of the respondents could not explain the quality and clarity of the objectives, thus implying the objectives failed to meet the SMART guidelines. Failure to meet SMART guidelines meant that objectives are not clear. According to Sorenson (2012), unclear strategic objectives fail to offer direction towards the achievement of the strategic plan. These results can be linked to findings in Figure 24 where respondents pointed

to lack of continuous environmental analysis as an area of concern. Lack of continuous environmental analysis results in objectives being obsolete and failing to address the current strategic challenges.

Further, the majority, 74% (59% disagree and 15% strongly agree) indicated that the strategic plan is difficult to implement, while 12% of respondents felt that the 2011 – 2014 Strategic Plan was implementable.

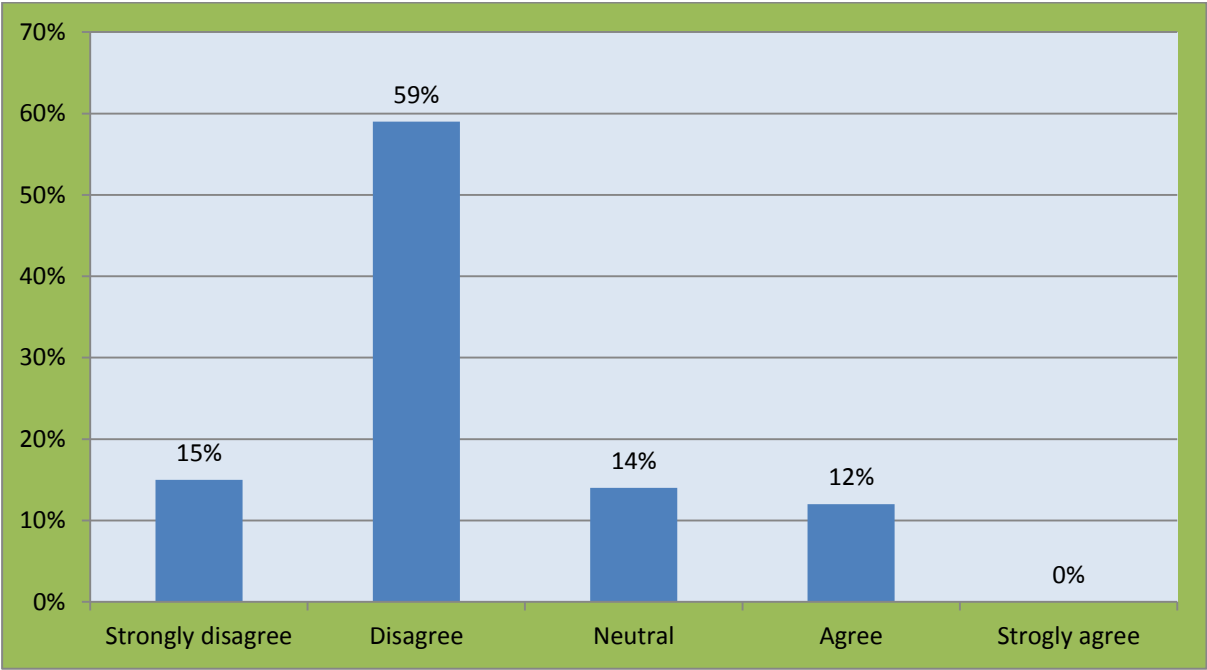


Figure 26: *The Strategic Plan is Implementable*

The reasons for the difficulty in implementing the strategic plan can be linked to findings in Figure 24 and 25. The results that the strategic objects are not compatible with organization objectives and that the objectives are not clear imply that the strategic plan is not implementable. Hough et al. (2011) explain the link between objectives and strategy plan

implementation by pointing out that the purpose of setting objectives is to convert strategic vision to specific performance targets. Thompson et al. (2016) further point out that if objectives are not aligned with the day to day tasks the strategic plan becomes difficult to implement.

Making further reference to the findings that no continuous surveillance of the environment has been conducted to keep the plan relevant, Rouse (2014) also points out that strategic plans need continuous reviews in line with the current environmental needs. Absence of continuous environmental analysis results in the strategic plan becoming obsolete. Commenting on the need for the continuous surveillance of the environment to fine tune the strategic plan to current needs, Sorenson (2012) suggest combining short term and long term objectives. In the case of this study, the Namibian Police Force 2011 – 2014 Strategic Plan could have specific areas which are prone to volatility being short term targeted so that changes can be implemented without impacting the plan in its entirety. A mixture of short term and long term strategies, thus builds in flexibility to accommodate lucid areas of the strategic plan.

Ad-hoc tasks and events has been identified as hindrance to a successful strategic plan implementation. There is an indication that this strategic plan implementation has been affected by ad hoc events, as Figure 27 below shows that an overwhelming majority, 86% of the respondents indicated that the strategic plan does not accommodate ad hoc events. Fourteen percent of the respondents expressed neutral. Hough et al. (2011) holds that strategic planners should come up with a strategic organization that suits a specific organization instead of adopting the one size fits all syndrome.

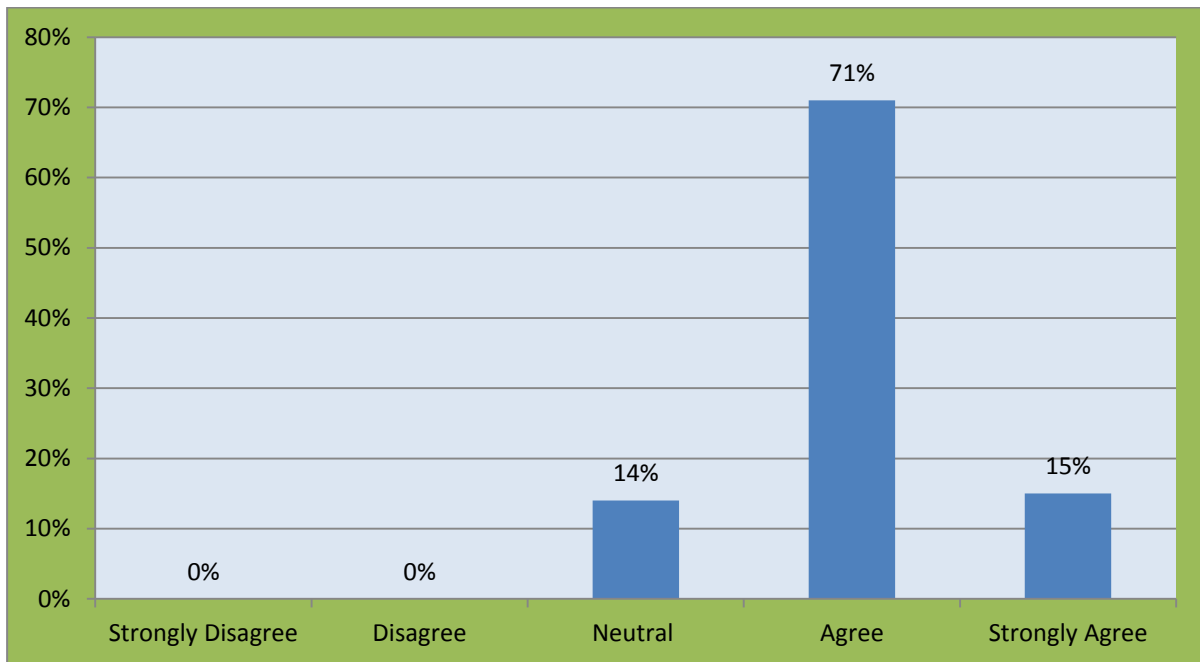


Figure 27: *Ad-Hoc Tasks & Events rendered the Strategic Plan to be Obsolete*

Concurring with the idea of customizing strategic plans, Sorenson (2012) states that the organization core business dictates the type and suitable strategic plan. He further strongly suggest a mixture of short term and long term strategic objectives to accommodate areas of the organization which are volatile. The suggestion suits the police environment where crimes are not predictable and offenders are working day and night to evade laws. The cast in situ Namibian Police Force 2011 – 2014 Strategic Plan therefore fails to accommodate the day to day changes in the crime environment and for that it fails to accommodate ad-hoc events. The challenge of failing to continuously monitor and address current issues within the Namibian Police Force could be the reasons behind the difficulties in implementing the strategic plan. The study established that the static nature of the Namibian Police Force Strategic Plan fails to accommodate ad-hoc events, thus resulting in the tool being not implementable.

Respondents were asked to indicate the most suitable suggestions to improve implementation in the future. Drawing a combination of a short and long term strategic plan was indicated as the most viable solution. The solution is supported by Hough et al. (2011) and Thompson (2016) who regard a short and long term strategic plan is viable. Such a plan would address those strategic themes which change rapidly and respond to the macro and micro environment accordingly.

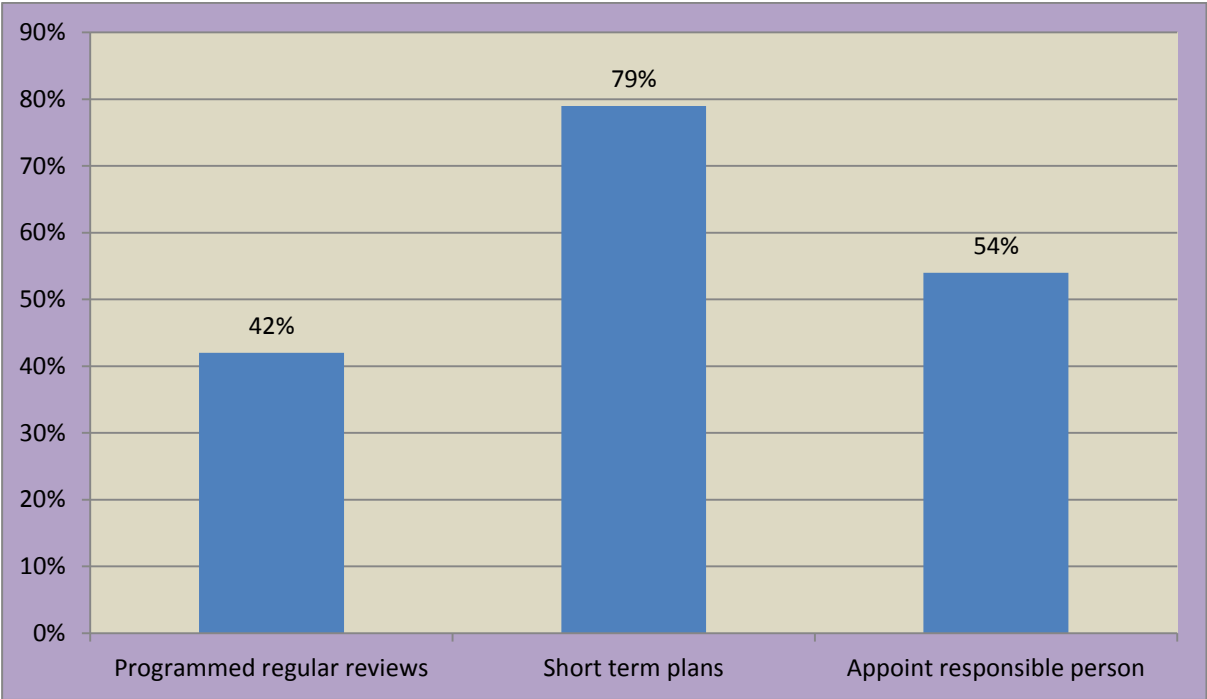


Figure 28: *Suggestion to Improve Implementation of the Strategic Plan*

As shown by Figure 28 appointing an officer responsible for implementation of the strategic plan and programming the strategic plan implementation were also suggested. The two areas address the challenge of weak implementation of the strategic plan. The suggestions are solutions to challenges met in the implementation of the strategic plan as discussed in the various sections in this chapter.

Conclusion

Chapter four presented and discussed the findings. The chapter analyzed and interpreted the data. The discussion linked the findings with literature review. The data was presented question by question comparing the responses. The findings were based on the opinion expressed by the majority of the respondents. The data was shown on graphs. The next chapter summarizes the findings of the study, makes recommendations and draws conclusions.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

Introduction

Chapter five summarize the findings of the study. The findings are summarized according to the research questions and implications for practice indicated. The chapter makes recommendations which are based on the findings. Chapter five also suggests areas for further study to fill gaps which the study failed to fulfill. The chapter ends with a conclusion for the entire study.

Summary of Findings

Research Question 1: How effective was the Namibian Police 2011-2014 Strategic Plan

The study found that the strategic plan addressed the vision and mission of the Namibian Police Force in accordance with Article 115 of the Constitution of Namibia and Section 13 of the Police Act. It was further established that the Namibian Police Force 2011 – 2014 Strategic Plan, was not fully implemented, thus making it difficult to establish its effectiveness.

The study established that the strategic plan was relevant in the following areas: professionalism, public relations, interpersonal communications and response to cases. In these areas the strategic plan was found to have been effectively discharged. The study also found that the majority of strategic areas or themes were not fully implemented because the time lapse between drawing up the strategic plan and the implementation rendered these strategic areas obsolete. The study findings, as illustrated in Figure 21 confirmed that continuous monitoring of the strategic plan was not done.

The findings further demonstrate in Figure 28 that both the micro and macro environmental analysis was not conducted. Strategists and writers such as Hough et al. (2011), David (2013), and Thompson et al. (2016) strongly pronounce the need for continuous environmental analysis to keep the strategic plan responsive to changes in both the internal and external environmental. In addition, Barnat, (2015) regards analysis of the organization capabilities and competencies as critical components in the implementation of the strategic plan. Unforeseen events may alter the organization's tangible and intangible resources, for example transfers may alter staff composition and it may affect strategic plan implementation. A compressed budget may also affect the provision of resources needed to effectively implement the strategic plan. Therefore, as emphasized by Hough et al. (2011), it is good practice that the organization continuously monitors its capabilities and competencies so that any constraints can be attended for the sake paving way for effective strategic implementation. A study reported by Kiplagat (2014) found that strategy implementation in public sector was marred by bureaucracy bungling. The findings also imply that it is difficult to make decisions that benefit the organization, as the decision making is based on public policy.

The study findings implied that the Namibian Police Force 2011 - 2014 Strategic Plan was partly implemented in few strategic themes and in most of strategic themes it was not effectively implemented. The rapid changes in the security environment were found to have rendered the strategic targets obsolete. Also, as demonstrated in Figure 21 and Figure 22, lack of continuous macro and micro environmental analysis were found to have contributed to the failure of strategy implementation.

Research Question 2: The challenges encountered in the implementation of the strategic plan.

The study found that the most critical challenge encountered in the implementation of the Namibian Police Force 2011 – 2014 Strategic Plan was a mismatch between the documented areas and what was on the ground. The implication of these findings is that the mismatch was caused by the dynamic changes in the security environment. This was reflected in the findings as depicted in Figure 24, which indicated that the current work tasks were not compatible with the strategic objectives and this resulted in the strategic plan being not implementable. The study further found that unforeseen security demands (ad-hoc) did not match the strategic objectives. The non-alignment of the ad-hoc events and strategic objectives could have rendered the strategic plan obsolete. These challenges encountered in the implementation of the strategic plan are regarded by Wardlaw (2009) as practical and existing because the speed of change in the connected economy has affected the crime environment in a more dynamic way. The implication of Wardlaw's (2009) views is that it has become challenging to have stand-alone strategic plans to deal with crime as the crime environment is changing fast rendering strategic plans not implementable. Therefore, the dynamic security environment jeopardized the successful implementation of the 2011- 2014 Namibian Police strategic plan.

Objective 3: Recommendations to improve the delivery of the Namibian Police Force 2011 – 2014 Strategic Plan.

The study findings illustrates in Figure 28 that the most popular strategy to solve challenges encountered during the implementation of the Namibian Police Force 2011 – 2014 Strategic Plan was developing short term strategic plans. The suggestion is supported by Ireland et al. (2011), but he suggests a combination of long and short term strategic plans. The study also established that appointing an officer to be solely responsible for the strategic plan and devising a programmed regular review schedule as other two suggestions to solve the challenges of

strategy implementation. Both suggestions are linked to the need to continuously monitor the environment and change the strategic plan to suit the current situation. In support of these strategies, David (2013) suggests building in flexibility in strategic plans so that changes can be implemented whenever the needs of the security environment changes. In agreement, Karamei et al. (2015) point out that strategic plan should be tailor made to suit the organization. Alternatively as raised in the study, areas which are volatile can be planned on short periods and those which do not change rapidly can be planned on longer periods.

Recommendations

Based on the presented findings of the study, the following recommendations were made.

- The Namibian Police Force needs to identify areas or tasks which need short and long term plans and have a combination strategic plan. The approach will take care of areas which change within a short period of time.
- The Namibian Police Force should lead the implementation process by tasking change agents, to establish tangible change, instead of making assumptions.
- There is need to keep an accurate track record of the strategic plan implementation process, where evaluations have evidence.
- More resources needs to be allocated to the Namibian Police Force for the implementation of strategic plan, and these resources needs to be utilized prudently in the discharge of the police core functions.

Areas for further research

The following areas were suggested for further research:

- Research on how other police organizations successfully implement and manage their strategic plans.
- Find out the differences in the implementation of strategic plan in service and product oriented organizations. The difference may help to establish specific ways of management strategic plans in the service delivery organizations can be planned.

Conclusion

This study was conducted in the Namibian Police Force to investigate the challenges encountered in the implementation of the Namibian Police Force 2011 – 2014 Strategic Plan and recommended strategies for the way forward. The study adopted a quantitative survey which used a structured questionnaire to collect data from a sample of employees. Data from the Likert scale questionnaires was analyzed using Microsoft Excel. Graphs and tables were used to display the data. The study generated findings that the Namibian Police Force 2011 – 2014 Strategic Plan was partially implemented with most of the strategic themes having not been implemented. The findings highlighted the reason for the failure in implementation was found to be mainly ad-hoc tasks and events that were not compatible with strategic plan, as the findings demonstrated. Thus, the dynamic changes in the crime environment were found to have rendered most sections of the strategic plan irrelevant. The study recommended a mixture of long and short term strategic plan and leadership taking cue from sister organization.

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Appendix A: Research Permission Letter



07 November 2016

TO WHOM IT MAY CONCERN

Mr Sem Hasheela of Student Number: 200031104 is registered for a Master in Business Administration – Finance at the University of Namibia through the Namibia Business School.

This letter serves to inform you that her research proposal was reviewed and successfully met the University of Namibia requirements.

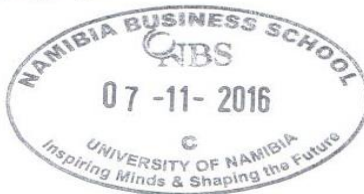
The student has been granted permission to carry out postgraduate studies research. The University of Namibia has approved the research to be carried out by the student for purposes of fulfilling the requirements of the degree being pursued.

If you have any queries please do not hesitate to contact the Business School at the University of Namibia.

Thank you so much in advance and many regards.

Yours sincerely

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Appendix B: Questionnaire Cover Letter

My name is Sem Hasheela, a student at the University of Namibia, pursuing a Master of Business Administration in Management Strategy at the university's Namibia Business School.

I am carrying out a study on the Challenges of the 2011 – 2014 Strategic Plan Implementation at the Head Office of the Namibian Police Force. This is in partial fulfillment of the requirements of the study program.

By not revealing your identity in any way, I kindly request your assistance to fully complete this questionnaire truthfully and accurately about strategic plan in your organization in order for me to get information and enable me to complete my studies.

Your assistance in this regard is greatly appreciated.

Thank you.

Appendix C: Questionnaire

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

SECTION A: DEMOGRAPHIC DATA

GENDER: FEMALE
MALE

EXPERIENCE: Less than 5 years
6-10 years
11-15 years
Above 16 years

RANK: General
Major-General
Commissioner
Deputy Commissioner
Chief Inspector
Inspector
Warrant Officer 1
Warrant Officer 2
Sergeant 1
Sergeant 2
Constable

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

SDA – Strongly Disagree **D** – Disagree **N** - Neutral **A** – Agree **SA** – Strongly Agree

SECTION B: Impact of Police Strategic Plan to service delivery

Question	SDA	D	N	A	SA
1.Quick response/reaction to cases reported					
2.Effective response to the public queries/complains					
3. Improved turnaround time of cases and case dockets					
4. Improved relationship between the force and the public					

SECTION C: Impact of Police Strategic plan within the Police Force

Question	SDA	D	N	A	SA
5.Improved work relationships among police personnel					
6.Enhanced effective communication within the police force					
7.Enhanced police conduct professionalism					
8. Improved performance through recommendation for relevant training					

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

SECTION D: Participation of low ranking police personnel in strategic planning

Question	SDA	D	N	A	SA
9. Joint planning and drawing of departmental objectives					
10. Joint involvement in progress reviews					
11. Joint involvement in identification of challenges					
12. Joint identification of staff training needs					

SECTION E: The impact of Monitoring and Evaluation on work performance

Question	SDA	D	N	A	SA
13. Enabled continuous monitoring and evaluation of work packages					
14. Enabled continuous feedback and corrective action on areas being underperformed					
15. Enabled regular meetings with key stakeholders and sharing information on the successes and challenges					

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

SECTION F: Challenges encountered in the implementation of the strategic plan.

Questions	SDA	D	N	A	SA
16. Strategic plans objectives not compatible with what is on the ground					
17. Strategic plan objectives are not clear					
18. Strategic plan difficult to implement in the police force					
19. The ad-hoc events not matching the strategic plans objectives					

20. Please write down any other challenges were experienced with the implementation strategic plan and how can they be solved?

CHALLENGES

SOLUTIONS

MARK WITH AN [X] FOR YOUR MOST APPROPRIATE ANSWER

SECTION G: Recommendations

Questions	SDA	D	N	A	SA
21. Continuous training of top personnel in strategic planning and execution					
22. Continuous training of non-management personnel in strategy implementation					
23. Continuous review of the strategic plan					
24. Continuous surveillance of the work environment					

Please write down any additional information you would like to share about strategic planning within the Namibian Police Force

Thank you