

**CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE
STRATEGIC PLAN 2014 – 2018: A CASE STUDY OF NAMPOWER (PTY)**

LTD

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ABSTRACT

The aim of this study was to investigate challenges encountered in the implementation of NamPower strategic and business plan 2014-18. This research paradigm enabled the use of the mixed method approach which facilitated the interaction with respondents. The study adopted a descriptive survey research design. This study limits itself to NamPower employees covering a total sample of 214 respondents drawn from 531 employees. This population was justified because it is the one mandated to carry out strategy planning and execution in the company. A pilot study was done to improve on validity and reliability. Quantitative data were analysed using Microsoft Excel and presented in frequencies and graphs, while qualitative data were analysed using content analysis techniques. The challenges to the strategic implementation process were noted to be vague strategy goals; slow decision making; poor cascading process of the strategy to lower levels of the organisation; political influences and ineffective procurement processes. The study concluded that NamPower have missed key strategy milestones of implementing the Kudu and Baynes projects that aimed to make NamPower self-reliant. In order to enhance the implementation of the strategy plan, the study recommended that NamPower should develop a communication plan to address challenges experienced during the implementation process; cascade the corporate strategy to all levels of the organisation by involving all employees in the process; and to build a culture that fully supports strategy implementation.

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LIST OF ABBREVIATIONS

CCC	Climate Change Committee
DSM	Demand Side Management
ECB	Electricity Control Board
ESI	Electricity Supply Industry
EXCO	Executive Management Committee
IDC	Industrial Development Corporation
IPPs.	Independent Power Producers
MD	Managing Director
MW	Megawatt
MME	Ministry of Mines and Energy
KPA	Key Performance Area
KPI	Key Performance Indicator
REDS,	Regional Electricity Distributors
REFIT	Renewable Energy Feed-in Tariff
PDP	Personal Development Plan
PPA	Power Purchasing Agreements
SOE's	State Owned Enterprises
STCS	Short-term Critical Supply
SAPP	Southern African Power Pool
SWAWEK	Southern West Africa Water and Electricity Corporation
SADC	Southern African Development Community
SOE's	State Owned Enterprises
ZESCO	Zambia Electricity Supply Corporation

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DEDICATION

I dedicate this thesis to my dear parents, Petrus and Susanna Kasheeta for the sacrifices they made and how they groomed and inspired me to be the person I am today. May the Almighty God bless them. I also dedicate this thesis to my beloved husband, Simeon Iita and my children Frans, Teckla and David, whom I love deeply. I continue to pray that the Almighty God's favour be upon them.

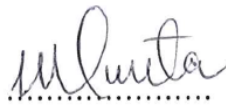
DECLARATION

I, Theresia Kasheeta, hereby declare that this study is my own work and is a true reflection of my research, and that this work, or any part therefore has not been submitted for a degree at any other institution. Contributions of previous researchers and scholars used or incorporated in this study were acknowledged with due reference.

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CHAPTER ONE

1. INTRODUCTION

1.1 Orientation of the study

The concept and practice of implementing strategy plans have been embraced worldwide and across various sectors because of its perceived contribution to organisational effectiveness (Thompson, Strickland & Gamble, 2007). Today, both public and private organisations, take seriously the practice of implementing strategy plans to provide guidance and direction for the activities of the organisation. In other words, strategy implementation is a highway to strategy performance. Steiner (1979) observes that due to misunderstanding of the factors influencing the implementation process, adoption of strategy management often leads to incomplete implementation. For strategy communication to be effective, managers need to understand their corporate strategy and share information with genuine enthusiasm, using language that employees understand and can relate to their work. Communication needs to be clear and actionable in order to build a strong strategy understanding. Hill and Jones (2008) view strategy implementation as a process that turns formulated strategy into action, which ensures that corporate vision, mission and strategy objectives are successfully achieved. Non-implementation therefore renders strategy plans valueless.

Although clear plans and sound organisation may set the stage, managers must also provide leadership if the people in their organisations are to work together to achieve a common goal. A 'manager' is viewed in this study as a managerial employee who is tasked to oversee the successful implementation of strategy initiatives. Management should

consider it pertinent to design structures that enable implementation of strategy goals in order to suit market demand, customers and business models. Studies have revealed that most organisations nowadays have embraced and practised the concept of strategy planning (David, 2007; Mulube, 2009; Wheelen & Hunger, 2012), but the question remains whether effective implementation is attainable for those organisations. Most organisations could improve their performance through the enhancement of communication clarity and/or through the alignment of employee work with organisation goals.

Most of the literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone, but rather requires the collaboration of all internal and external stakeholders (Arasa, 2008; David, 2007; Mintzberg, 1994; Naukushu, 2014; Wheelen & Hunger, 2012). It is sad to waste time and energy on a planning process and then fail to implement the plan. It hurts the organisation, the team and individuals. Mugenda and Mugenda (2003) indicate that weak implementation undermines the strategy potential and paves the way for shortfalls in organisational performance.

This study investigated strategy implemented by NamPower, which is came to an end on 30 June 2018. Therefore it was necessary to assess whether NamPower was implementing its strategy effectively and to investigate the challenges encountered in the implementation process. As part of its strategy, NamPower commits to ensure secure power supply in Namibia. Its mandate is to generate, transmit, supply and trade in electricity (Electricity Act 2007, 2007).

NamPower's strategy and business plan highlights its high level statements through its strategy map. The strategy map is based on a generic model and is expressed in four themes, namely: leadership and culture; security of supply and efficiencies; stakeholder relationship and financial sustainability (NamPower, 2014).

The first theme expresses the need to improve leadership capacity and corporate culture. This will be achieved through feedback generated by means of assessments and acting on such feedback to improve performance. This aspect also addresses the issue of employee capacitation, through various training interventions based on competency gaps identified in personal development plans. The corporate culture would be directed towards a performance culture. This will be done through strengthening team work; living the corporate values; further implementing the performance management system; and continued emphasis on safety in the work place (NamPower, 2014).

The second theme - security of supply and efficiencies, expresses the need to plan new generation capacity onto the Namibian grid. This includes the capacity of Independent Power Producers (IPPs). Numbers of initiatives will be implemented under the Short-term Critical Supply (STCS) project to augment supply. NamPower also needs to run at maximum output to ensure that the available power reaches the customers at all time. Furthermore, the company needs to optimise and maximise its power trading options (NamPower, 2016, p. 25).

The third theme is stakeholder relations, which covers the need to improve relations and communication with key stakeholders, namely the Ministry of Mines and Energy (MME)

and Electricity Control Board (ECB). NamPower needs to keep the lights burning and continue to meet the needs of its customers in terms of quality of service and supply. In addition to that, the company needs to adhere to sound corporate governance as required by Company Act no. 28 of 2004, State Owned Enterprises (SOE) supervisory authorities, MME as well as NamPower financiers (NamPower, 2014, p. 27).

The final theme which is financial sustainability, includes budget and control cost; achievement of cost reflective tariffs; and the ability to cover debt services. This theme articulates the need for the company to remain financially healthy. This addresses the need to meet financial requirements related to the infrastructure projects planned for the specific period (NamPower, 2014, p. 27).

1.2 Statement of the problem

Strategy implementation is regarded as an important component in the strategy management process. Ndiso (2015) observes that many organisations develop good strategies to give them an edge and competitive advantage in the business environment, but fail to make use of the precious information depicted in the strategy plan document. According to Fortune Magazine (2016), 9 out of 10 organisations fail to implement their strategy plan simply because 95% of the typical workforce do not understand their organisational strategy, 86% of the business owners and managers spend less than one hour per month discussing strategy, 75% of the organisation does not link employees incentives to strategy and finally, 60% of the organisation does not link strategy to budget. Similarly, Kaplan and Norton (2006) study show that 70% to 90% of the organisations fail to realise the success of implementing their strategies. In addition, many strategies fail because the strategy plans are not translated into measures that managers and employees

can understand and use in their daily work. Therefore it can be inferred that strategy implementation continues to be a key challenge for organisations in modern times.

NamPower provides energy needs in Namibia. The company planned to address its five year strategy goal of supplying 100% of peak demand, and 75% of the energy demand should be supplied from local resources by 2018 (NamPower, 2014, p. 10). To-date, NamPower is still heavily reliant on importing electricity from regional partners, namely South Africa, Zambia and Zimbabwe. The pace at which NamPower is executing its strategy projects in relation to a strategy goal remains an area of concern. This study is therefore interested in identifying challenges to strategy implementation that results from a reflection on their failure to complete numerous strategy projects aimed to make NamPower self-reliant. It is necessary to assess whether NamPower was implementing its strategy effectively, and to investigate the challenges facing the implementation of this strategy.

There are studies that showed that strategy implementation in government parastatals in Namibia has been confronted by many challenges. A study conducted by Naukushu (2014) examining the strategy management process of Namibian Correctional Services in a correctional facility in Windhoek, reveals that strategic plans are not cascaded down to the lower levels of organisation. This study also seeks to narrow the gap mentioned above.

1.3 Purpose and research objectives

The purpose of the study is to investigate the challenges encountered in the implementation of NamPower's Strategy and Business Plan and practices required to achieve its long-term strategy goal of becoming a leading energy company in Africa.

1.4 Objectives of the study

The objectives of the study were:

- 1.1.1 to analyse the state of strategy implementation in NamPower;
- 1.1.2 to determine the extent of employees' awareness of the strategy plan;
- 1.1.3 to establish the challenges encountered in the implementation of NamPower's strategy plan;
- 1.1.4 to provide recommendations to enhance effective strategy implementation.

1.5 Significance of the study

The study will be important for NamPower's management as it can help to realise and understand the challenges of strategy implementation and give a better perspective on how the strategy can be successfully implemented. The study will also generate valuable information for management on how to bridge the gap between strategy formulation and implementation. The study will further provide insight to staff members, especially at lower levels of the organisation; on the roles they can play and on how to improve during the strategy implementation. Finally, the research results will contribute to building the existing body of knowledge of strategy management, particularly of strategy implementation.

1.6 Limitation of the study

This study was limited to NamPower's employees. The data collection procedure for this study required participants whom in one way or the other formed part of the strategy formulation and/or implementation that NamPower undertook for the period 2014-18. Thus the participation was limited to a group of managers and skilled employees. These requirements prevented unskilled employees from participation in the study.

1.7 Thesis outline

The thesis is divided into five (5) chapters:

Chapter 1 provides an overview of the background of the study, objectives of the study and the problem statement. The purpose of the study was to look at the challenges encountered in the implementation of NamPower's strategy plan.

Chapter 2 presents the literature review, which forms the basis of this research. This section provides models to guide strategy implementation and theories relevant to this study are also presented to provide readers with an understanding of the strategy implementation. The chapter also uncovered the institutional context and its strategic plan that have been implemented.

Chapter 3 provides details on research methods used in the study. It deals with the research design that was employed in this study. It also denotes population and sample size. Furthermore, it elaborates on sampling procedures and research instruments used for data analysis.

Chapter 4 presents the findings of the study. An analysis of data obtained from both questionnaires and interviews is undertaken and presented.

Finally, in **chapter 5** conclusions are drawn from the findings and recommendations are made on how NamPower should implement its strategy.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical literature and the empirical review on strategy management processes and strategy implementation. The study examines the relationship between dependent variables and independent variables which are developed into a conceptual framework. The section further presents a summary of the existing research gaps to be filled by this study. It was also crucial for the researcher to briefly highlight the institutional context and the corporate strategic and business plan that have been implemented by NamPower in the period under study.

2.2 Theoretical framework

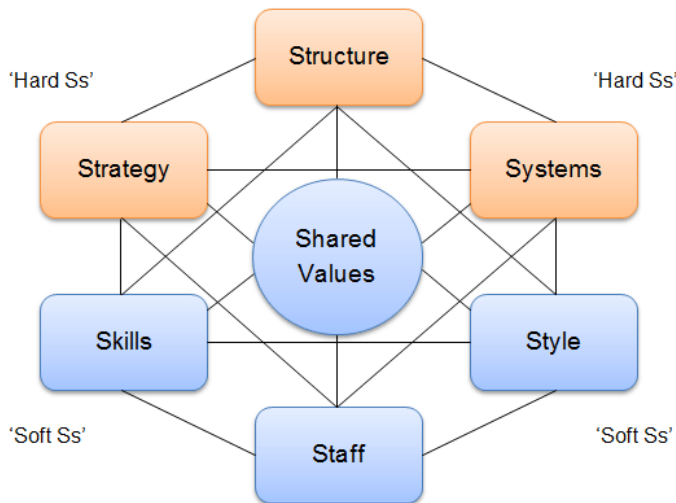
Here theories are discussed to build an understanding of strategy planning and implementation. This includes the following theories: (a) McKinsey 7s model, (b) Noble's strategy implementation framework and (c) Balanced scorecard.

2.2.1 McKinsey 7s framework

McKinsey 7s Framework was developed in 1980s by Tom Peters and Robert Waterman and it is regarded as encompassing key factors to strategy implementation (Peters & Waterman, 1982). This framework is argued to provide a useful visualisation of the key components managers have to consider in the successful implementation of a strategy (Pearce & Robinson, 2011). The McKinsey 7s can be applied to many situations especially when organisational design is at question. Peters and Waterman (1982) indicate that

McKinsey 7s model is commonly used: to facilitate organisational change; to help implement new strategy; to identify how each area may change in the future; and to facilitate the merger of organisations.

Figure 2. 1: McKinsey 7s framework



(Peters & Waterman 1982)

The model in Figure 2.1 above represents the connections between seven areas and is divided into 'soft' and 'hard' areas. Hard elements are much easier to identify and manage when compared to soft elements (Peters & Waterman, 1982). Dunphy and Stace (1988) point out that hard components are normally feasible and easy to identify in an organisation, as they are normally well documented and seen in the form of tangible objects or reports such as strategy statements, corporate plans, organisational charts and other documents.

Although soft elements are harder to manage, they are the foundation of the organisation and are more likely to create the sustained competitive advantage (Peters & Waterman,

1982). Besides organisational culture, less attention is paid to “soft” aspects’ “human side” of implementation. For instance, little attention is paid to issues such as coaching and counselling, leadership, selection and socialisation, employee motivation and behavioural change (Dunphy & Stace, 1988).

Manage (2017), is of the opinion that managers need to take account of seven basic factors to be sure of successful implementation of a strategy. These include strategy, structure, systems, style, staff, shared values and skills.

Strategy is the direction and scope of an organisation over a long term: to achieve a competitive advantage for the organisation, through configuration of resources within challenging environment; to meet the needs of market; and to fulfil stakeholders’ expectations (Peters & Waterman, 1982). It deals with essentially three questions, i.e. where the organisation is at this moment in time; where the organization wants to be in a particular length of time; and how to get there. Thus, strategy is designed to transform the organisation from the present 7s position to the new position described by objectives, subject to constraints of the capabilities or the potential (Kaplan, 2005).

Structure refers to the way organisation units relate to each other and in which tasks and people are specialised and divided, and authority is distributed; how activities and reporting relationships are grouped; and the mechanisms by which activities in the organisation are coordinated (Kaplan, 2005). Organisations are structured in a variety of ways, depending on their objectives and culture. The structure of the company often dictates the way it operates and performs (Peters & Waterman, 1982). Traditionally, businesses have been structured in a hierarchical way, with several divisions and

departments, each responsible for a specific task. Although this is still the most widely used organisational structure, the recent trend is increasingly towards a flat structure where the work is done in teams of specialists, rather than fixed departments. The idea is to make the organisation more flexible and devolve the power to employees by eliminating the middle management layers (Manage, 2017).

Systems refer to the processes and procedures used to manage the organisation, including management control systems; performance measurement and reward systems; planning, budgeting and resource allocation systems; and management information systems (Kaplan, 2005). Every organisation has some systems or internal processes to support, and implement strategy, and run day-to-day affairs. These processes are normally strictly followed and are designed to achieve maximum effectiveness. Traditionally, organisations have been following a bureaucratic-style process model where most decisions are taken at the higher management level. Increasingly, organisations are simplifying and modernising their processes by innovation and use of new organisational structures to make the decision-making process quicker (Manage, 2017).

Staff refers to the people, their competencies; how the organisation recruits, selects, trains, manages the careers, and promotes them (Kaplan, 2005). Organisations are constituted of humans and they make the real differences to the success of the organisation in the increasingly knowledge-based society. Human resources thus has the central position in the strategy of the organisation. Today's organisations put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing them to achieve professional excellence (Karami, 2005). It is also important for

the organisation to instil confidence among the employees about their future career growth.

The concept “skills’ refers to the abilities of employees to perform very well and include capabilities and competences (Peters & Waterman, 1982). In terms of this element, the organisation should ask questions such as: what are the skills used to deliver the core products and services; are the skills sufficient; are there any gaps regarding expertise; do the employees have the right capabilities to do their jobs: and how are skills monitored, assessed and improved?

Style refers to the leadership style of managers; how they spend their time; what they focus attention on; and how they make decisions (Kaplan, 2005). The organisational culture has been defined as the basic belief of commonly held and learned by a group that governs the members perceptions, thoughts, feelings and actions. These include the dominant values and beliefs, the norms, as well as the conscious and unconscious symbolic acts taken by leaders (Kaplan, 2005). All organisations have their own distinct culture and management style, including the dominant values, beliefs, and norms; which develop over time and become relatively enduring features of the organisational life. This distinct culture and management style also entail the way managers interact with the employees and the way they spend their time. Businesses have traditionally been influenced by the military style of management, with strict adherence to the upper management and procedure expected from the lower-rank employees. However, there have been extensive efforts to change the culture to a more open, innovative and friendly

environment with fewer hierarchies and smaller chains of command (Dunphy & Stace, 1988).

Lastly, Kaplan (2005) defines shared values (culture) as the core or fundamental set of values that are widely shared in the organisation and serves as guiding principles of what is important; vision, mission, and value statements that provide a broad sense of purpose for all employees. These set of values are important aspects of an organisation and is described by Pearce and Robinson (2011) as an organisation's developed vision statements to express the aspirations of the leaders. The findings are corroborated by Kaplan (2005) who indicates that a vision statement defines the mid and long-term goals of an organisation and it should express how the organisation wants to be perceived by the outside world. Hence, all members of the organisation share some common fundamental ideas or guiding concepts around which the business is built. These values and common goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive. The organisations with weak values and common goals often find their employees following their own personal goals that may be different, or even in conflict with those of the organisation or their fellow colleagues (Peters & Waterman, 1982).

Kiptoo & Mwirungi (2014) point out that organisational culture can seriously influence the strategy process in an organisation, if employees and the management do not have a positive mind-set with regard to what the company needs to achieve. Deal and Kennedy (1982) argue that culture is the single most important factor accounting for the success or failure of an organisation.

2.2.2 Noble's Strategy implementation framework

Noble (1999) reviews research conducted in the field of strategy implementation. Noble himself combined the perspectives and defines strategy implementation as communication, interpretation, adoption and enactment of strategy plans. The framework makes a distinction between structural and interpersonal process views on strategy implementation, where process perspectives are concerned about understanding issues like strategy consensus, autonomous strategy behaviours, diffusion perspectives, leadership and implementation styles while the structural perspective focuses on formal organisational structure and control mechanisms.

Noble (1999) identifies five managerial levers of strategy implementation, namely goals, organisational structure, leadership, communication and incentives. Strategy implementation requires setting of clear objectives. In addition, changes in organisational structure are often needed to support strategy implementation while leaders' plays a key role in determining strategy implementation performance, especially considering the importance of having a powerful champion.

Communication is important because the details of implementation efforts need to be communicated as early and clearly as possible. Kotter and Schlesinger (2008) argue that regular communication needs to take place in order to eliminate any kind of ambiguity regarding a strategy being implemented. Similarly Kaplan and Norton (1996) claim that the strategy planning committees should keep record of all their research and activities for the strategy plan. These records should be available for all to see and evaluate. Strategy planning should not be kept secret, it should be open and available for all to review and contribute.

Finally, incentives are important tools for inspiring and motivating the organisation members to change in accordance with the new strategy. These levers are summarised in table 2.1.

Although Noble's implementation framework (Noble, 1999) is critical to strategy implementation efforts, it is more of a top-down approach as opposed to involving all employees in order to ensure that they are committed to the new strategy. It has become increasingly apparent in the implementation literature that employee commitment and involvement are important pillars for successful strategy implementation.

Table 2. 1: Noble’s Strategy Implementation Framework

Levers	Stages			
	<i>Pre-implementation</i>	<i>Organising the implementation effort</i>	<i>Managing the implementation process</i>	<i>Maximising cross functional performance</i>
Goals	Ensure that all managers are aware of the strategy goals of the firm.	Introduce goals of the strategy being implemented, incl. that they fit within firm’s broader strategy vision.	Maintain flexibility to adapt goals based on environmental changes.	Develop and focus on common goals to encourage cross-functional cohesiveness.
Organisational structure	Ensure that functional areas have the slack resources needed to be able to contribute to an implementation effort.	Establish a formal implementation unit and ensure its visibility throughout the firm.	Ensure equal representation by all affected functional areas.	Temporarily suspend key implementation team members from normal responsibilities to allow them to focus on the implementation effort.
Leadership	Develop employees’ knowledge and appreciation of multiple functional areas.	Establish a “Champion”, who has both official and cross-functional authority and general respect in the firm.	Ensure that leaders show equal attention to all functional-level concerns.	Balance visible and charismatic leadership with a maintenance of autonomy for functional-level implementation effort.
Communication	Maintain regular cross-functional communications to foster understanding and appreciation.	Discuss and resolve implementation details early in the process.	Update implementation team frequently on progress and changes in objectives.	Communicate implementation progress across the entire organisation to foster buy-in.
Incentives	Reward the development of cross-functional skills.	Develop time and performance-based incentives	Adjust incentives as strategy and environmental	Establish visible and consistent cross-

		for implementation team while lessening traditional functional incentives.	conditions change during implementation.	functional rewards for successful implementation efforts.
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(Noble, 1999)

2.2.3 Balanced scorecard framework

Developed by Robert Kaplan and David Norton in the early 1990's, the balanced scorecard is recognised around the globe as a suitable tool for strategy implementation which could be used across the various functions within the organisation (Niven, 2003). According to Kaplan and Norton (1996) the balanced scorecard is superior management control and performance measurement systems that combined both financial and non-financial measures, developed to meet the inadequacies of traditional management control and performance measurement systems. The balanced scorecard concept offers to look at organisation's strategy from four different perspectives, i.e. financial perspective; customer perspective; innovation and learning perspective; and internal process perspectives, as indicated in figure 2.2.

The objective of the balanced scorecard was to create a system which could measure performance of an organisation and to improve any backlog that occurs (Kaplan & Norton, 1996). Hence, the balance scorecard provides a solution for breaking down objectives and making them easier for management and employees to understand. It also helps management to measure the performance in terms of quantity and plays a vital role in terms of communication of strategy objectives. Planning, setting targets and aligning

strategy are common areas to which balance scorecard contributes. Targets are set out for each of the four perspectives in terms of long term objectives. However, these targets are mostly achieved in a short term. Measures are aligned, aiming at achieving the target set for an organisation. Specific measures should be used to assess performance of the organisation and objectives to be achieved (Wheelen & Hunger, 2012).

The balanced scorecard philosophy assumes that an organisation's vision, mission and strategies are best achieved when the organisation is viewed from the four perspectives (Niven, 2003). It encourages business units to link their financial objectives to corporate strategy, in order to align the focus of goals and measures in all other scorecard perspectives. The balanced scorecard needs to tell a story of the strategy, commencing with the long run financial goals and then linking them to the sequence of necessary action to be taken with customers; internal processes; financial perspective; and innovation and learning to convey the desired long run desired performance (Kaplan & Norton, 1996).

Finance perspectives emphasis about shareholder satisfaction, the key goals and measures are generally involved gross and/or net profit. It is important for the organisations to establish appropriate financial measures of their strategy when formulating financial aspects of their balanced scorecard. Kaplan and Norton (1996) contend that financial goals and measures must play two integral roles: to define the expected financial performance from the formulated strategy, and to serve as the target for the objectives of all other perspectives.

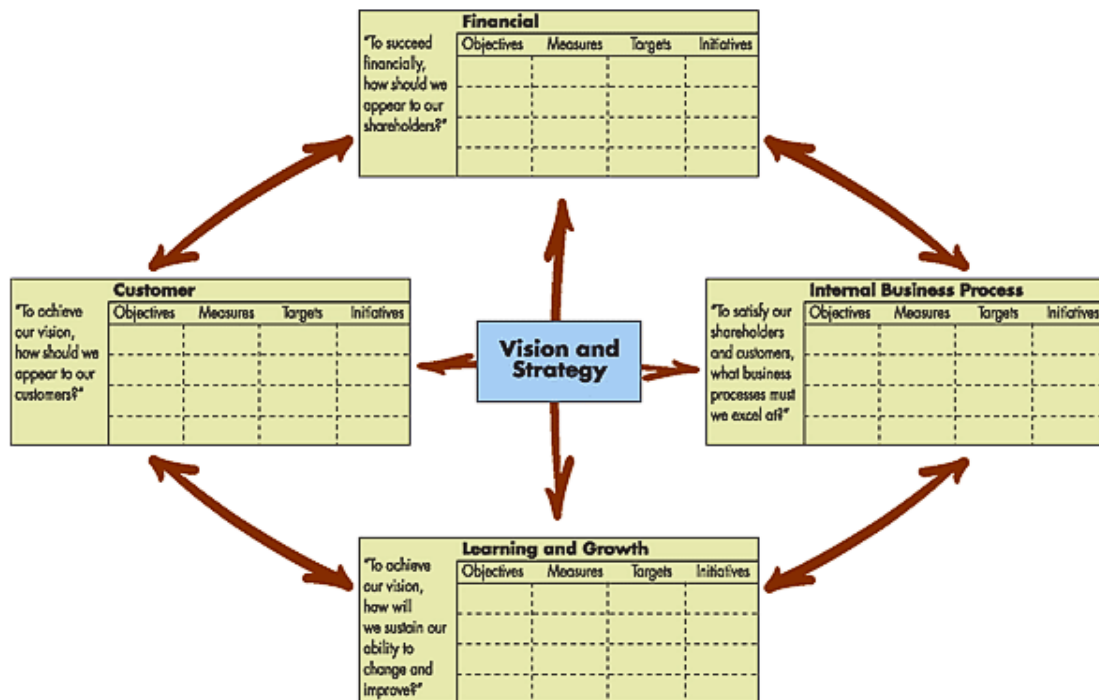
Customer perspectives focus on real customer satisfaction and market segments in which the organisation will favourably compete. This part represents the source that brings the revenue components of the financial goals. Key goals and indicators for customer perspectives are: customer concerns such as delivery time, quality, service, locality, retention and cost. These aspects enable them to explicitly identify and measure the value propositions they wish to deliver to targeted customers and market segments (Martinez & Kennerley, 2015). According to Niven (2003), the customer perspective is the backbone of the scorecard. Provision services or products which are not satisfactory cannot generate a favourable profit and will lead to termination of a business (Asaasira, 2016). From the customer perspective of the balanced scorecard, it is important for managers to identify their customers, market segments and determine performance measures of the organisation within the targeted customers.

The internal process perspective identifies the key process through which the organisation must excel in order to continue adding value for customers. The key goals and measure here highlight critical skills and competencies, processes and technologies that will deliver current and future organisational customers/financial success (Niven, 2003). According to Kaplan and Norton (1996) identifying the critical internal processes enable the company to deliver the value propositions that are crucial to attract and retain customers and satisfy shareholders' expectations for the excellent financial returns. This perspective focuses on the internal business results that lead to financial success and satisfied customers. Hence, managers need to focus on those critical internal operations that enable them to satisfy customers' needs. These measures also link top management judgement to the action taken by individuals that affect overall corporate objectives (Asaasira, 2016). This linkage

ensures that employees at all level of the organisation have clear performance targets that are aligned to the strategy.

The learning and growth perspective drives the organisational learning and growth process. Kaplan and Norton (1996) emphasise that ‘learning’ is more than ‘training’; it also includes things like mentors and tutors within the organisation, as well as that ease of communication among employees that allows them to readily get help for a problem when it is needed. This underpins the other three perspectives (finance, customer and internal process). Once the organisation identifies measures and related initiatives in your customer and internal process perspectives, the organisation can be certain of discovering some gaps between your current organisational infrastructure of employees’ skills, information systems and organisational climate (for example culture), and level necessary to achieve the results the organisation desire. The key long-term goals and indicators in this perspective relate to close the gap, improving flexibility and ensure sustainable performance for future (Niven, 2003). This perspective includes employees’ training and corporate culture attitude related to both individual and corporate self-improvement (Asaasira, 2016). In the current climate of rapid technology change, it becomes necessary for knowledge workers to be in a continuous learning mode (Speckbacher, Bischof, & Pfeiffer, 2003). This will boost engagement and increase productivity.

Figure 2. 2: Balanced scorecard framework



(Kaplan & Norton, 1996)

2.3 Challenges in strategy implementation

There are numerous challenges that might hinder strategy implementation for organisations. David (2007) highlights a number of impediments to strategy implementation, such as unanticipated market changes; effective competitor responses to strategy; insufficient resources; communication drawbacks; lack of focus; and poorly conceived business models. On the other hand, LittleJohn and Bertalanfy (1983) note that too much reliance on annual strategy reviews; procrastination and poor employee engagement; lack of attention to customer needs; poor monitoring; limited teamwork; and ineffective delegation are elements leading to failed strategies.

Wheelen and Hunger (2012) maintain that strategy implementation failures are sometimes caused by external factors, such as competitors or changes in customer tastes, and internal factor such as poor communication; unrealistic synergy expectations; structural problem; missing master plan; lack of momentum; lack of top management commitment; and unclear strategy fit. Malek and Narayanan (2008) believe in the significance of effective communication in strategy implementation, but highlight that it is not a guarantee of effective implementation. Watungwa (2014) concur with Malek and Narayanan (2008) by concluding that limited communication and communication systems could be one of the reasons the Zimbabwe Mining Development Corporation fails to implement its strategy successfully. Other challenges mentioned by Watungwa (2014) includes: low involvement of all people in crafting and rolling out of strategy projects, lack of accountability, limited resources and limited training programmes for staff.

Kirui (2013) surveyed five (5) authorities through a survey. Using questionnaires and interviews as data collection methods, Kirui (2013) concludes that organisational culture, structure, strategy leaders and financial resources are key factors that affect the implementation of strategy plans. The scholar also notes that an effective implementation process requires a collective approach, ranging from culture, communication and managerial involvement to keeping communication channels clear and realigning organisational resources, so that strategy plans are not halted by lack of resources.

Ehlers & Lazenby (2004) also allude additional reasons why organisations fail to execute their strategies: a) Lack of knowledge of strategy and the strategy process, b) Failure to hold staff accountable for execution, c) Lack of commitment to the planned strategy, d) Formulating strategy plans that staff cannot relate to their work, e) Failure to measure and

reward staff for executing the planned strategy, f) Senior management failing to give strategy plans the necessary attention, g) Failure to articulate clear, focused and consistent strategies, h) Failure to consider reinforcers, such as culture, structure, processes, management systems and human resources systems.

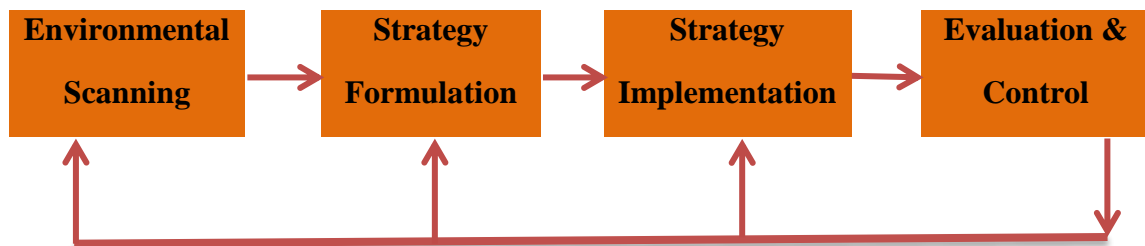
A study by Beer and Eisenstat (2000) examines twelve profiles, ten of business units and two of corporate entities, from four companies in the United States of America. They put forward silent killers of strategy implementation with an emphasis on management style; unclear strategy and conflicting priorities; ineffective management team; poor vertical communication; poor coordination across functions, businesses or borders; and inadequate down-the-line leadership skills and development. Finally, Pettigrew (2005) adds to this view with a differentiation of group implementation variables into a larger number of categories, namely organisational structure, organisational culture, environmental context (uncertainty), process (operational planning, resources, people, communication, control and feedback). A study conducted by Naukushu (2014) examining the strategy management process of Namibian Correctional Services in correctional facility in Windhoek, reveals that strategy plans are not cascaded down to the lower levels of organisation.

2.4 Empirical literature review

2.4.1 The concept of strategy management

To be able to identify challenges in the implementation process, it is important to understand the entire strategy management process. Ehlers and Lazenby (2004) describe strategy management as a process which integrates and coordinates all the organisational functions and resources to implement formulated strategies in order to achieve the long-term goals of the organisation, and gain a competitive advantage through value-addition for the stakeholders. Strategy management is a key to strategy change and it has been used successfully by ailing corporate organisations to prepare for the challenges of the future and improve long-term performance (Wheelen & Hunger, 2012). The study of strategy management therefore emphasises the importance of an efficient implementation and execution of strategy plans in order to reap the intended results.

Figure 2. 3: Basic elements of the Strategy Management Process



(Wheelen & Hunger, 2012)

The above figure illustrates how these four elements of strategy management (environmental scanning, strategy formulation, strategy implementation, and evaluation and control) interact (Wheelen & Hunger, 2012). David (2007) explain that the strategy

management process is divided into four phases namely: strategy analysis, formulation, implementation and evaluation, and all of them require the involvement of the top management.

In this ever-changing world, the business has to look at corporate governance, social responsibilities and business ethics while developing a strategy (Mwanje, 2016). The Strategy Management Process first requires a situation analysis, which involves scanning and evaluating organisational context, as well as the external and internal environment. Internal factors deal with strengths and weaknesses, whilst external factors investigate opportunities and threats (Wheelen & Hunger, 2012).

The situation analysis is followed by the strategy formulation. Strategy planning has many effects on an organisation including improved performance and improved management efficiency which lead to better ability to identify and maximise on market opportunities (Okumus, 2001). Strategy is viewed as the direction and scope of an organisation over the long term, which achieve advantage for the organisation, through its configuration of resources within a changing environment, to meet the needs of markets and fulfil stakeholders' expectations (Henry, 2008).

Then comes strategy implementation which in simple terms means “putting the strategy into practice or action”. This entails, among others, developing steps, methods, and procedures to execute the strategy. It also prioritises and/or determines which strategies should be implemented first. Wheelen and Hunger (2012) argue that successful implementation and better organisational performance rely on the full involvement of people on all organisational levels in the formulation and implementation of strategy.

Finally, evaluation and control include determining whether deadlines have been met; whether the steps and processes work correctly; and whether the expected results have been achieved. In the case of deadlines not having been met, processes not working or results not being in line with the actual goals, the strategy can be modified or reformulated. Caldwell (1991) postulates that strategy evaluation should include changing metrics and achievable timelines. If it is impossible to meet the metric requirements and keep to the timeline, the expectations are unrealistic and the strategy is bound to fail.

Wheelen and Hunger (2012) illustrate that strategy management has many benefits, i.e. clarifies strategy vision for the firm; improves understanding of a rapidly changing environment; improves sale, profit and productivities; sharpens focus on what is strategically important; provides an objective view of management problems; allows major decisions to better support established objectives; creates a framework of internal communication; and encourages forward-thinking and a favourable attitude toward change .

2.4.2 External environmental and strategy implementation

Organisations operate within an environment with external factors that have significant influence on the firm's choice of direction, action and ultimately its organisational structure and internal processes (Mwanje, 2016). These factors affect the industries in terms of economic, technological, political, legal and sociocultural forces (Wheelen & Hunger, 2012). An empirical study by Ochanda (2010) on challenges of strategy implementation at the Kenya Industrial Estates discovered that the challenges experienced

by the organisation were enhanced by both restrictive regulations and policies under which state corporation operated. The corporate operated in an environment that was guided by government policies, regulations and standards.

A study by Costa (1997) on a strategy environmental scanning and organisational performance in the multiple Portuguese hotel sector revealed that there was a significant relationship between strategy environmental scanning and organisation performance. The study commended that the organisations should continuously use strategy environmental scanning and pay attention to the threats by turning them into opportunities.

Koyana (2009) in a case study of strategy implementation at a major Eastern Cape components supplier company in the automotive industry in South Africa revealed that environment uncertainty gave rise to a need for a new strategies to be implemented. It was also revealed that changes in the task environment required the new strategy to be appropriate to the market condition, trends and development in the external environment until the implementation process was completed. The study recommended changes on employees' responsibilities, which align to the strategy goals and emerging issue from the environment.

2.4.3 Leadership and strategy implementation

Stoner, Freeman, and Gilbert (2001) describe management skills as comprising of technical, human and conceptual skills. Technical skill is the ability to use the procedures, techniques and knowledge of a specialised field. Human skills refer the ability to work with, understand and motivate other people as individuals or in a group, while conceptual skills refer to the ability to coordinate all of an organisation's interest and activities. It

involves seeing the organisation as a whole, understanding how its parts depend on one another and anticipating how change in any of the parts will affect the whole. The role of management in strategy implementation is important, because it determines how well the organisation will respond to the strategy implementation. Hence, management plays an important role in the planning and implementation of the strategy.

According to Speculand (2014) today's leaders need both the ability to craft the right strategy and skills to implement it. He explained that leaders have been taught how to craft, but not how to implement strategy, and this becomes a major contributor to the reasons 90% of the strategies fail. The study further concluded that for successful implementation, leaders must focus on both crafting and implementation; oversee and stay committed to the implementation as required; create the right conditions for implementation; and follow-up on implementation efforts by leaders.

Mapetere, Mavhiki, Nyamwanza, Sikomwe, and Mhonde (2012) found, in a study on strategy roles of leadership in strategy implementation in Zimbabwe's SOE's, that most of the top leaders failed to formulate and articulate worthwhile visions for chosen strategies and their implementation efforts. The study established that most of the strategies failed due to the inability of the leaders to make use of their various skills to create the awareness's and show the strategy implementation roadmap. Mapetere et al. (2012) recommend that leaders should make use of their skills and abilities (human, technical and conceptual) to create the need of change and enhance strategy implementation.

Meanwhile, Chikere and Nwoka (2015) in their study on the role of middle managers, established that the role of championship would encourage innovation in the organisation. Appointing a change champion minimises resistance to change, which may delay the implementation process and make it more costly than anticipated. Similarly, Taylor (1995) observes that a strong and decisive leadership is needed to drive the course if employees are to: attain the necessary understanding of the company vision and goals; and commit to, and actively get involved in translating the strategy plan into implementable activities with measurable results. Taylor (1995) contends that strategy leaders manage radical change to achieve dramatic improvements in organisational activities. Such leaders should communicate with an open management style, in an effort to build a new culture in which employees can feel involved.

Thach & Thompson (2007), after examining leaders' competencies for profit and non-profit leaders opine that commonly referenced competencies for successful strategy implementation include: influence skills, integrity and honesty, technical competence, communication, diversity consciousness, change management, results orientation, interpersonal skills, problem-solving, decision making, political savvy, customer focus, strategy and visionary thinking and environmental responsibility. The study further revealed that the organisation should maintain a balance between ongoing business activities and working on new strategy initiatives.

Successful strategy implementation requires considerable commitment from executives and senior managers. Executives must lead, support, follow up and live the results of the strategy implementation.

2.4.4 Organisational culture and strategy implementation

Organisational culture has been defined as the basic belief commonly held and learned by a group that governs the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sackman, 2003). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes and behaviours shared by the members of an organisation that evolve over time (Mintzberg, 1994). David (2007) indicates that managers can often implement changes swiftly and easily when the firm's strategies are supported by cultural products, such as values, beliefs, rites, rituals, ceremonies, stories, symbols, language, heroes and heroines.

An organisation's culture can exert a powerful influence on the behaviour of all employees and it can strongly affect the company's ability to shift strategy direction (Wheelen & Hunger, 2012). A change in the organisation's mission, objectives, strategies and policies is not likely to be successful if it is in conflict with the acceptable culture of the company (Mwanje, 2016). According to various scholars, corporate culture has a strong tendency to resist change, because it exists to preserve established relationship and patterns of behaviour. Organisational culture and policies lie at the core of strategy implementation and deserve much more attention (Aosa, 1992; Awino, 2007; Arasa, 2008; Ng'ang'a & Ombui, 2013; Chiuri, 2015).

Empirical investigations conclude that organisations which provide an environment conducive to the embracing of a culture that supports team spirit, togetherness and willingness to share and implement goals, were more successful in the implementation of strategy plans (Abok, 2013). Similarly, Chiuri (2015) concluded that management should

introduce a culture to accommodate new ideas. This can only be done by bringing on board new brains and valuing employees' opinions and suggestions.

This is in conformity with the findings of Aosa (1992), Arasa (2008) and Awino (2007) that some conditions of culture hinder the implementation of strategy plans. Abok (as cited in Sackman, 2003) and Mulube (2009) conclude that poor motivation; poor leadership; lack of rewards; and poor or non-shared policies were the causes of ineffective implementation, and non-conducive to corporate culture.

Munuhe (2014) reveals how organisational culture influences strategy implementation. The adherence to organisational vision, mission and value thus steers the implementation of the organisational strategy. He emphasises that organisational culture should have a positive influence on strategy implementation and that the following should be observed: respect for a diverse range of opinions; ideas and people (allows employees' participation in decision-making); tolerance to new ideas of employee motivation; creating a fun and friendly customer-centred environment; ensuring clarity of vision, mission and values among employees throughout the enterprise; and the organisation's consistent adherence to its mission, vision and values.

Munuhe (2014) further argues that employees at all levels must firmly understand their individual and inter-dependent roles in the attainment of the corporate vision. Strategy implementation requires a strong alignment of employee attitudes, strategy goals and objectives. He concludes that creating a power distance between the upper and lower cadres in the organisation is a hindrance to strategy implementation, and should not be tolerated in an organisation.

2.4.5 Quality workforce and strategy implementation

Human resources are most important aspects of the organisation and the key to success because they play a big role in achieving the organisational goals (Armstrong, 2016). Resistance to change would make it difficult to implement the strategies.

A study by Mwanje (2016) in the selected Sugar Companies in Kenya, investigated the challenges of strategy implementation and concluded that the management of the selected Sugar Companies recognised that educating and training its workforce is fundamental to the success of the strategy. The study recommended that the management of the Sugar Companies in Kenya should consider teamwork, coaching, employee recognition and feedback through regular meeting in their strategy execution effort.

According to Kirui (2013) the involvement by managers and other staff members, combined with the organisational processes in strategy implementation can result in a variety of firm outcome. Beer and Eisenstat (2000) examined twelve profiles, ten of business units and two of corporate entities, from four companies in the United States of America. Their results revealed the following factors that can hinder strategy implementation: unclear strategy and conflicting priorities; poor coordination across functional boundaries; an ineffective management team; and top-down or laissez-faire senior management style. Johnson, Whittington, and Scholes (2011) found that motivation and personal ownership, communication, leadership and passive management are the most important reasons that strategy plans fails.

2.5 Research gap

Malek and Narayanan, (2008) states, good strategies have been written, but very little has been achieved in the implementation. Most studies fail to explain the factors that influence strategy implementation and managers are prone to overlook implementation realities. Although several studies have been conducted on organisational strategy in various countries, including strategy planning and implementation, little or minimal attention has been given to the links between communication and strategy implementation

In a rare study on the Namibian situation, Naukushu (2014) reveals that strategy plans are not cascaded down to the lower levels of organisation. This generally appears to be a serious stumbling block to successful strategy implementation in Namibia, which merits further investigation.

2.6 Overview of NamPower Strategic and Business plan 2014 - 18

The purpose of this study is to investigate the challenges encountered in the implementation of NamPower's strategy and business plan and practices required to achieve its long-term strategy goal of becoming a leading energy company in Africa. It is crucial for the researcher to briefly highlight the institutional context and the corporate strategic and business plan that have been implemented by NamPower in the period under study.

2.7 Overview of NamPower

NamPower is a Namibian power utility, born out of the Southern West Africa Water and Electricity Corporation (SWAWEK). SWAWEK was formed on 19 December 1964 as a private and fully affiliated company of the Industrial Development Corporation (IDC) of

the Republic of South Africa (NamPower, 2016). SWAWEK successfully developed Ruacana Hydro-electric power station and established the transmission system for distributing electricity throughout the country in the 1980's. NamPower's core business is the generation, transmission and energy trading which take place within the Southern African Power Pool (SAPP). NamPower supplies bulk electricity to Regional Electricity Distributors (REDs), mines, farms and local authorities (where REDs are not operational) throughout the country (NamPower, 2016)

NamPower's main sources of power generation are: 120 MW coal-fired Van Eck power station in Windhoek; 24 MW diesel-powered Paratus power station at Walvis Bay; 22.5 MW ANIXAS diesel power station at Walvis Bay and 332 MW hydro-electric Ruacana power station at Ruacana (NamPower, 2016). The company's major achievements in the past years include the successful completion of the Caprivi Link Interconnector project, completion and commissioning of ANIXAS power station at Walvis Bay and successful refurbishment of a fourth turbine generating unit at the Ruacana power station (NamPower, 2016).

2.8 NamPower strategy goal

NamPower's strategy goal is "To ensure the supply of 100% of the peak demand for electricity and 75% of the electricity energy demand be supplied from internal (Namibian) sources by 2018" (NamPower, 2014, p. 10). This strategy goal aligns NamPower with the national energy policy. Although there has been challenges to implement numbers of key projects aimed at ensuring security of supply in Namibia, NamPower has been able to keep the lights on throughout the country.

2.9 NamPower mission statement

NamPower (2014, p. 9) states the company's mission as follows: "To provide for the energy needs of our customers, fulfil the aspirations of our staff and satisfy the expectations of our stakeholders." In short, it is through the vision and mission statements and the company values that NamPower will be guided to achieve its set objectives and goals.

To conclude, the above-mentioned strategy goal of NamPower is in line with, and also supports the mission statements since the company intends to address and improve its position of supplying the bulk electricity demand from internal sources. This has to be done despite the number of challenges, i.e. the expiry of the power purchasing agreements (PPA); ageing power supply infrastructure; and difficulties in accommodating IPPs in the absence of government guarantees.

2.10 Current power supply situation in Namibia

The power supply shortage in the SADC region has forced most power utilities to implement demand side management (DSM) programmes, including load shedding (Shilamba, 2015). These measures have to some extent succeeded in restraining overall electricity consumption in the region. Moreover, Shilamba (2015) states that load shedding has negative impacts on socio-economic development in those countries, a situation that NamPower shall do its utmost to avoid.

2.11 Security of supply

Namibia's peak demand (without taking into account Skorpion Mine) has exceeded the local installed generation capacity for the past seven years, as illustrated in Figure 2.4. Clearly, the energy policy target of supply 100% of peak demand from local sources by 2010 was not, and still has not been achieved (NamPower, 2014, p. 11). On 28 March 2018, the peak demand remained high and was recorded at 630 Megawatt (MW) against a peak supply of 397 MW recorded from local generation sources (NamPower, 2018). The above given peak supply varies depending on whether it is a rainy or dry season resulted from the differences in water flow throughout the year.

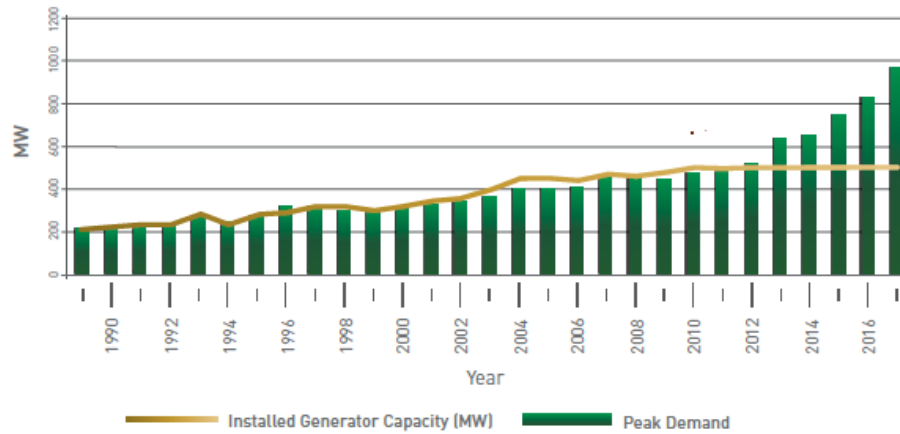
As per NamPower (2018) records, peak supply records indicated that 63% and 37% of electricity is generated from local sources during rainy and dry season respectively. The shortfall between demand and supply continues to be supplemented by import from various utilities in the SADC region as part of the PPA. The peak supply is still below the targeted 75% of energy supplied from local sources, as stipulated in the company strategy goal stated above. Therefore it can be concluded that NamPower has failed to attain the goal set for 2018.

Table 2. 2: Electricity generated from Namibian sources vs. import

Season	Electricity generated as at March 2018	
	Namibian (local) sources	SADC region (import)
Rainy season (Jan – April)	63%	37%
Dry season (May – Dec)	37%	63%

(NamPower, 2018)

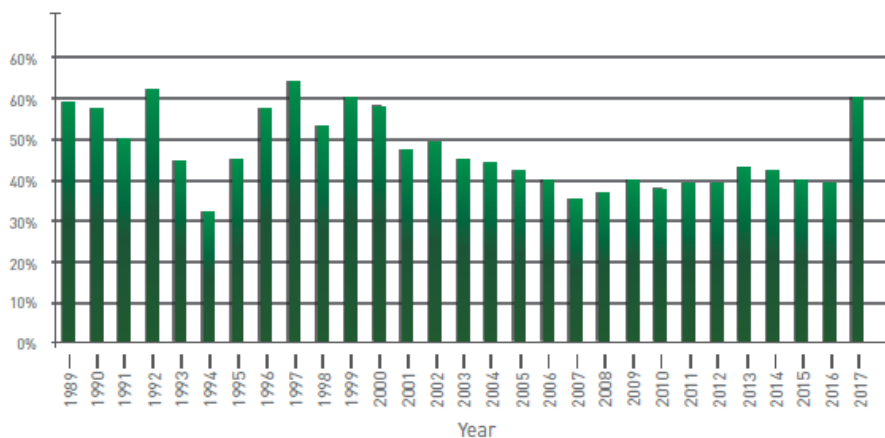
Figure 2. 4: Namibia demand versus generation capacity



(NamPower, 2014, p. 11)

Figure 2.5 below indicates that the energy supply in Namibia is also far off the target of supplying 75% of electrical energy from local resources by 2010. The actual supply has been hovering around 40% for a number of years (NamPower, 2014).

Figure 2. 5: Electricity energy – local supply percentage



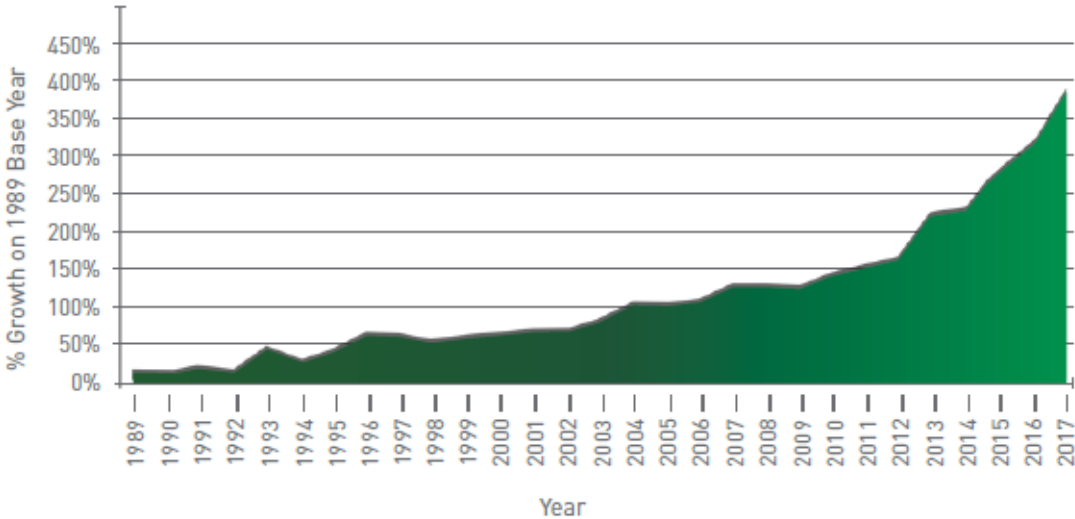
(NamPower, 2014, p.12)

Taking these realities into consideration, security of supply is placed right at the top of NamPower’s key challenges. Huge investments in infrastructure (both generation and transmission) will be required to address these shortcomings, and both the physical implementation of projects and the funding thereof are likely to stretch NamPower’s resources and capabilities to the limit (NamPower, 2014).

2.12 Network expansion and strengthening

Demand for electricity has grown steadily in Namibia, showing a 150% increase over the past 22 years as shown in Figure 2.6 below. This growth in demand requires strengthening and expansion of the transmission system to be able to supply this demand (NamPower, 2014).

Figure 2. 6: Cumulative peak demand growth



(NamPower , 2014, p. 13).

NamPower has, in the past 15 years, already implemented two major transmission projects, namely the 400kV interconnector to South Africa and the Caprivi Link Interconnector in northern Namibia. Both projects enable NamPower to import and trade in electricity to serve the country demand (NamPower, 2014).

The planned investment (in 2012 monetary terms) in the transmission system over the next 20 years is depicted in Figure 2.7. This includes the integration of Kudu and Baynes power stations and will require some N\$8 billion over the next eight years, culminating in a total of some N\$ 10 billion by the end of the planning horizon plan (NamPower, 2014).

Figure 2. 7 Cumulative transmission capital requirement – includes Kudu & Baynes integration



(NamPower, 2014, p. 16)

This investment forecast does not just imply flow of money (which has to be raised), but also the need for technical and human capacity to undertake and manage these huge projects. The human capacity that needs to undertake these major projects must be critically examined and appropriate resources retained where necessary (NamPower, 2014).

2.13 NamPower's major and long term generation projects

2.13.1 Kudu power station

The Kudu project is aimed at generating 800 MW outside Oranjemund. The project partners are NamPower with 51% shares, CEC Africa with 30% and other equitable partners with 19% shares (Shilamba, 2014). The main off-taker is NamPower; whereas secondary off-takers are Zambia Electricity Supply Corporation Limited (ZESCO) and South African electricity utility, Electricity Supply Commission (Eskom). The project construction was scheduled to commence on the 1st quarter of 2015 and was planned to be commissioned and become operational by February / March 2018 (Shilamba, 2014). To-date, the construction of the Kudu Power Station has not yet started. Some of the challenges NamPower is experiencing in managing this project includes: political interference; insufficient fund to run the project; high gas price offered by upstream parties; lack of commitment from Eskom; withdrawal of the key investors; and delay by the Namibian government to pronounce its support package (includes funding and guarantees). All the above mentioned challenges have a negative impact on the project timelines.

2.13.2 Baynes Hydro power project

The 600MW Baynes Hydro Power Station was planned to be constructed on the Kunene River. The techno-economic and environmental impact feasibility studies of this project were concluded by the consultants and endorsed by both the Namibian and Angolan governments (Shilamba, 2015). The construction of the plant was estimated to take about 7 years. To-date no significant development progress was made to meet the target date of this project. The project is scheduled to be commissioned and operational by 2023.

2.13.3 Erongo 250 MW power plant

Walvis Bay was identified a suitable location for the Erongo Power Plant. The project was scheduled to be commissioned and operational by July 2016 (Haulofu, 2015). To-date, this project has not yet started. One of the challenges faced by this project is political interference.

2.14 Financial sustainability

The two preceding sections pointed towards a large need for funding to enable NamPower to execute the generation and transmission projects. This raises the question how much of the required funding NamPower can raise and also what impact this will have on the price of electricity in Namibia. Projections show that electricity pricing will have to keep rising at a rate of 15% or more per year for at least another three to four years. Thus NamPower will find itself under pressure, on one hand by funding imperatives, and on the other hand, from the need to keep electricity prices within reasonable bounds (NamPower, 2014).

2.15 Leadership

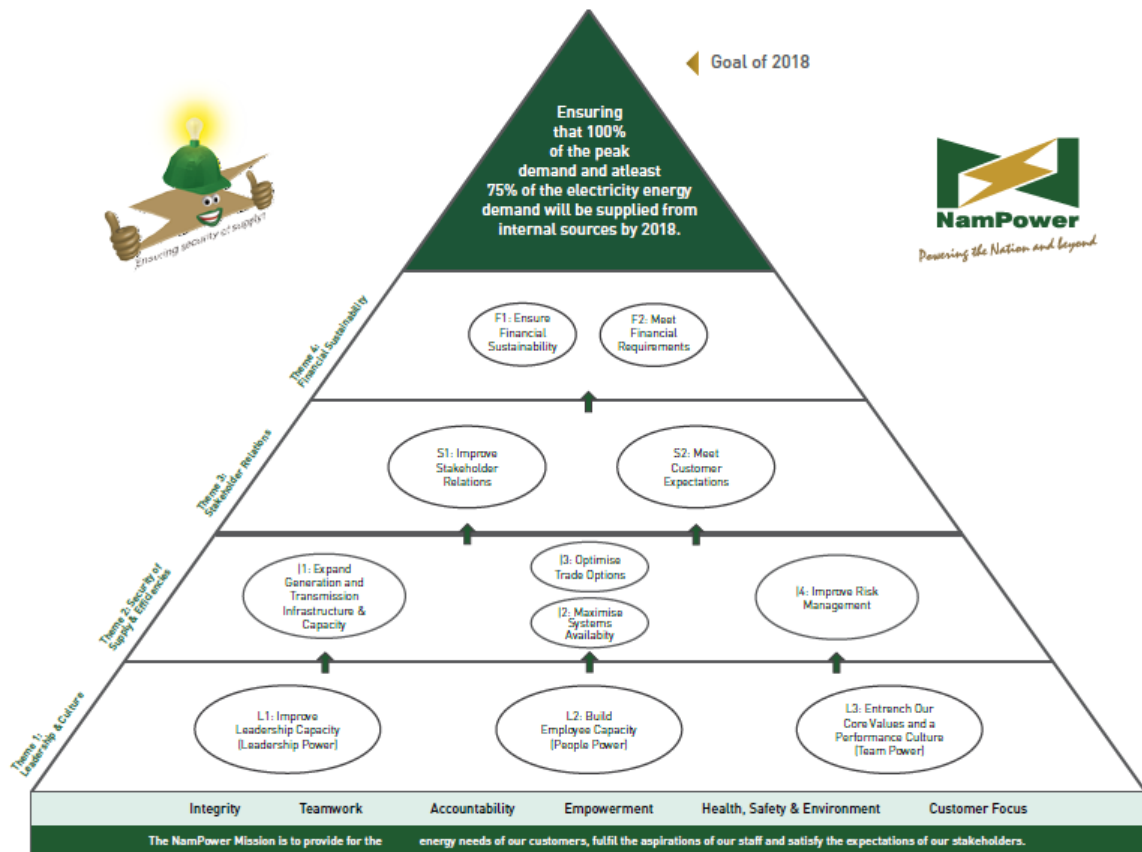
NamPower (2014) is facing an unprecedented mix of challenges in the upcoming planning period. Navigating these challenges will require strong leadership, both at management and board levels. Major decisions will have to be taken, which can potentially have huge positive or negative impacts on NamPower and even in the country in the medium to long term. This implies that leaders will be called upon to exercise wisdom and insight into the decisions they make, as well as to take the necessary decisions and do so timeously in order to achieve set goals (NamPower, 2014).

Open lines of communication between decision makers and those who work with the technical and financial details underpinning proposals that are recommended for decisions are vital (NamPower, 2014). Motivations for each action need to be well considered, thoroughly checked and clearly formulated so that leaders are empowered to take decisions with peace of mind. The leadership on the other hand, needs to support and consult those on the front lines of development, to ensure that they are well informed. Likewise, the decision implementers should fully understand the concerns and objectives of the leaders (NamPower, 2014).

2.16 NamPower's strategy map

The strategy map demonstrates NamPower's high level statements (vision, mission, goal and core value) as well as the strategy objectives for next five years (NamPower, 2014).

Figure 2. 8: NamPower’s strategy map



(NamPower, 2014, p. 20)

2.17 NamPower Strategy scorecard 2014 - 18

NamPower (2014, p. 23) explains its strategy scorecard as follows: “For each of the strategy themes, a number of objectives (Key Performance Areas [KPA]) have been developed, together with measures (Key Performance Indicators [KPI]) which will help monitor progress. For each measure, targets have been developed, many of which are ambitious and will require diligent efforts by all at NamPower to achieve success in the specific years. Objectives, measures and targets have been cascaded to Business Unit level to ensure that all Business Units have a clear focus to perform towards the achievement of the corporate goals.”

Table 2. 3: NamPower strategy scorecard 2014- 18

Perspectives	Objectives: KPA	Measurements: KPI	← MD →					← Targets →			Critical Task/Strategic Initiatives	Responsible	Assumptions/Risks
			2012/2013 Baseline	2013/14	2014/15	2015/16	2016/17	2017/18					
Theme 4: Financial Sustainability (Financial Perspective)	F1: Ensure Financial Sustainability	% Budget Variance (CAPEX, OPEX & OP)	C=70%; D=5%; PO=84%	C=30%; D=5%; PO=30%	C=30%; D=5%; PO=30%	C=20%; D=5%; PO=20%	C=20%; D=5%; PO=20%	C=20%; D=5%; PO=20%	C=20%; D=5%; PO=20%	F1.1 Capitalize EXDD & MANCD	CFD	Over/Under Spending; Market Volatility; Opportunity Loss	
		% of Cost Reflective Tariffs	95%	95%	95%	95%	95%	95%	F1.2 Improve Budgeting Process	CFD	FOREX Risk, Political Intervention, Price Elasticity, Commodity Risk		
		DSCR Ratio	2.3	1.5	1.5	1.5	1.5	1.5	F1.3 Conduct Interim Budget Reviews	CFD	ACC Supply Mix; Customer Funded Assets; Over Investment in Assets		
		EBITDA (% Turn)	30%	20%	20%	20%	20%	20%	F1.4 Develop Multi-Year Pricing Path	CFD			
	F2: Meet Financial Requirements	Investment Grade	Sovereign	Sovereign	Sovereign	Sovereign	Sovereign	Sovereign	Sovereign	F2.1 Review Annual Credit Rating	CFD	Lenders Default	
										F2.2 Manage Internal Stakeholders	CFD	Sovereign Rating	
										F2.3 Investor Road Shows	CFD	Limited New Funding	
										F2.4 Funding of New Projects	CFD	Tariff Impact	
		% Funding Secured	100%	100%	100%	100%	100%	100%	100%	F2.5 Develop and Implement Funding Strategy	CFD	Market Volatility	
										F2.6 Secure Government Support	CFD	Unrealistic Timelines	
Theme 3: Stakeholder Relation (Customer Perspective)	S1: Improve Stakeholder Relations	% Achievement on Shareholder Engagement Plan	Ad Hoc	100%	100%	100%	100%	100%	S1.1 Develop and Implement Annual Shareholder Engagement Plan	OMD	Diligence in Executing Engagement Plan; Support from GRN		
		% Adherence to Governance Satisfaction Rating	Now	100%	100%	100%	100%	100%					
		% Overall Stakeholder Satisfaction Rating	66%	66%	N/A	70%	N/A	75%	S1.2 Conduct Stakeholder Satisfaction Survey	OMD	Participation Rate; Objective and Honest Feedback		
	S2: Meet Customer Expectation								S1.3 Implement Annual Stakeholder Engagement Plan	OMD	Stakeholder Support		
		% Customer Satisfaction	66%	66%	N/A	70%	N/A	75%	S2.1 Conduct Customer Survey	OMD	Participation Rate and Honest Feedback		
Theme 2: Security of Supply and Efficiencies (Internal/Business Perspective)	I1: Expand Generation and Transmission Infrastructure Capacity	Kudu Implementation milestone	Now	Financial Closure	6%	39%	55%	Commercial Operation	I1.1 Deliver Kudu Project	PSQ/GRN	Decision/Stakeholder Buy-in; IPP Uncertainty		
		Mega Watt Available							I1.2 Refurbish VE Power Station	CDT			
									I1.3 Ruacana Hydro Power Station Runner Replacements	CDT			
									I1.4 Integrate IPP's	CDT			
									I1.5 Deliver on STCS Project	CDT			
		New Transmission Lines Installed (km)								I2.1 Implementation Master Plan	COI/PSD	Decision/Stakeholder Relations	
										I2.2 Strengthen Transmission Northern Networks	COI/PSD		
										I2.3 Implement Customer Driven Projects	COI/PSD		
										I2.4 Develop Transmission Infrastructure for Generation	COI/PSD		
										I2.5 Investigate Research and Development Protocol in NamPower	COI/PSD		Research Capacity

Perspectives	MD		Targets						Critical Tasks / Strategic Initiatives	Responsible	Assumptions / Risks
	Objectives: KPA	Measurements: KPI	2012/2013 Baseline	2013/14	2014/15	2015/16	2016/17	2017/18			
Theme 2: Security of Supply and Efficiencies (Internal Business Perspective) (CONTINUED)	I2: Maximise Systems Availability	% TX and GX Availability	TX: 98%; GX: 92%	TX: 98%; GX: 92%	TX: 98%; GX: 92%	TX: 98%; GX: 92%	TX: 98%; GX: 92%	TX: 98%; GX: 92%	I3.1 Maintenance of Infrastructure	COT	
		IT Systems Uptime	99%	99%	99%	99%	99%	99%	I3.2 Maintenance of Infrastructure	CS	Technology Refresh
		% Compliance with Scheduled Maintenance	70%	80%	80%	80%	80%	80%	I3.3 Implement Scheduled Maintenance Programme	COT	
	I3: Optimise Trade Options	Cents per kWh	48.55c	68.07	102.53	108.99	112.82	115.02	I4.1 Conclusion of PPA's	COT	Volatility of Markets
	I4: Improve Risk Management	Average rating obtained on the Corporate Risk Management Plan	Now	80%	80%	90%	95%	100%	I5.1 Develop and Implement Disaster Recovery Strategy and Plan (to include Simulation Exercises and the Establishment of Co-operation Agreements with Strategic Partners).	DMD	Relevant Strategy to Address all Types of Business Continuity Risks
Theme 1: Leadership and Culture (Learning & Growth Perspective)	L1: Improve Leadership Capability (Leadership Power)	Achievement on 360* Leadership Assessment	Now	60%	65%	70%	75%	80%	L1.1 Arrange for Independent Facilitated Annual 360* Leadership Assessments	CS	Participation Rate; Objective and Honest Feedback
									L1.2 Implement Leadership Development Initiatives aligned to Identified Development Gaps	CS	Relevancy of Interventions, Behaviour Change
									L1.3 Facilitates the Implementation of Talent (succession) Management Programme & Monitoring Mechanism	CS	Performance Management System Efficiency
	L2: Develop Employee Capacity (People Power)	% of employees who attend training indicated on their Personal Development Plans*	60%	80%	80%	80%	80%	80%	L2.1 Develop and Implement Annual Competency Based Learning and Growth Strategy	CS	Suitable Mechanisms to Identify Competency Development Needs
	L3: Entrench our Core Values and Performance Culture (Team Power)	% Achievement on Employee Survey	Now	50%	55%	60%	65%	70%	L3.1 Arrange Annual Independent Values Survey, Analyse Results and facilitates implementation of Improvement Plans	CS	Honest Feedback; Sample Representation
									L3.2 Assist with the implementation of Team Development Initiatives across all Business Units	CS	Team Participation and Synergy
									L3.3 Implement the Principle of Multi-Disciplinary Teams working on Projects	PSD	Commitment/Empowerment
									L3.4 Implement Transformational Culture Change Programme	DMD	Dedication to Transformation/Support
									L3.5 Review and implement Annual Internal Communication Strategy and Plan	DMD	Participation of Leadership/ Visibly Felt Leadership
	% Achievement on Annual Internal Communication Strategy	Now	90%	90%	90%	90%	90%	L3.6 Manage Behaviour Based Safety initiatives	CO's	No LTI's due to Safety Culture	
	Lost Time Injury Frequency Rate (LTIFR)	0.22	0.11	0.01	0.00	0.00	0.00	0.00	L3.7 Manage the Effective and Efficient Implementation Process of the Performance Management System	CS	Diligence and Effective Feedback Mechanisms; Continuous Improvement
% Staff Achieving Performance Targets (Bell-Curve)	85%	70%	80%	80%	80%	80%	90%				
11 Objectives	24 Indicators							41 Strategic Initiatives			

(NamPower, 2014, p. 21)

2.18 Implementation, monitoring and evaluation of the NamPower Strategy Plan

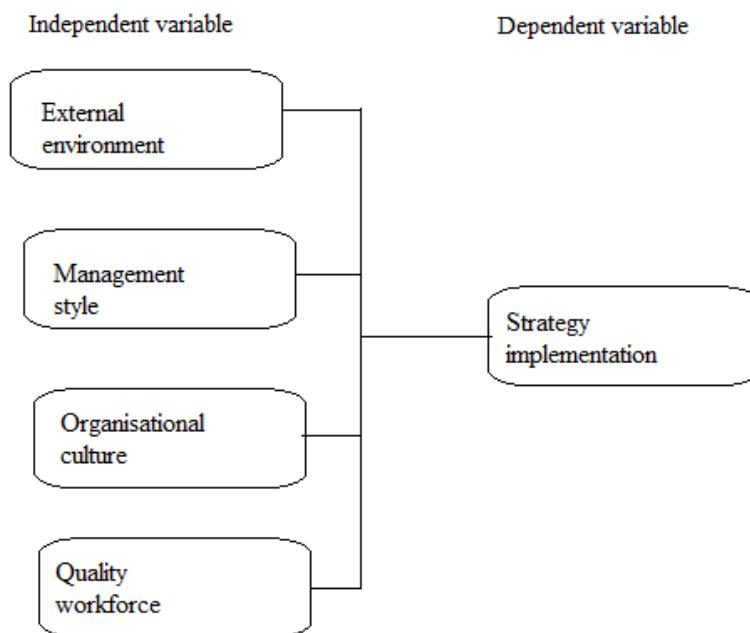
A strategy implementation plan has been presented to ensure the successful execution of the 2014 - 18 Corporate Strategy and Business Plan. This includes the cascading of the Corporate Strategy and Business Plan into Business Units as well as at individual levels through the Performance Management System. (NamPower, 2014, p. 29)

During the cascading process, the emphasis was placed on ensuring that the operational activities throughout the company are aligned to the corporate strategies and objectives. In terms of the monitoring and evaluation mechanisms, NamPower has adapted a quarterly and annual plan-do-review tool to take stock of the achievements that are being made, as well as to identify bottlenecks that require corrective intervention measures to address challenges that may hinder the successful implementation of the Corporate Strategy and Business Plan 2014 – 2018 (NamPower, 2014, p. 29).

2.19 Conceptual framework

A conceptual framework is a set of broad ideas and principles taken from the relevant field of enquiry, and used to structure a subsequent presentation (Reichel & Ramley, 1987). The framework is used as research tool, which is intended to assist the researcher to develop awareness and understanding of the situation under scrutiny. The conceptual framework of this study represented in Figure 2.4 consists of independent and dependent variables.

Table 2. 4: Conceptual framework



2.20 Chapter summary

In summary, the above literature review has shown that there are different perceptions about strategy. The review indicated that strategy implementation is an important aspect of strategy management which aims at improving the performance of the organisation. Several challenges that hinder effective implementation of strategy were discussed and put forward.

The chapter also provided a brief company history and presented its corporate strategy that has been implemented. The next chapter looks at the methodology applied in this study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes how research methods and procedures were applied in order to meet the study objectives. In particular, this chapter explains the research design, population, sample, research instruments, data collection procedure and analysis, and research ethics.

3.2 Research design

The research design of this study is a case study and it employed descriptive research by using a mixed methods approach to collect data. Quantitative data were collected from skilled employees through questionnaires, while qualitative data were collected from the management team through face-to-face interviews. Moreover, a quantitative approach was used because it enables the researcher to better understand and provide more insightful interpretation of the results and to establish challenges encountered in the implementation of the strategy plan in NamPower. On the other hand, qualitative approach allowed the researcher to explore in detail and gain better understanding of subject under study.

The employees who participated were selected randomly on the basis that most of them (in one way or the other) formed part of the strategy formulation and implementation that NamPower undertook for the period 2014-18.

3.3 Population

The target population of this study comprised of a total of 531 NamPower employees (NamPower, 2016). This study targeted the management team and skilled employees in the target population. The management group consists of 48 managers, and the skilled employees were 483 employees. This population was justified because it is the one mandated to carry out strategy planning and execution with regard to NamPower.

3.4 Sample

In this study probability random sampling was used to select the required sample from the population. The researcher opted for this method because it permits sampling error estimation; reduces bias in the sample or sampling; and makes it possible for the researcher to use inferential statistics correctly (Bryman & Bell, 2011). Furthermore, this method was preferred because it gave equal chance to all employees to be included in the sample of the study.

The sample size of 200 employees was obtained with the MaCorr calculator shown below, using a 99 percent confidence level and a confidence interval of 7. Thereafter, the random sampling method was used to select 200 skilled employees from the population of 483 employees.

Figure 3. 1: Sample size for skilled employees

Determine Sample Size

Confidence Level: 99% ▼

Confidence Interval: 7 (%)

Population: 483

Calculate **Clear**

Sample Size: 200

(Marcorr research solution online, 2003)

Furthermore, the MaCorr calculator was used to determine the sample size of 14 management members, using a 99 percent confidence level and a confidence interval of 30, as shown below. The random sampling method was used to select 14 management members from a population of 48 in the management group. Management group includes: executive managers, senior manager and middle managers.

Figure 3. 2: Sample size for management group

Determine Sample Size

Confidence Level: 99% ▼

Confidence Interval: 30 (%)

Population: 48

Calculate **Clear**

Sample Size: 14

(Marcorr research solution online, 2003)

3.5 Research instruments

The researcher used primary and secondary data to achieve the objectives of this study. Questionnaires and face-to-face individual interviews were used as research instruments to collect primary data, while the desk search technique was used to collect secondary data.

3.5.1 Questionnaires

Questionnaires were used as research instruments to collect primary data. The questionnaires contained both structured and semi-structured questions. The researcher used questionnaires in order to capture different views from the respondents. Some of the questions were Likert scale, which allows respondents to indicate their factual information and perceptions based on a five point scale which ranges from strongly agree to strongly disagree (a scale of 1-5, where, 5= strongly agree, 4=Agree, 3= Neutral, 2= Disagree and 1= Strongly disagree).

This method was preferred because it gives respondents adequate time to complete the questionnaires, especially when the population is large and widely spread geographically. It also ensures that respondents who are not easily approachable are reached conveniently. The use of questionnaires ensures anonymity, permits use of standardised questions and ensure uniform procedures.

3.5.2 Interview guide

The researcher used both semi-structured and unstructured interview questions since they could explore in detail in order to gain a better appreciation of responses. The face-to-face individual interviews were conducted with selected executive managers, senior managers and middle managers. Information collected through this method greatly enhanced the drawing of inferences and conclusions relating to the study.

3.5.3 Secondary data

Secondary data were collected by use of desk search techniques from published books and reports, past research papers and journals. The secondary data helped the researcher explore strategies that were used in other countries to overcome implementation challenges. It also broadened the understanding of the researcher on the subject explored.

3.6 Data collection procedure

The initial step before proceeding with data collection was that the researcher obtained a written permission from the Post Graduate Studies Committee of the University of Namibia and NamPower to conduct the research survey. The researcher's supervisor also moderated the questionnaires and interview questions before they were distributed to the respondents. Afterwards, consent was obtained from the respondents to ensure that they were not forced to participate in this study.

The questionnaires were self-administered and distributed via email to the respondents and 15 working days were given for submission. The respondents were reminded telephonically after 10 working days to complete and submit the questionnaires.

Respondents who failed to send back the completed questionnaires were given another 5 working days to complete the questionnaires.

The researcher also scheduled an appointment with the managers to avail themselves for an interview of least 20 minutes. The interview questions were also distributed to selected managers an hour before the appointment time for preparation purposes. Face-to-face interviews were conducted with selected managers from different business units.

3.7 Pilot study

A pilot study was carried out and tested with 10 randomly selected participants. This was to test the reliability and validity of the instruments. The survey questionnaire and interview questions were modified in line with the comments received from the respondents.

The purpose of this process was to determine: the duration it takes to complete the questionnaire and to conduct the interview; the clarity and logical flow; and to test credibility. The participants in the pilot study were given a week to complete the questionnaires. The completed questionnaires were analysed to identify any weaknesses in the research questionnaires. The results of the pilot test were used to develop a more reliable and effective data collection. However, the results of the pilot test were not included in the final analysis.

3.8 Data analysis

All data collected through the questionnaires were analysed using Microsoft Excel and results were presented in frequency tables and graphs. This was done by tallying responses; computing percentages of variations in responses; as well as describing and interpreting the data in line with the study objectives.

Data collected through interviews were examined and sorted into two groups, i.e. senior management and middle management to ease the content analysis of the outcome. Content analysis was used to analyse the data and grouped into themes which enable the researcher put the responses into different categories so that the researcher could search for important information relevant to the study.

3.9 Research ethics

It is important to secure permission before conducting a research survey. Therefore, the research was granted permission from the Post Graduate Studies Committee of the University of Namibia and NamPower to administer the research survey in NamPower (see Appendix C and D).

The researcher guaranteed high level of confidentiality and participants were informed in advance that their participation in this study is voluntary. Participants were informed of their right to participate and withdraw from the study. In order to protect identities of the respondents, no names were used. In addition, a confidential consent letter was signed by the researcher and issued as a cover letter of the questionnaire.

Information collected was treated with strict confidentiality and was not disclosed to a third party. A computer security code was also used to block access to the information. The researcher maintained a high level of ethics in line with the research code of conduct throughout this study, by acknowledging sources used to avoid plagiarism.

3.10 Chapter summary

In summary, this chapter clearly outlined the methods that were used to conduct the research. The researcher used a mixed methods research approach to collect data. The primary data in the study were collected through survey questionnaires and interviews, while secondary data were collected through desk search techniques. Microsoft excel was used for analysing the data and the information was presented in tables and graphs. Ethical considerations were taken into account to ensure that data collection techniques did not cause any emotional or physical harm to the respondents.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents an in-depth analysis and results with the framework of the study objectives and research questions. The raw data were processed and presented in a simplified manner to examine the challenges encountered in the implementation of NamPower's strategy plan. This assisted the conclusions to be drawn.

The participants' answers were compared and examined. The researcher organised the results into frequency tables and graphs.

The study was guided by the following objectives, as noted in chapter 1.

- i. to analyse the state of strategy implementation in NamPower;
- ii. to determine the extent of employees' awareness of the strategy plan;
- iii. to establish the challenges encountered in the implementation of NamPower's strategy plan;
- iv. to provide recommendations to enhance effective strategy implementation.

4.2 Participation

The employees who participated were selected randomly on the basis that most of them (in one way or the other) formed part of the strategy formulation and implementation that NamPower undertook for the period 2014-18. The researcher used interviews for management and questionnaires were used for skilled employees. The management

included executive managers (senior managers who attend executive management committee meetings [EXCO]) and middle managers.

4.2.1 Response rate

A total of 161 responses from questionnaires were received, translating into 80.5% response rate.

Table 4. 1: Response rate from questionnaires

Skilled employees	Frequency	Response rate (%)
Responded	161	80.5
Not responded	39	19.5
Total	200	100%

The researchers also conducted face-to-face individual interviews with the management team. Table 4.2 below depicts their response rate. The response rate was considered appropriate because a response rate of more than 50% is considered adequate for analysis and reporting (Mugenda & Mugenda, 2003).

Table 4. 2: Response rate from interviews

Management	Frequency	Response rate (%)
Responded	11	78.6
Not responded	3	21.3
Total	14	100%

4.2.2 Participants' years of service

The participants were asked to indicate years of service with NamPower. This aspect was considered to be crucial especially those with five years of service and more as they are considered to be more experience, possessed the necessary knowledge and useful information required for this study. The results are summarised on table 4.3 below.

Table 4. 3: Participants' years of service

Years of service	Management		Skilled employees	
	Freq.	%	Freq.	%
< 5 years	1	9.1	19	11.8
5-10 years	2	18.2	54	33.5
11 - 15 years	3	27.3	39	24.2
16+ years	5	45.5	49	30.0
Total	11	100%	161	100%

4.3 Descriptive statistical analysis

Descriptive statistics were used to describe the basic features of data in this study as they provide a simple summary about the sample and the measures. Descriptive statistics, such as frequencies and percentages were used to analyse the data.

4.3.1 Communication

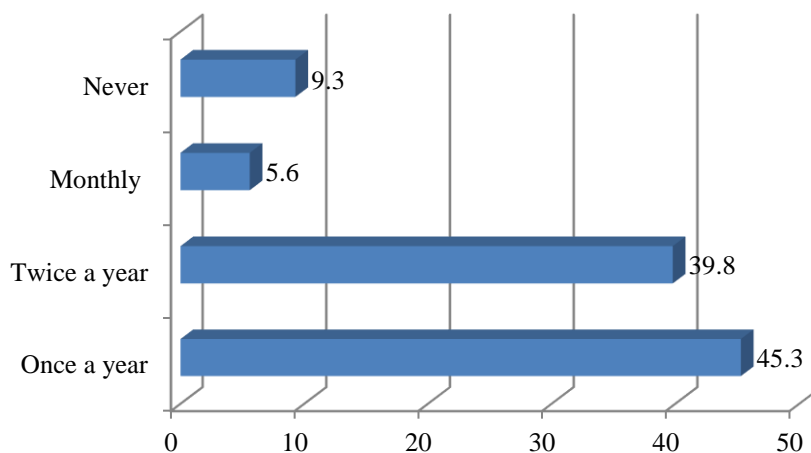
4.3.1.1 How often is the strategy plan communicated?

Figure 4.1 below revealed that an overwhelming 45.3% of the respondents indicated that the strategy plan was communicated once a year; 39.8% of the staff stated that the discussion of a strategy plan occurred twice a year. The least number, 5.6% of the staff

indicated that the discussion happened on a monthly basis, while 9.3% of the respondents were never part of a discussion about the strategy plan. Therefore, the study established that NamPower strategy plan was not communicated regularly. Generally, lack of communication has a negative impact on strategy implementation, resulting in unmet expectations; teams missing deadlines; people involved in projects seemingly unsure of their roles; and employees failing to deliver on requested directives.

This finding is in contradiction with Olang (2015) who proved that effective communication is a key requirement for effective strategy implementation, since it plays the role of knowledge dissemination, training and learning during strategy implementation. According to Forman and Argenti (2005) effective communication is a key requirement for effective strategy implementation. Hence, NamPower needs to strengthen its communication process to all employees and give feedback on time for corrective action to be made.

Figure 4. 1: Frequency of communication



4.3.1.2 Communication as an effective tool for strategy implementation

Table 4.4 below reveals that a significant share of 49.1% disagreed that strategy objectives are communicated regularly. Those who agreed amounted to 38.5% while 12.4% were in between, or not sure. Similarly, the participants were asked to give their opinions on whether the corporate strategy was communicated with clarity to all employees. The study found that 58.4% disagreed that the Board of Directors and Senior Management regularly communicated the corporate strategy clearly to NamPower's employees, 23% agreed and 18.6% remained neutral to the statement.

These findings are contradictory to Wheelen & Hunger (2012) who indicated communication as the key to effective management of strategy change, implying that the rationale for strategy changes should be communicated to workers, not only in newsletters and speeches, but also in training and in the employees' development plan. Moreover, the research outcomes are similar to the views of Kaplan and Norton (1996), who argue that the strategy planning committees should keep record of all its research and activities for the strategy plan. These records should be available for all to see and evaluate. Strategy planning should not be kept secret, it should be open and available for all to review and give their input.

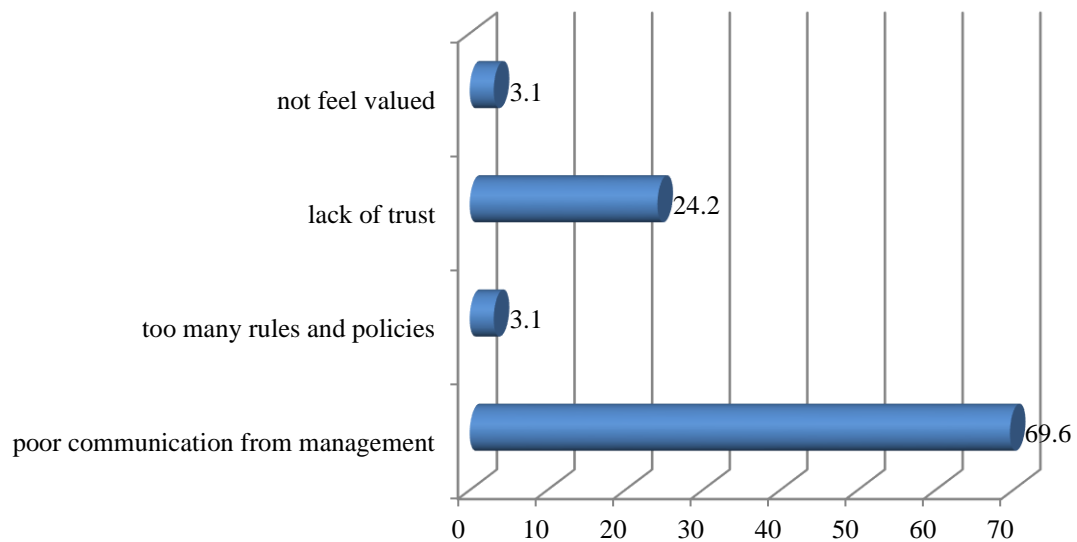
Table 4. 4: Communication as an effective tool for strategy implementation

Statements on communication	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Strategy objectives are communicated regularly	10	6.2	85	32.3	20	12.4	45	28.0	34	21.1
The Board and Senior Management regularly communicate organisation strategy clearly to all employees.	8	5.0	29	18.0	30	18.6	69	42.9	25	15.5
There is a constant review of the organisation's strategies, and changes are communicated promptly	13	8.1	25	15.5	70	43.5	33	20.5	20	12.4

4.3.2 Communication elements as challenges to strategy implementation

Participants were asked to select the statements that best described their opinions. Figure 4.2 below presents the summary of the results. From the study, 69.9% of the respondents identified poor communication from management as the most significant obstacle to strategy implementation; followed by lack of trust suggested by 24.2%; and the least of the respondents, i.e. 3.1%, felt that the company had too many rules and policies, and that employees were accordingly undervalued.

Figure 4. 2: Respondents’ opinion on communication elements as challenges to strategy implementation



4.3.3 Awareness and involvement

4.3.3.1 Ability to understand and interpret the corporate vision and mission statements

As part of strategy implementation, the question about the ability to understand and interpret the corporate vision and mission sought to understand whether NamPower

employees are familiar with the vision and mission statements of the company. A significant portion of 91.9% of the respondents understood and interpreted the corporate vision and mission statement, while the minority 5.6% did not, and 2.5% remained neutral to the statement.

The findings are corroborated by Kaplan (2005) who indicates that a vision statement defines the mid and long-term goals of an organisation and it should express how the organisation wants to be perceived by the outside world. The findings are also consistent with other empirical results recorded by Mwanje (2016), i.e. that for an organisation to be successful, it must ensure that clear vision and mission statements are developed to guide the strategy process of the company. This implies that NamPower has well-articulated vision and mission statements. However, the company should develop a measurable objective towards the vision and mission statement.

The study also sought to find out whether employees' roles are aligned to Business Unit strategy. By alignment, the researcher means harmonising the work employees do with the overall goals of the organisation, resulting in an improvement in employees' decision-making regarding corporate and personal goals. In response, the majority, i.e. 62.1% of the respondents agreed that their roles were aligned with their Business Unit strategy; while only 19.3% disagreed and 18.6% were non-committal.

Ofori & Atiogbe (2011) in their study on strategy planning in public universities in Kenya, concur with this finding, stating that strategy planning can make a difference when the intended purposes are aligned to action.

Table 4. 5: Respondents’ opinions on a corporate strategy

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Fre	%
	I understand and can interpret the corporate vision and mission statement.	39	24.2	109	67.7	4	2.5	9	5.6	-
It is clear how my roles is aligned to the Business Unit strategy.	30	18.6	70	43.5	30	18.6	27	16.8	4	2.5

4.3.3.2 Availability of management to clarify any ambiguities in the Strategy Plan

The researcher asked the question on the availability of management to clarify any ambiguities in the plan, to find out if the actions of the management affected the strategy implementation. Table 4.6 reveals that the majority, i.e. 53.4%, disagreed that chief officers are easily available to explain any ambiguity in the strategy; 34.8% said they were, and 11.8% remained neutral.

This finding contradicts Kotter and Schlesinger (2008) who argue that regular communication needs to take place in order to eliminate any kind of ambiguity. Failure to communicate why an organisation is implementing a particular strategy may lead to misinterpretation of an intended strategy.

The study also sought to determine whether the organisation ensures that employees are close enough to management for a clear understanding of the strategy being implemented. The results indicated that 45.9% of the respondents disagreed with the statement. Only 27.9 % agreed and 26.1% remained neutral with regard to this view.

The findings brought to light that strategy planning and implementation start with top management; hence there is a need for their commitment to own the entire process. This tallies with the views of Kaplan and Norton (1996), namely that the strategy management process can be separated into three phases: strategy analysis, strategy formulation and strategy implementation, and all require the involvement of the top management.

Table 4. 6: Respondents’ opinions on availability of NamPower management to clarify any ambiguities in a strategy plan

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
	Chief officers are easily available to explain any ambiguity in our strategy.	11	6.8	45	28.0	19	11.8	40	24.8	46
The organisation ensures that employees are close to management in order to have a clear understanding of the strategy being implemented.	5	3.1	40	24.8	42	26.1	59	36.6	15	9.3

4.3.3.3 Staff involvement in the implementation of strategy plan

The researcher investigated respondents' opinions on the level of involvement of NamPower staff at different levels in the actual implementation of the strategy plan. Table 4.7 below indicates that a significant proportion of 78.3% of the board of directors and 64.6% of the management were involved in the implementation of the strategy plan. Only 13% of the skilled employees were involved while 52.8% were not involved. This outcome revealed that both management and staff need to be involved in order for the strategy to be implemented effectively.

The findings are contradictory to the argument by Wheelen and Hunger (2012) who indicate that successful implementation and better organisational performance rely on the full involvement of people in all organisational levels in the formulation and implementation of strategy. This implies that NamPower needs to re-evaluate the degree of employee involvement which directly affects strategy implementation.

Table 4. 7: Respondents' opinions on staff involvement

Level of involvement in the implementation of strategy plan	Insignificant involvement		Somewhat involvement		Full involvement	
	Freq.	%	Freq.	%	Freq.	%
Board of Directors	-	-	35	21.7	126	78.3
Management	-	-	57	35.4	104	64.6
Skilled Employees	85	52.8	55	34.2	21	13

4.3.4 Managerial skills on strategy implementation

This section seeks to determine the effect of managerial skills on strategy implementation. Managerial skills are classified into technical, conceptual and technical skills. Figure 4.3 gives a summary of the findings regarding the respondents' opinions on various indicators.

4.3.4.1 Effect of champion spearheading the strategy implementation

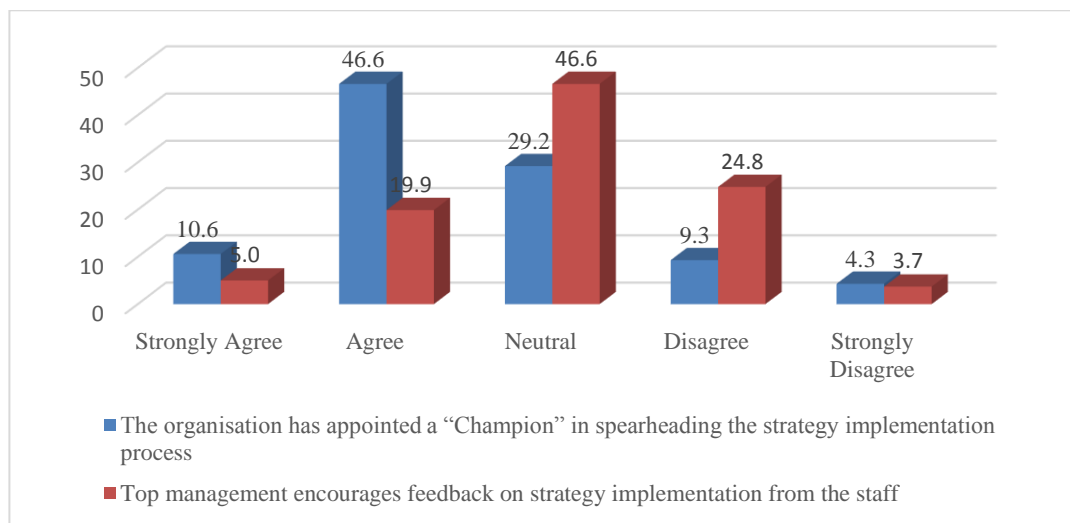
Every strategy implementation effort involves change management and appointment of a champion to spearhead the implementation process. This question sought to find out the opinion of the respondents on the appointment of a “champion” to lead the implementation process. Figure 4.3 below reveals that 57.2% of the respondents agreed that the company appointed a champion to spearhead the strategy implementation; 29.3% remained neutral; and only 13.6% disagreed.

This finding corroborated the opinion of Chikere and Nwoka (2015) on the role of middle managers, as they established that a champion spearheading implementation would encourage innovation in the organisation. Appointing a change champion minimises resistance to change which may delay the implementation process, and make it more costly than anticipated.

In addition, the study also examined whether top management encouraged feedback on strategy implementation which facilitates effective and successful implementation. The results showed that 46.6% of the respondents were neutral to the statement, 28.5% disagreed and only 24.9% agreed that feedback was encouraged in NamPower.

This finding is not in agreement with Mwanje (2016), who concludes that management of the companies should consider coaching and feedback through regular meetings in their strategy execution efforts. This implies that NamPower’s management should encourage feedback through regular meetings.

Figure 4. 3: Respondents’ opinions on managerial skills



4.3.5 Effects of organisational culture on strategy implementation

This section questioned the respondents’ views on the issues of organisational culture, which positively or negatively affect strategy implementation. Organisational culture is regarded as “the way people do things” in an organisation.

4.3.5.1 Effects of core values necessary for strategy implementation

The question sought to investigate respondents’ opinion on whether NamPower employees are encouraged to practise the core values. The results in Table 4.8 reveal that

an overwhelming 75.8% (24.2% + 51.6%) agreed; while a small portion of 13.7% disagreed; and 10.6% remained neutral on the importance of core values.

This findings are corroborated by Pearce and Robinson (2011), who emphasise that organisations have to develop core values that guide the decision making and practice of management, as well as how employees interact with stakeholders. This implies that NamPower should build a culture that agrees with its desired values.

4.3.5.2 Effects of resistance to change on strategy implementation

Strategy implementation is about taking actions that bring about change. The question sought to establish the respondents' opinion on whether NamPower handled change with a sense of urgency. Table 4.8 below indicates that 53.4% disagreed, 39.1% agreed and 7.5% remained neutral.

This finding is not in agreement with Wheelen and Hunger (2012) who explain that effective management of change can be achieved through communication. This implies that there is a need for commitment by everybody involved to strategy implementation.

4.3.5.3 Appreciation of new ideas

This question sought to investigate the opinion of the respondents on generating and appreciation of new ideas in terms of new projects that NamPower wished to pursue. The study revealed that the majority, namely 72.7% of the respondents disagreed on the statement while 16.1% were neutral, and a small portion of 11.2% agreed.

This finding opposes the results of the study by Chiuri (2015) who concluded that management should introduce a culture to accommodate new ideas. This can only be done by bringing on board new brains and valuing employees' opinions and suggestions.

4.3.5.4 Effects of integrity and professionalism

This question investigated respondents' opinions on whether the employees embraced core values of integrity and professionalism. The results in Table 4.8 below indicate that the majority, namely 44.7%, agreed that staff has high levels of integrity and professionalism that provide sound leadership in strategy implementation in NamPower, while 28.5% disagreed and only 26.7% of the respondents were neutral.

Integrity and professionalism are important attributes of management which also indicate the degree of corporate governance in an organisation.

Table 4. 8: The respondents' opinion on the organisational culture

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
We are encouraged to practise the core values of our organisation.	39	24.2	83	51.6	17	10.6	22	13.7	-	-
Our organisation handles changes with a sense of urgency.	23	14.3	40	24.8	12	7.5	57	35.4	29	18.0
There is always appreciation of new ideas and it takes a short time to effect change in our organisation.	-	-	18	11.2	26	16.1	76	47.2	41	25.5
All staff upholds professionalism and integrity in all activities.	4	2.5	68	42.2	43	26.7	21	13	25	15.5

4.3.6 Effects of resource allocation

In this section, the study seeks the respondents' opinions on resource allocation reflected in the activities and choices required for the execution of NamPower's Strategy Plan.

4.3.6.1 Financial resources are sufficient and fairly distributed to enable strategy implementation.

This statement probes respondents' views on whether the financial resources are sufficient and fairly distributed to enable strategy implementation. Table 4.9 reveals that the majority, namely 60.9% of the respondents, agreed while 23.0% disagreed and 16.1% remained neutral to the statement.

This implies that NamPower avails sufficient funds for successful strategy implementation.

4.3.6.2 Effects of training needs assessment and relevance of training to strategy implementation

This statement sought to determine the training needs assessment and the importance and relevance of the training to strategy implementation. The study revealed that 47.8% agreed, 27.9% disagreed and 24.2% were non-committal.

These findings are similar with Chiuri (2015) findings which revealed that 42.1% of the respondents had training needs assessment conducted. Chiuri (2015), in a study of the challenges of strategy implementation in higher education institutions in Kenya, indicates that employees' training should be relevant to the needs of the business. The study also

found that higher education institutions trained and developed managers in order to improve performance of the organisation in strategy implementation. In Harambee prosperity plan 2016-20 (2016) toward prosperity for all relies on the creative talents that can ease the country's competitiveness.

4.3.6.3 The company has the right people in place to implement the strategies

The question was asked to seek respondents' opinion on whether the organisation had the right people in place to implement the strategy. Table 4.9 reveals that 42.9% of the respondents agreed, while 35.4% were neutral and 21.7% disagreed with the statement.

Table 4. 9: Resource allocation

Statements	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Financial resources are sufficient and fairly distributed to enable strategy implementation.	31	19.3	67	41.6	26	16.1	37	23.0	-	-
The company puts emphasis on training of the employees on skills necessary for strategy implementation.	9	5.6	68	42.2	39	24.2	34	21.1	11	6.8
The company has the right people in place to implement the strategies.	3	1.9	66	41.0	57	35.4	35	21.7	-	-

4.3.7 Major barriers encountered in the implementation of a strategy

The respondents were requested to state the barriers they encountered during the implementation process. The responses are summarised in Table 4.10 below.

From the study, 21.96% of the respondents identify poor communication as major barriers, then 15.64% indicated vague strategy goal; followed by slow in making decision indicated by 15.48%; understaffed - capacity in facilitating the strategy was indicated by 13.74%; and strategy plan is not properly cascaded down to the lower levels of the organisation was stated by 11.85% of the respondents.

Beer and Eisenstat (2000) differ from this view saying that strategy implementation barriers are: unclear strategy and conflicting priorities; an ineffective senior management team; a top-down or laissez-faire senior management style; poor vertical communication; poor coordination across functions, business or borders; and inadequate down-the-line leadership skills and development.

Table 4. 10: Major barriers encountered in the implementation of the strategy

Major barriers	Frequency	Percent	Cumulative Percent
Resistance to change	29	4.58	4.58
Poor communication	139	21.96	26.54
Ill culture	39	6.16	32.70
Inappropriate structure	15	2.37	35.07
Slow in making decision	98	15.48	50.55

Strategy plan is not properly cascaded down to the lower levels of the organisation.	75	11.85	62.40
Understaffed: capacity facilitating strategy.	87	13.74	76.15
Inadequate staff involvement in strategy implementation.	52	8.21	84.36
Vague strategy goal.	99	15.64	100.00

4.3.8 Techniques used to overcome strategy implementation challenges at NamPower

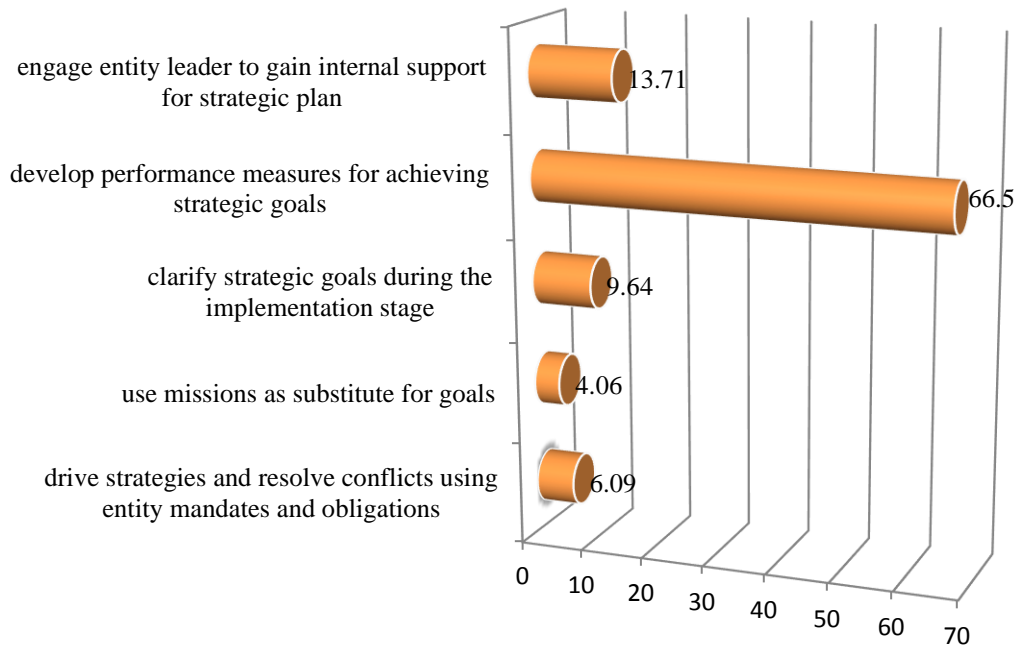
Earlier, the survey identified challenges encountered in the implementation process. In this section the participants were requested to give their opinions with regard to the applicable ways and techniques the company used to overcome strategy implementation challenges.

As shown in Figure 4.4, a total of 66.50% of the respondents declared that NamPower developed performance measures for achieving strategy goals as a technique to overcome strategy implementation challenges. Other techniques identified were the engagement of an entity leader to gain internal support for the strategy plan by 13.71%; and the clarification of strategy goals during the implementation stage by 9.64%. The use of mission as a substitute for goals, and the driving of strategies and conflict resolution using entity mandates or obligations, was the least mentioned techniques with respondent rates of 4.06% and 3.06% respectively. This implies that NamPower has a rolled-out performance management system to ensure that the company is achieving what is set out

to accomplish. This allows the company to compare performance and desired results for the successful implementation of the plan. It is also good for strategy implementation because staff will try their best to achieve the set performance targets.

Performance is the end result of activities, according to Wheelen and Hunger (2012), who state that specific measures should be used to assess performance of the organisation and objectives to be achieved. The objectives are established at an early stage of strategy formulation, which should be used to measure corporate performance once the strategies have been implemented. NamPower (2014) in its corporate strategy and a business plan indicated that the company has a strategy implementation plan and program which is rolled-out to ensure the successful implementation of the 2014 - 18 corporate strategy and business plan. This includes the cascading of the corporate strategy and business plan into business units as well as at individual levels through the performance management system. In terms of the monitoring and evaluation mechanisms, NamPower has adapted a quarterly and annual plan-do-review tool to take stock of the achievements that are being made, as well as to identify bottlenecks that require corrective intervention measures to address challenges that may hinder the successful implementation of the corporate strategy and business plan (NamPower, 2014).

Figure 4. 4: Techniques used to overcome the implementation challenges



4.4 Interview data on strategy implementation

Face-to-face interviews were conducted with the management team to assess management perception on the challenges encountered in the implementation of the strategy. Detailed responses are captured in Table 4.13 below. The researcher correlates the answers of the management and skilled employees.

4.4.1 Management understandings of strategy

The participants were requested to state whether the strategy plan was explained to them. Management responses are summarised in Table 4.11.

Table 4. 11: Management understanding of strategy

Responses	Frequencies	Percentage
Yes	10	90.9
No	1	9.1

4.4.2 Participation in strategy formulation

The participants were asked to comment on their involvement in strategy formulation.

Figure 4.5 below summarises their responses.

Figure 4. 5: Participation in strategy formulation

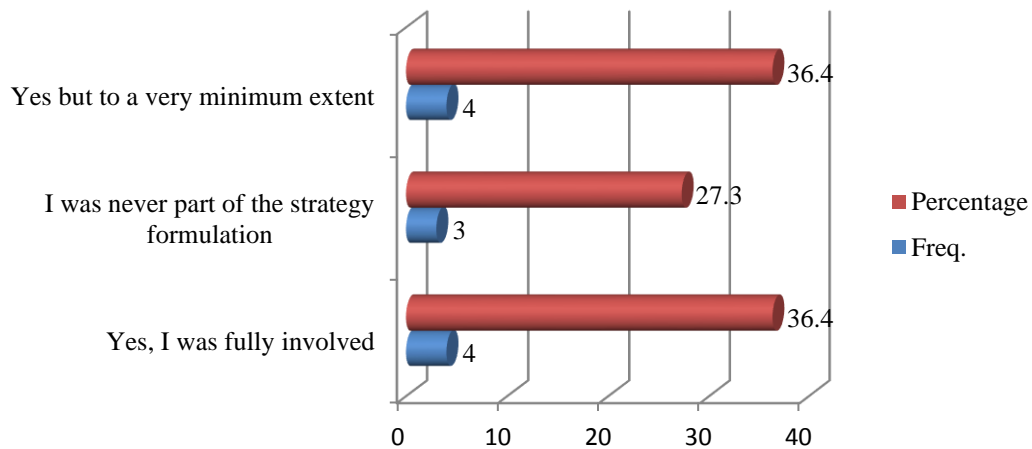


Table 4.12: Interview responses

Questions	Management responses
1. Is the strategy plan communicated down to the lower level of the organisation?	<ul style="list-style-type: none"> – Only up to middle management, the other group of employees may have only heard about it. – Not sure, but it is a duty of the line managers to communicate the strategy plan to their subordinates.
2. Do we carry out staff development, and how does it support or hinder strategy implementation?	<ul style="list-style-type: none"> – Yes, but I am not sure if the staff development is linked to the strategy. Employees identified their training and focus more on personal development plan (PDP) – Definitely, NamPower has currently granted x6 bursaries to managers to ensure that human resources are developed to attend to critical issues of the strategy.
3. Do you think NamPower has the right manpower to do the job indicated in the strategy plan?	<ul style="list-style-type: none"> – Yes, but there is no support from the management team.
4. What are the major challenges encountered in the implementation of a strategy plan?	<ul style="list-style-type: none"> – Insufficient fund for major projects – Lack of commitment – Slow decision making – Political influence – Conflict between NamPower intend and the Shareholder (government) intent – Climate change: low rain affect water level at Ruacana and this have negative impact on NamPower generation capacity

- The newly introduced Procurement Act resulted a slow execution of procurement activities. This process disempowered members of management, MD have to approve all the purchasing of goods, work, and services.

5. What has NamPower done to ensure that the identified challenges are well managed?

- Nothing, but to a certain extent NamPower managed to keep the lights on by importing power from regional partners and also manage to integrate renewable energy into the grid through the Renewable Energy Feed-in Tariff (REFIT) programme. However, no generation plant was developed in the specific period.
- We aligned our function with what the shareholder wanted in terms of major projects.
- NamPower has developed a stakeholders’ policy aimed at improving stakeholders’ relations such as (Regulators, RED’s and Electricity Supply Industry [ESI] in the SADC region.
- NamPower adapted to the changing environment and is actively involved in interventions identified by the Ministry of Environment, and also participating in Climate Change Committee (CCC) of Southern African Power Pool (SAPP) where utilities are formulating strategies to address climate change.

6. What is your comment on the progress made to date by NamPower in implementing its current strategy?

- No progress made, we failed to realise the goals and objectives that we set ourselves.

4.5 Conclusion

This chapter presented the findings and discussions on the information collected through questionnaires and interviews. The results were analysed by making reference to related literature and theory framework and actual strategy in Chapter 2. This was in line with responses as guided by each study objectives.

An evaluation of the achievement of study objectives will be done in the final and next chapter. The chapter will also provide recommendations for further study.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the findings of the study are summarised and conclusions drawn. The chapter also presents recommendations and highlights areas that merit further study.

5.2 Summary

The results of the data analysis and interpretation indicate that strategy implementation practice is important to the success of the organisation. The study was guided by the following objectives: to determine the extent of employees' awareness of the strategy plan; to establish the challenges encountered in the implementation of NamPower's strategy plan; and to offer recommendations to enhance effective strategy implementation. The research objectives as stated above were achieved to a certain extent.

5.2.1 Awareness and involvement

The study has established that NamPower communicates its corporate strategy and business plan to all employees in official meetings. An overwhelming 90.9% of the management team confirmed that the corporate strategy was explained to them, whilst 45.3% of the skilled employees were of the opinion that the strategy plan was only communicated to them once a year. The minority, i.e. 39.8% stated that they had a discussion about the corporate strategy twice a year.

The study further indicated that 36.4% of the management were fully involved in the formulation of the particular strategy; while another 36.4% were involved to a minimal extent.

Similarly, on the level of involvement of NamPower staff at different levels in the actual implementation of the strategy plan, the study indicated that a significant proposition, i.e. 78.3% of the board of directors; and 64.6% of the management were involved in the implementation of the strategy plan. Only 13% of the skilled employees were involved, while 52.8% were not involved. This implies that NamPower needs to involve both management and other staff in the process, in order for the strategy to be implemented effectively.

5.2.2 Challenges encountered in the implementation of NamPower's strategy plan 2014-18

The second research objective was to establish the challenges encountered in the implementation of NamPower's Strategy Plan. From the study, 69.9% of the respondents identified poor communication from management as the most significant obstacle to strategy implementation. This was followed by vague strategy goal indicated by 15.64%; then slows in making decision by 15.48%; understaffed - capacity in facilitating the strategy by 13.74%; and strategy plan is not properly cascaded down to the lower levels of the organisation by 11.85%. Other challenges identified by this study include: lack of commitment; political influences – resulting in conflict between the company and shareholder intent in terms of major projects; climate change, such rain that affect water level at Ruacana waterfalls, which has negative impact on electricity generated and ultimately affecting NamPower revenue; impact of the Public Procurement Act no. 15 of

2015 has on NamPower operation resulting in slow execution of procurement activities across the company; and inability to achieve the corporate goal.

Besides the challenges mentioned above, the respondents confirmed that NamPower has managed to keep the lights on. This was made possible by importing power from regional partners and the integration of renewable energy into the grid through REFIT programme. However, 66.50% of the respondents indicated that NamPower had developed and was continuously improving performance measures as a technique to overcome strategy implementation challenges and achieve strategy goals.

5.2.3 Effects of organisational culture on strategy implementation

Strategy-culture is important when implementing a new strategy, as it needs to support the strategy. The results of the study revealed that 75.8% of the respondents agreed; while a small portion of 13.7% disagreed; and 10.6% remained neutral on the question of whether the company encouraged employees to practice core values of the organisation.

On the issue of whether NamPower handled change with a sense of urgency, it was found that that 53.4% disagreed and 39.1% agreed while 7.5% remained neutral, implying that management needs to overcome inflexibility and resistance to change which are barriers to strategy implementation.

In addition, results showed that 72.7% of the respondents disagreed that NamPower appreciates new ideas. Management needs to modify the culture within the organisation to accommodate new ideas.

5.3 Conclusions

Building on the consultation of the relevant theories and the outcome of the case study, the researcher concluded that a strategy plan is important to an organisation because it provides a sense of direction and outlines measurable goals. Communication emerges as a crucial factor for strategy implementation as it facilitates performance of activities and tasks. Yet, NamPower's corporate strategy and business plan was not communicated, nor understood by all staff members. The study has further established that the success of communication activities is highly dependent on the extent to which the top management integrates communication as a key role in its strategy implementation process, because it enhances the realisation of the organisation goals.

Although NamPower managed to keep the lights on, the company processes, projects and related strategy initiatives exposes a significant gap from the best practice. The company was noted to have missed key strategy milestones of implementing Kudu and Baynes projects that aimed to make NamPower self-reliant, and most important, NamPower failed to achieve its overall goal as indicated in its corporate strategy and business plan 2014-18.

Coming to the impediments to effective strategy implementation, the case study concluded that challenges do exist in the organisation and they require urgent attention. Major challenges include: poor communication; vague strategy goal; slow decision making; poor cascading of strategy plan to lower levels of the organisation; political influences; climate change; ineffective procurement process; and inability to achieve the corporate goal.

Besides the challenges mentioned above, the company went flexible in accommodating project such RETIF which allows local investors to develop solar plants that supplies electricity to NamPower grid. NamPower is also continuously improving performance measures as a technique to overcome strategy implementation challenges. Overall, the respondents recognised the importance of a strategy plan and believed that it would enable NamPower to achieve its goals.

5.4 Contribution to knowledge

This thesis fills important gaps in literature and contributes to the knowledge on challenges encountered in the implementation of the NamPower strategy and business plan. The study reveals that major factors inhibiting effective implementation of a strategy plan in NamPower includes, but are not limited to: poor communication; high level statement (vague strategy goal); slow decision making, poor cascading of strategy plan to lower levels of the organisation; political influences; climate change; ineffective procurement process; and inability to achieve the corporate goal. The study found that there is a need to develop a communication plan in order to facilitate the implementation process by allowing implementation messages to cascade down from the top of the organisation to operational level.

5.5 Recommendations

This study recommends the following:

5.5.1 Develop a communication plan

Communication was noted to be one of major obstacles, with limited interaction between management who formulated the strategy. It is crucial to communicate NamPower strategy at every level of the organisation, using multiple media.

It is recommended that NamPower should develop a communication plan to address challenges experienced during the implementation process. The communication plan should address internal and external communication channels such as blogs, message board, podcasts and section meetings to communicate what is a strategy and how everyone works is aligned to a strategy. Communication should be done on a timely manner to ensure that employees knows about the changes that will occurs and prepare themselves prior to implementation. This will bring sense of ownership, accountability and create a culture of achieving greatness in work output. To promote strategy implementation the organisation should empower employees, encourage freedom of expression, and create feedback channel. The study further recommends that there is a need to enhance communication and discussions at each level of the organisation, translating the corporate strategy into understandable and contextualised action items. This process ensures that an accurate message is delivered to the target group or audiences, through the right channels of communication and at the right time.

5.5.2 Cascading the strategy

To successfully implement the strategy, it is important to cascade it at every level of the organisation, and give employees an opportunity to demonstrate how their day-to-day activities contribute to the company strategy. Middle level managers should then help to

translate the element of the strategy into their section, encourage their team in helping to achieve overall objectives.

Further to that, NamPower expresses its strategy in a high-level statements that resonate with the board and executive management, but is silent with mid-level staff to frontline official. It is unfortunate that employees are unable to connect and own the strategy if they do not understand it. Hence, it is recommended that the management should clarify the organisational strategy in order for the rest of the employees to support its implementation.

5.5.3 Involvement of employees from different levels of the organisation

NamPower should consider involving potential critics in some aspects of strategy implementation and maintain focus during the implementation process. Consequently, with regards to participation, NamPower should make an effort to listen to employees' concerns and incorporate useful advice in the implementation process. This will enhance ownership of the strategy plan and all employees will feel part of the organisation and strive to meet the organisation's strategy targets.

5.5.4 Organisational culture

Last but not least, the organisation needs to build a culture that fully supports strategy implementation. Top management should further strive to actively partake in shaping organisational culture to ensure that it benefits both the company and its employees.

5.6 Area for further research

Considering the limitations of this study, the researcher recommends further research into communication as a factor affecting strategy implementation particular within SOE's in Namibia. Future research should also focus on establishing how external factors affect strategy implementation.

Finally, the researcher would like to point out that strategy implementation is not only a topic of interest for SOE's but also for private entities. Hence, there is a need to compare similarities and differences of strategy implementation in SOE's and private entities.

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APPENDICES

Appendix A: Questionnaire (for skilled employees)

Acknowledgement of consent

Dear Sir / Madam

My name is **Theresia Kasheeta**, a MBA student at University of Namibia: Business School. One of the requirements of the award of the degree would be to write a thesis in an area of my study. I would be grateful for your assistance in giving me your sincere feedback on the questionnaire attached.

I am conducting a survey on challenges encountered in the implementation of NamPower's Strategy Plan 2014-18. This study is for academic purposes and the information obtained through this survey will be treated with utmost confidence and used for academic purposes only.

Thank you for your time and effort in completing the questionnaire.

Kind regards,

Theresia Kasheeta

SECTION A: GENERAL INFORMATION

This section refers to the background or demographic information. Please tick the appropriate box.

1. How long have you been working for NamPower?

Less than years	
5 – 10 years	
11 – 15 years	
16+ years	

SECTION B: COMMUNICATION

This section has statements referring to communication. Please indicate with a tick√ the option that best describes your opinion on each statement.

2. Information on strategy plan is communicated? Tick only one statement.

Once a year	
Twice a year	
Monthly	
Never	

3. Please indicate your level of agreement with the following statements

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Strategy objectives are communicated regular					
The Board of Directors and Senior Management regularly communicate organisation strategy clearly to all employees.					
There is a constant review of the organisations strategies and changes are communicated promptly.					

4. Which of the following is the most areas would you identify challenge of communication in the organisation? Can the question be rephrased? See below

4. Indicate the areas from the ones given below, that present the most serious challenges.

Poor communication from management	
Too many rules and policies	
Lack of trust	
Not feeling valued	

SECTION C: AWARENESS AND INVOLVEMENT

Please assess to what extent the following statements are related to employees’ awareness and involvement in the implementation of a strategy plan. Tick the appropriate box to illustrate your answer.

5. Awareness of strategy plan	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
All staff at all level are aware and understand the content of the strategy plan.					
It is clear how my role is aligned to the Business Unit strategy.					
I understand and can interpret the company vision, and strategy objectives.					

6. Clarification of ambiguities in strategy plan	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Chief Officers are easily available to explain to employees any ambiguities in our strategy.					

The organisation ensures that that employees are close to management in order to have a clear understanding of the strategy being implemented.					
--	--	--	--	--	--

7. Involvement in the implementation of our strategy plan	Insignificant involvement	Some involvement	Full involvement
Board of Director			
Senior Management			
Middle Management			
Specialised/supervisory skilled employees			
semi-skilled employees			

SECTION D: IMPLEMENTATION OF STRATEGY PLAN

Strategy implementation is an integral component of the strategy management process; and is viewed as the process that turns the formulated strategy into a series of actions to ensure that vision, mission, strategy and strategy objectives of the organisation are successfully achieved as planned.

This section has statements of strategy implementation. Tick the appropriate box to illustrate your opinion on each statement.

8. General observation	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
The organisation has appointed a “Champion” in spearheading the strategy implementation process.					

Top management encourages feedback on strategy implementation from the staff.					
---	--	--	--	--	--

9. **To what extent did the organisation use the following techniques to overcome some of the strategy implementation challenges: please tick the option that best describes your opinion**

Drive strategies and resolve conflicts using entity mandates and obligations	
Use missions as substitute for goals.	
Clarify strategy goals during the implementation stage.	
Develop performance measures for achieving strategy goals.	
Engage entity leader to gain internal support for strategy plan.	

SECTION E: CHALLENGES OF STRATEGY IMPLEMENTATION

D) EFFECT OF ORGANISATIONAL CULTURE ON STRATEGY IMPLEMENTATION

Organisation culture is regarded as “the way we do things”. Culture includes organisation values, norms, working language, systems, beliefs and habits. Organisational culture affects the way people and groups interact with each other, clients and stakeholders.

This section has statements of organisation culture. Tick the appropriate box to indicate the extent to which you agree with the statement below:

10. Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
We are encouraged to practice the core values of our organisation.					
Our internal culture has always been related to successful strategy implementation.					

Our organisation handles changes with a sense of urgency.					
There is always appreciation of new ideas and it takes a short time to effect change in our organisation.					
All staff upholds professionalism and integrity in all activities.					

11. In your own opinion, explain the extent to which issues related to organisational culture negatively impact on effective strategy implementation?

.....

.....

II) EFFECTS OF MANAGERIAL SKILLS ON STRATEGY IMPLEMENTATION

Managerial skills are classified into conceptual and technical skills. A mark of a good leader is to be able to provide consistent motivation to his team, encourage them to attain excellent and quality in their performance. A good leader is always looking for ways to improve productivity and standard.

This section has statements referring to managerial skills. Tick the appropriate box to indicate the extent to which you agree with the statement below:

12. Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
NamPower has appointed a Champion in spearheading the strategy implementation process.					

Top management encourages feedback on strategy implementation from the staff.					
---	--	--	--	--	--

13. In your opinion, how do managerial skills hinder effective strategy implementation in NamPower?

.....

.....

III) EFFECTS OF RESOURCES ALLOCATION

Implementation also refers to the organisational resources and in which way the resources are reflected? in the activities and choices required for execution of a strategy plan.

This section has statements of resources allocation. Tick the appropriate box to illustrate your opinion on each statement.

14. Statements

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
Financial resources are sufficient and fairly distributed to enable strategy implementation.					
Business units budgets reflect and support organisation goals, objectives and priorities established in our strategy plan.					
Newly allocated funds (not rolled over funds) in the budget are targeted to achieve organisation goals and objectives.					
The organisation competencies are properly aligned to the organisation strategies.					
The organisation continuously develops competencies among the employees which is good for successfully implementation strategies.					
The organisation has the right people in place to implement the strategies.					

15. Describe how resources allocation poses a challenge to effective strategy implementation?

.....
.....

SECTION E:

16. Please state and describe any other challenges encountered in the implementation of strategy?

.....
.....

Thank you for taking your time to partake in this survey.

Appendix B: Interview guide

This interview guide is concerned with the in-depth assessment of the management perception on challenges encountered in the implementation of the NamPower Strategy and Business plan 2014-18.

1. When did you get to know of the NamPower strategy plan 2014-18?
2. Were you informed of the strategy plan in an official meeting or was it through an informal friendly talk?
3. Was the strategy plan explained to you or were you just told that there is a strategy plan?
4. Is the strategy plan communicated down to the lower level of the organisation?
5. Were you given an opportunity to express your opinion regarding this plan?
6. What is one thing that you think must be changed in this plan?
7. Do we carry out staff development and how does it support or hinder strategy implementation?
8. Do you think NamPower has the right manpower to do the job indicated in the strategy plan?
9. What are the challenges that are related to management that you think can hinder or enhance strategy implementation?
10. What are the major challenges encountered in the implementation of a strategy plan?
11. What has NamPower done to ensure that the identified challenges are well managed?
12. What is your comment on the progress made to date by NamPower in implementing its current strategy?
13. On a scale of 1 to 10, with 1 meaning “completely disagree” and 10 meaning “fully agree”, please give the number that corresponds to your belief that the strategy plan will enable NamPower to achieve its goals.

Appendix C: Permit to conduct Research Study (UNAM)



12 September 2016

TO WHOM IT MAY CONCERN

Ms Theresia Kasheeta of Student Number: 201312108 is registered for a Master in Business Administration – Management Strategy 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

Albert Isaacs, PhD
Associate Dean
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: albert.isaacs@nbs.edu.na

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340 Mandume Ndemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: + 264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@edu.na – Trust reg. no T263/05

Appendix D: Permit to conduct Research Study at NamPower



NamPower (Pty) Ltd.

NamPower Centre, 15 Luther Street, RD. Box 2854, Windhoek, Namibia, Tel +264-61-2054111, Fax +264-61-232805, E-mail ng@eng@nampower.com.na

Theresa Kasheeta
P O Box 24129
Windhoek

Your Ref :

Our Ref :

Enquiries:

Date : 13 March 2015

Dear Mrs Iita

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT NAMPOWER

I would like to refer to your letter dated 23 February 2015, requesting permission to conduct a research at NamPower on topic: ***"Challenges encountered in the implementation of the strategic plan: A case study of NamPower"***.

This letter therefore serves to confirm that NamPower's Managing Director has approved your request to conduct research at NamPower. The approval is based on condition that no disruption of work should occur during your research at NamPower and that upon the completion your study, you will submit a copy of your research outcome to NamPower.

We wish you all the best in your study.

Yours faithfully


Simeon Amunkato
Senior Manager: Human Resources

Appendix E: Language editor

P. O. Box 21945

Windhoek

8 June 2018

To Whom It May Concern

I, the undersigned, hereby acknowledge that I edited the Master's Dissertation:

CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE STRATEGIC PLAN 2014 -18:

A CASE STUDY OF NAMPOWER (PTY) LTD.

By **THERESIA KASHEETA**, for language and typographical correctness.

I have indicated the areas in the dissertation to which attention should be paid. I trust that my advice was accepted and that these corrections and changes were executed as suggested.

Sincerely

Ms C.E. Olivier



.....

MA (Applied Linguistics);

BA Hons. (Applied Linguistics);

BEd;

BA;

LSTD (Lower Secondary Teacher's Diploma).