

**EXPLORING FACTORS CONTRIBUTING TO STRATEGIC PLAN
IMPLEMENTATION (IBP 2011-2016) FAILURE AT THE CITY OF WINDHOEK
LOCAL AUTHORITY, NAMIBIA.**

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ABSTRACT

In spite organization having well formulated strategic plans, the rate of failure to implement strategic plans remains high. There's a need to better understand the relevant failure factors that influence implementation's outcomes. It is generally accepted that failure to implement is indeed a of formulation. Therefore, the study specifically sought to identify the factors that contributed to the strategic plan implementation failure at the Namibian Local authority council, in particular the City of Windhoek (CoW) and to categories each factor according to their influence/contribution to strategic plan implementation failure at the City of Windhoek. A quantitative approached was adopted as well as a descriptive survey research design involving only employees from the CoW. The target sample was 200 from the organization's organogram consisting of divisional managers, sectional heads, and supervisors (foreman). The study used the Statistical Package of the Social Sciences AMOS Version 23 (SPSS 23 AMOS) to analyse, validate and generate descriptive statistics according to the identified study objectives. Exploratory Factor Analysis (EFA) was also done for the current study. A Principal Axis Factor (PAF) with a Varimax (orthogonal) rotation of the 17 Likert scale questions from the survey questionnaire was conducted on data gathered from 182 participants. Findings, the exploration resulted in the identification of 14 individual failure factors associated to 4 determinants of strategy implementation labelled as content, structure, operational and context. Furthermore, the study also categorized the determinants according to their impact on the strategic plan in descending order from the most impactful to least respectively. Content factor with 16.789% of total variance, followed by the Structural factor with 11.415% total variance, then by the operational factor with 10.298% of total variance and lastly the factor with the least influence or impact was the context factor with 7.899% of total variance.

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ABBREVIATIONS AND ACRONYMS

CoW - City of Windhoek

EFA - Exploratory Factor Analysis

IBP- Integrated Business Plan

IFF - Implementation Failure Factors

IS - Implementation science

NBS – Namibia Business School

MS - Management Science

PAF - Principal Axis Factor

SDM - Strategic Decision Making

SPSS- Statistical

SWOT- Strengths, Weaknesses, Opportunities and Threats

UNAM- University of Namibia

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DEDICATION

I dedicate this thesis to my dear father, Lorenzo Lopes Smith, may his soul rest in eternal peace. My living mother Imaculada Emma Smith for the sacrifices she made and in shaping my life. My siblings Angela, Smit, Mimi, Charlie. My children Emma, Lorenzo and Jamilla.

This project is also dedicated to my partner Zelda Justine Coetzee and my bother Joao Alves Fernandes for all their assistance and support.

DECLARATION

I Carlos Smith Smith, hereby declares that this study is a true reflection of my own research, and that this work, or any part thereof has not been submitted for a degree in any other institution of higher learning.

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Carlos Smith Smith

Date

CHAPTER ONE

1. INTRODUCTION

There is a high number of strategic plan implementation failures in both small and large organisations within sectors of the economy such as the private and public sectors, the world over (Obaga, 2016, Olivier and Schwella, 2018, Vries, 2014, Yang, Guohui & Eppler, 2009). There are also general challenges that are encountered during strategy implementation, necessitating a renewed focus by both academics as well as practitioners on the most relevant factors and solutions for effective strategy implementation. Evidence of this can be observed through the current increased interest in the body of literature on the subject from both academia and practitioners. This is due to the fact that failures in strategy are more common during implementation as opposed to the other phases of strategic management (Moore, 2012 & Ngobeni, 2010).

Implementation is a determinant of success or failure of a strategy. It (Implementation) is deeply connected with the formulation process (content) and the functioning and structure of any organisation. However, in spite of its relevance, implementation is by far the least studied and documented stage in the strategy process (Hitt, Hoskisson & Ireland, 2006). The success of strategy implementation is influenced by a variety of factors related to its process or operational factors, content, context and structure. This means that a 'fit' or 'alignment' must exist between the proposed variable or factors.

Additionally, the process of implementation, according to Van Rensburg (2016) is built on assumptions that must be tested through implementation. Various reasons have been postulated as to some of the factors that lead to failure of strategic plan implementation. These include the lack of appropriate models and frameworks to guide academics and

practitioners that are involved in implementation of the strategic plan within organisations (Alexander, 1991).

Therefore, implementers and academics are increasingly using theories and/or disciplines from diverse fields to enhance the understanding of the body of knowledge on implementation. One such discipline is implementation science which is seen as an organisational process that aids in translating evidence into managerial best practices. Still, according to Kirk, Kelley, Briken, Abadie and Damschroder (2016) both scholars and practitioners are of different views with regards to whether implementation science is a methodology or a discipline.

However, the above scholars agree on the importance of implementation science (IS) to organisations regardless of the context. Furthermore, they opine that a scholar in IS should '*consider the theories from across multiple disciplines including organisational sciences*'. The identification and classification of implementation strategies by scholars and by extension the practitioners of strategy implementation, will not be effective in practice if they do not address the determinants of implementation (Kirk et al, 2016). Therefore, the aim of the current study is to identify the determinants of strategy implementation failure with the goal of addressing them as postulated above. The above factors are summed up by De Wit, Meyer (2004) as dimensions (determinants) of strategy that are common in any strategic situation with each factor distinguishable from the organisational strategy. Therefore, for improved understanding, they should be interpreted together by strategists.

1.1 Orientation of the proposed study

During the period 2011-2016 the City of Windhoek (CoW) used the Integrated Business Plan IBP (2011-2016) as a guiding business plan from where all annual plans and scorecards were derived as well as against which the monitoring and evaluation of service-delivery, stakeholder expectations, financial stewardship and organisational capabilities were measured against. However, the City Council experienced challenges which were both internal and external, with the greatest of them being delivering municipal services with limited financial resources, mass land applications, urban migration of 6% annually, including social and environmental issue and inadequate infrastructure.

Most organisation, whether public or private and/or formal or informal have some sort of strategy be it at corporate, business, or functional level. However, all strategic management processes such as environmental scanning, formulation, implementation as well as evaluation will be of no value to an organisation if implementation thereof is wrong or ineffective. The (CoW) strategic plan IBP (2011-2016) outlines seven strategic pillars that the city council needs to address in order to provide effective services to its clientele. These pillars are provision of basic services and maintenance of infrastructure, ensuring a healthy, clean, safe and secure environment for all, creation of a conducive environment for socio-economic development, development of human resources, improvement of systems of operation, promotion of public participation and marketing of the City of Windhoek.

Despite the City of Windhoek having a strategic plan guiding its operations, there has been a public outcry regarding poor service delivery within the jurisdiction of the City of Windhoek (CoW strategic plan, 2011-2016). This perception, Olivier and Schwella (2018) argues is because of the consistent and generally poor execution (implementation) of the strategic plan in the public sector, especially local authorities which has led to poor service delivery in general. Vries (2014) postulates that there exists proof from several analyses of data that the local authority council (City of Windhoek) is challenged with understanding of strategic management (Mwijuma, Omido, Garashi, Odera and Akerele, 2013, Ngobeni, 2010 & Katoma, 2009).

Olivier and Schwella (2018) further states that because of the existence of a gap between planning (formulation) and execution (implementation) within institutions, specifically at local authority councils, the benefits of strategies are rarely realised by the local authorities. Kaplan (2005) observes that the persistent gap between strategy formulation and implementation as well as the disconnect between the management processes and strategy causes failure.

According to literature, this gap in formulation and implementation is mainly attributed to firstly, the problem in the current implementation literature of lacking a wide scope and clear perspective on the reasons for strategy failures. Secondly, is the absence of studies that have compiled all the major causes of strategy failure? Thirdly, a theoretical framework that can categorise all existing and potential causes of strategy implementation failure (Obaga, 2016, Olivier and Schwella, 2018 & Pedersen, 2008). A recent study by Shopati, Mitonga and Aiping (2018) supports the conclusion by Olivier and Schwella (2018) by revealing that public institutions in the service industries like the

City of Windhoek in Namibia only manage to implement 33% of their strategic objectives during the strategic plan cycle. The study further observed that the objectives of public entities are formulated without determining if they will be effective or not on the implementation outcome, thus resulting in strategic plan failures or objectives not being achieved.

Okumus (2003) is of a similar view in that the researcher believes that there must be a fit between strategy formulation and implementation before decisions are made. With respect to municipalities, variables such as content and process that are crucial to enhance the success of a proposed strategic plan are (seen) as a necessity for compliance purposes only (De Wit & Myer, 2004). Iglesias (2015) in the study, *Making Strategic Plan Work in Local Government in Spain* concludes that many strategic plans are a window dressing exercise with no intention of being implemented. Therefore, it is important to analyse its implementation (strategic plan) as it may allow one to prove the success or failure of their introduction into the local authority's space as innovative governance instruments (strategic plans). Furthermore, to illustrate that the success or failure of a strategy not only depends on technocratic design (formulation process) rather more on participative design and implementation and evaluation of the strategic plan.

Olivier and Schwella (2018) proposed a conceptual model called Measurement, Evaluation, Reporting, Improving and Learning around Dialogue and Drive model (MERIL-DE) to help close the strategy execution (implementation) gap in the public sector (local authorities). However, the model seems not to rate, measure or categorize the proportion of strategy execution (implementation) gap in organisations. It is,

therefore, the aim of this study to explore and confirm the factors with the most influence on strategic plan implementation failure.

1.2 Statement of the problem

A prior study by Vries (2014) an employee of the City of Windhoek before the end of the strategic plan 2011-2016 implementation cycle, argued that the City of Windhoek had been faced with challenges in the implementation of its strategic plan. Furthermore, the study confirmed the presence of the factors such as leadership commitment, organisational culture and structure, communication, strategy formulation as well as incentives that inhabit strategy implementation at the local authority. However, these factors were rather evaluated individually and not as a group (categorised) as postulated by Okumus (2003). Furthermore, Okumus (2003) reasons that the elements in one category can have an influence on each other and on the other categories, meaning there is an interrelationship between them the various elements.

Vries (2014) further surmised that the City of Windhoek's strategic plan implementation was below average during the period under review. Similarly, the City of Windhoek's Organisational Performance Report for the Period 1 July-31 December 2013 (Quarters 1 and 2) revealed an underperformance of the Integrated Business Plan 2011-2016. Audit reports from the Auditor General for the period 2011-2015 concluded that the City of Windhoek is commercially not viable despite having the Integrated Business Plan (IBP, 2011-2016) in place as a strategic plan.

However, the above study and reports failed to indicate the model of measurement of strategic plan implementation failure or success factors which were used. Consequently, the rate of implementation and accomplishment of the Integrated Plan 2011-2016 seems not to have been properly measured and/or not measured at all. Both Kaplan (2010) and Norton (1996) argue that “if you cannot measure it, you cannot improve it”.

The above acknowledgement is best summed up by participants to a conference at the Euro-Asia Management Studies Association (EAMSA) in 2015, noting that the initial steps towards bettering the situation in terms of management or in academia is accepting that problems are present with the implementation of strategic plans and the challenges cannot just be wished away. Thus, this study will adopt Shopati et al. (2018)’s four model dimensional (Factors) measurement for strategic plan Implementation Failure Factors (IFF) in the public institutions to explore and confirm these factors as well as to determine their contribution to strategy implementation plan outcomes of the Local Authority Council. These factors (determinants) are structural, content of the strategy, context of the strategy and operational factors. Furthermore, the researcher is of the opinion that the above determinants on the other hand are also practical problems of strategy implementation.

Pettigrew (1985) is of the view that since strategy implementation is complex, combining process, content and context into a 3-dimensional view could assist in obtaining a more in-depth understanding of strategy plan implementation. The above argument indicates a research gap in identifying implementation failure factors affecting implementation of the strategic plan at the City of Windhoek.

Additionally, according to Okumus (2003) these factors can be used to analyse strategy implementation in the present, past and future. It should, furthermore, be noted for this study (IFF) in this context, that these are the individual determinants responsible for the strategy implementation outcomes as postulated by Candido and Santos (2015). Wherein the researchers posit that failure is “either a new strategy was formulated but not implemented or it was implemented with poor results.”

1.3 Aims of the study

The aim of this study was to identify, and/or confirm factors (determinants) that influenced or determined the implementation outcome of the CoW strategy (IBP 2011-2016).

1.4 Objectives of the study

- To identify determinants that contributed to the failure of implementing the strategic plan at the City of Windhoek.
- To categorize each determinant according to its contribution to the failure of implementing the strategic plan at the City of Windhoek.

1.5 Significance of the study

The findings of this study will provide important insights, clarity and understanding of the model of dimensional measurement of strategy plan implementation failure factors in the context of local authorities, more so the City of Windhoek. Thus, also contributing to the existing body of scientific knowledge around strategy implementation and help in

a practical way to close and improve the gap between planning and implementation in the local authority's sector. Furthermore, by identifying the Implementation Failure Factors (IFF) and categorizing the key influential factors in the failure of strategy implementation, one should be able to reveal a common point of reference which will help management to direct and measure the success or failure of the strategy implementation outcomes. As a result, the chances of enhancing implementation outcomes and results will be greatly improved throughout the organisation to prevent future failure.

1.6 Limitations of the study

The study is limited to a single City, local authority. The findings cannot be generalised and applied. Quantitative studies are premised on either proving or disproving a theory and/or hypothesis. Instead, the current study seeks to use a new theoretical perspective to explore an organisational phenomenon. Thus, this study will be limited to exploring the only one phase in the field of strategic management namely implementation. The CoW of consist of more 2700 employees, spread over 9 departments and more than 52 sections. It would have been ideal that the sample covered all hierarchical levels of the organisation to get wider perspective on the subject under instigation. Additionally, the managers, section heads and supervisors will be making assumptions on historical events, by choosing to answer from a predetermined list. Thus, respondent will not be able to explain or expand on their chosen answer.

1.7 Delimitation

The strategy implementation through five-year strategic plans has been applied both in the private and public sector. However, the study was limited to CoW strategic plan 2011-2016 although there exists prior strategic plan at the organisation.

1.8 Summary

This chapter presented the background of the study and statement of the problem which was to explore and confirm factors contributing to strategy implementation failure in the Local Authority Council (LAC), especially the City of Windhoek using the model of dimensional measurement. This was in order to elucidate the challenges facing the City of Windhoek in terms of Strategy implementation, which motivated this study. Additionally, this chapter outline objectives, significance, and limitations of the study and concludes with a summary.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature that was relevant and related to the study with a view of identifying gaps in existing literature. Additionally, this chapter presents a review of various empirical studies that aided in clarifying the concept of strategic plan implementation failure factors.

2.2 Concept of Strategy

The concept of strategy has had over time, many uses and diverse applications starting from the military field, where it is said to have originated, passing through the political, administrative, economic, religious, cultural, and social fields, in each of the fields it has been located in such a way, that constitutes a reference within the context it is used (Rumelt, 2011; Stead and Stead, 2008; Steiner and Miner, 1977). However, the concept is quite ancient.

The earliest conception of strategy can be traced to the military some 6 millenniums ago and name is derived from the Greek word strategos. Hereby, referred to as “The art of the general or a plan to destroy the enemy through effective use of resource” (Bryson, 2004;). Even then, according to (Schnaars, 1991) within the military context strategy was already viewed as a plan of action to achieve objectives. Mintzberg and Quinn (1995) echoing the above, postulated that around (450 BC) Pericles who was statesman back then viewed strategy as an organizational and management skill. The above suggest that strategic management owes its origins in the public sector due to the military

organisations being government institutions. The entry and/or application of strategy into business management is relatively recent through field strategic management, whereby managers started linking strategy and business organisation (Chandler, 1962; Mintzberg, 1978, 1984, 1992, 1994; Pettigrew, 1985; Bryson, 2004 & Rumelt, 2011). According to Ronda-Pupo and Guerras-Martin (2012) at the core of strategic management is strategy as a central concept.

It is important to understand as to why that was case. Businesses in the 1800's were not formalized as is currently and they were mostly small undertaking. Strategy was viewed as a planning technique as opposed to viewing strategy as an overall organisational policy (Darrel and Hallersbo, 2014, Moore, 2014 and Hitt et al. 2006 & Thompson et al. 2003, 2006, 2010). As enterprises started to grow in size and diversifying especially in the United States of America, they began to formalize enterprises by first dealing with things such as business objectives and policies as well as having multi departmental structures (Functional areas) which proved too complex to run and finally to the current type of having multi divisional structure which more manageable (Chandler, 1962; Mintzberg, 1994; Mintzberg and Quin, 1995; Olivier and Schwella, 2018 & Pearce and Robinson, 2007, 2011). This led to birth of the concept of corporate strategy is a mechanism of combining objectives, functional areas policies into a coherent plan and thus, strategy formulation began to displace policy formulation as the principal component of general management work (Hitt et al. 2006; Fox et al. 2006; Hrebiniak, 2008; Hansel, 2010).

2.2.1 Definitions of Strategy

Strategy or the concept thereof, currently is constrained by the same issues that is affecting the broader field of Strategic management between academics on the one hand and practitioner on the other, when it comes to agreeing on standard meanings and definitions. The term strategy has had many definitions through the years by both academics and practitioners of strategy depend on the context, of which the most common definition used in management studies and practice, is by Chandler (1962) which states the following: “*strategy is the determination of the basic long-term goals and objectives of an enterprise, and the adoption of a course of action and allocation of resources necessary for carrying out these goals*”. However, Mintzberg (1978) is of a different view to that of Chandler (1962) in that, Mintzberg (1978) believes that strategies are rarely implemented as planned but rather they emerge during the process of implementation and further argues, that strategy can be defined in five different contexts which are as follows:

- As a plan: consciously intended to ensure that the set objectives are achieved.
- As a ploy: trick or a subset of a plan intended to outsmart or overcome an opponent or competitor.
- As a series of action: which involves consistent behaviour over time which may or may not be intended.
- As a position: involving location of the organisation within an environment.
- As cultural process: concerned with how an organisation itself sees and perceives the environment.

Rumelt (2011)'s definition of strategy includes dimensions not covered in previous definitions by other researchers. These include strategy being “*a coherent set of analysis, concepts, policies, arguments and actions that respond to a high-stakes challenge*” and that it “*coordinates action to address a specific challenge*”.

Childress (2013) argues that in the absence of strategy, there will be no execution and views strategy and execution as inseparable, like two sides of the same coin. Collins (2001) cautions that strategy does not separate the good from the great, but execution does. Zelený (2010) opines that in an organisational context and environment, decisions are the actions that renders the strategy itself as an action not just a description of action. Therefore, according to Blahová and Knápková (2011) in the traditional domain of strategy, descriptions (statements) have replaced action (knowledge) and talk with walk. Thus, organisation cannot be run on descriptions that are framed in mission statements.

2.3 Strategy in the Private and Public sectors

Usually, in the private sector strategy often presupposes rivalry and competition in markets (Yusoff, 2008), whereas strategy in the public sector may on the other hand, can be appropriately conceptualised as “*a means by which organisations can improve their performance and provide better services*” (Boyne & Walker, 2010). Although strategy may be applied to the public sector and/or other settings, according to Ferlie (2002); Whittington, Pettigrew and Thomas (2002); Olivier and Schwella (2018) much of the field of strategy is still concerned with commercial (private) organisations. The perspective adopted on what constitutes strategy differs according to context, organisational type, and industry.

2.4 Strategic Plan

A strategy is often documented in a strategic plan and can be defined as a medium to long term plan with a life cycle of between three (3) and five (5) years depending on the organisation type. The strategic plan is intended to move an organisation from the position the organisation finds itself into the desired future position by means of attainment of certain goals and objectives through targeted actions, activities, projects, programs, or initiatives Olivier and Schwella (2018). A strategic plan, according to Mittal, Sarkees and Murshed (2008) and Pearce, Robinson (2007, 2010) has at least five elements which are: vision, mission statement, critical success factors, strategies, action for objectives and prioritised implementation schedules.

A strategic plan is a living document that management uses to communicate the organisational goals, the actions needed to achieve those goals, a road map that directs all resources towards an ideal future and all the other critical elements developed during the planning exercise for the organisational performance (Strickland, 2006 and Omuse, Maina, Mwangi, Wambua & Radia and Kanyua (2018). Olivier and Schwella (2018) further elaborate that a strategic plan is a hypothesis through which execution of the hypothesis is tested and where strategy is reviewed, where necessary to derive the desired benefits in an efficient way. Bryson (2004) opines that a strategic plan is a disciplined effort to produce fundamental decisions, actions that shape and guide what an organisation is, what it does, why it does it and how it does it best. According to Al Kenning, City Manager, City of Nanaimo “*The Strategic Plan provides Council and Staff with a common focus, priorities, outcomes and strategies to be pursued over the term of the plan*”.

However, literature on strategic plan implementation shows that the strategic plan in itself can be a barrier to implementation (Olivier & Schwella, 2018). This, is especially so, if the eventual implementation of the strategic plan is done vaguely, badly, in an unbalanced way with poor integration, incomplete and/or if there are some flaws in the plan (Sterling 2003, Harbst 2008, Pedersen 2008, Forbes Insights 2009, OnPoint Consulting 2011 & Childress 2013). Researchers such as Pedersen 2008, Active Strategy 2009, Hitachi Consulting (2009) and Childress (2013) go even further by stating that without proper deployment (cascading), accountabilities, responsibilities, supporting strategy map for clarification of the strategic plan, proper implementation will not take place in organisations as it often hinders understanding of the strategic plan.

Statistically 24 percent of institutions experience a delay of up to 24 months after the strategy formulation process ends, to begin implementing the strategic plan. With the above statistics, only 28 percent realise their stated objective on time and within budget. In contrast, 54 percent of organisations surpass their implementation time and budget estimates with 18 percent of formulated strategic plans for most organisations not implemented at all (Rojas-Arce, Rocha & Gelman, 2011).

2.5 Theoretical Framework

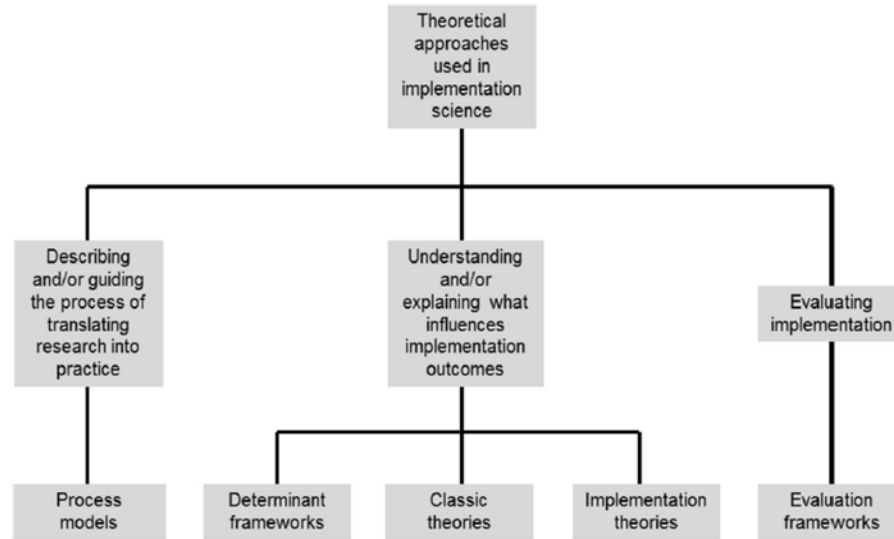
Researchers such as (Noble, 1999; Cater and Pucko, 2010, Yang, Guohui and Eppler, 2009, MacLennan, 2011) note that strategy implementation research is a complex process, it's also seen as a systems approach that is however, fragmented, idiosyncratic, limited and mostly prescriptive with various contributions to the field coming from different perspectives. This, according Saetren (2005) can be observed in published

literature that implementation research has become multidisciplinary and dispersed. Nielsen (2015) supports this view and further reasons that implementation studies now apply theories borrowed from disciplines such as psychology, sociology, education, organisational theory as well as models and frameworks that have emerged from implementation science and management sciences.

Consequently, it has led to a lack of a sound theory in the field and a cohesive body that research can be based upon. Adding, to this complexity is the various operational definitions relating to implementation including how and what to measure as well as the underuse of theories/frameworks/models (or not using them at all), superficial use of theories (not applying theory/frameworks/models in a meaningful way) and misuse of theories (often using theory/frameworks/models incorrectly) Nielsen, 2015.

Furthermore, is the challenge that implementation researchers and practitioners have of choosing from the various theories/frameworks and models each with their own language, syntax and validity for implementation research (Gaglio, Shoup and Glasgow 2013, Durlak, 2015, Tinkle et al., 2016, Nielson, 2015 & Kirk et al., 2016). Shopati et al., (2018) reinforced this argument by stating that implementation strategies have often not paid adequate attention to theoretical underpinnings, risking becoming expensive trial and error exercises for those involved. Nielsen (2015) expressed a similar concern that “Poor theoretical underpinnings make it difficult to understand and explain how and why implementation succeeds or fails”, and thus, restraining opportunities to identify factors that would predict the likelihood of implementation success or failure. According to Ahmed, Bwisa, Otieno and Karanja (2014) the fear of making the wrong decision is what drives researchers to utilise a scientific approach such as the emerging perspectives which

includes Management Science (MS), Strategic Decision Making (SDM) and Implementation Science (IS).



Three aims of the use of theoretical approaches in implementation science and the five categories of theories, models and frameworks.

Figure 2.1: Three aims of the use of theoretical approaches in implementation science and the five categories of theories, models, and frameworks.

Source: Adopted from Nilsen (2015)

Theories, frameworks, and models offer an efficient way of generalizing findings across diverse settings within implementation science Foy, MacLennan, Grimshaw, Penney, Campbell & Grol (2002). Furthermore, a taxonomy of theories, frameworks and models also provide guidance to implementation, facilitate the identification of determinants of implementation, guide the selection of implementation strategies, and inform all phases of research by helping to frame study questions and motivate hypotheses, anchor background literature, clarify constructs to be measured, depict relationships to be tested, and contextualize results (Proctor, Powell & McMillen, 2013).

Strategy implementation is a complex phenomenon that can be looked at from different theoretical perspectives and thus requires a combination of theoretical perspectives to explore the complexities in strategy implementation (Li, Guohui & Eppler, 2008). Implementation research has borrowed heavily theoretically from other disciplines according to reviewed literature. In terms of implementation strategy, the opposite is also true that other disciplines have borrowed from the theories as alluded to by researchers such as Noble (1999); Carter et al. (2008), Yang et al. (2009); Li, Guohui and Eppler (2008), MacLennan (2011), Gaglio et al. (2013), Durlak (2015), Tinkle et al. (2016), Nielson (2015), Kirk et al. (2016). This study will borrow from theoretical approaches found in the implementation science field which are grounded on five approaches such as: process models, determinant frameworks, classical theories, and implementation theory and evaluation framework.

The above categories have three overarching aims according to Nielsen (2015) which are first “*Describing and/or guiding the process of translating research into practice*. Secondly to *Understanding and explain what influences implementation outcomes* and lastly *Evaluating implementation*”. Specifically, the current study’s theoretical approach will be anchored and/or guided by the second aim as described by Nielsen (2015) above, in terms of exploring failure factors in order to identify which of those factors influenced the implementation outcome at CoW and to determining the proportion of each factor’s contribution to the failure of the strategic plan implementation. The study will also be using the determinants framework to identify the individual factors (determinant) that contributed to the strategic plan failures at the City of Windhoek. These determinants according to literature has been found to influence implementation outcomes, also the

individual determinants are generally made up of hindrances and/or enablers (items) defined as an independent variable that influences implementation outcomes (dependent variable) success or failure of strategic plan.

2.6 Strategy Implementation Perspective

There exist various perspectives on strategy implementation. However, this study will only concentrate on the following three perspectives to assist the study define strategy implementation. Strategy implementation according to Yang et al. (2009) has been defined broadly based on the three distinct perspectives which are the *process perspective*: which takes strategy implementation as a sequence of carefully planned consecutive steps, whereas the *behaviour perspective* approach: treats strategy implementation as a series of more or less concerted (but often parallel) actions and examines these actions from a *behavioural perspective*. The *hybrid perspective* is a combination of both *process and behaviour or action perspective*, as concluded by researchers Yang, Guohui, and Eppler (2009) in their review work titled Making Strategy Work: A Literature Review on the Factors influencing Strategy Implementation. The researchers noted that in previous reviewed literature, most definitions emphasise more, the role management plays in strategy implementation and make no reference at all to the contributions of general staff of an organisation. The below still remains true, today in terms of strategy implementation.

“There is nothing more difficult to take at hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old

conditions, and lukewarm defenders in those who may do well under the new”
(Machiavelli, 1512).

2.7 Strategy Implementation versus Strategy Execution

There is great confusion regarding the distinction between the terms above as they are used interchangeably by both academics and practitioners (MacLennan, 2011). Therefore, the question is: what is strategy implementation and execution? As a starting point. It is difficult even from a theoretical point of view to find scholarly articles that clearly distinguishes strategy implementation from strategy execution, as it is easier to find scholarly work that uses the above terms interchangeably Andersen (2011). This is also evidenced by the research output from academics.

The neglect of the of strategy implementation/execution as a topic is even more evident in the contemporary strategic management literature offered by tertiary educational institutions especially their business schools as they focus more on strategy formulation courses as opposed to strategy implementation or execution, whereby 95% is spent on strategic theories while only 5% on implementation or execution Andersen (2011). Whereas in organisations, it is the opposite according to Moore (2013) more time is spent on implementation or execution of the strategy.

The imbalance between strategy formulation and strategy implementation, has created a global implementation crisis according to Ngobeni (2010). Carter et al. (2008) concurs with the above conclusion and further states that *“the business world at large is in the midst of a strategy crisis, not because managers are not capable of formulating strategy,*

but mainly because of either poor strategy implementation or a lack of strategy implementation”. Various academic articles and books have been published over the years with reference to strategy implementation or execution, however until today there is no universally adopted definition on the above terms Noble (1999); Carter et al. (2008), Yang et al. (2009); Li, Guohui and Eppler (2008); MacLennan (2011); Gaglio et al. (2013); Durlak (2015); Tinkle et al. (2016); Nielson (2015) & Kirk et al. (2016).

Yang et al. (2009) defines strategy implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees and is affected by several interrelated internal and external factors, needed to turn strategic plans into reality in order to achieve strategic objectives. According to researchers Thompson and Strickland (2003) and Okumus (2001) in the context of strategic management, implementation is about putting plans, actions and implementation into practice. In the same context Markiewicz (2011) states that in the polish literature the term implementation means putting into practice theoretical solutions, various kinds of projects, realisation of ideas, intentions and where the solutions, ideas and the conception strategy that have been drawn up from the framework at the formulation stage. However, for the purpose of the current study the definition of strategy implementation by Fixsen, Naom, Blase, Friedman and Wallace (2005) on strategy implementation captures the view of practitioners of implementation as they view implementation as a specific set of activities designed to practice an activity or program of known dimension.

Pedersen (2008) in the study titled *Cracking the Code of Strategy Execution*, reached the same conclusion that most studies do not make a distinction between strategy

implementation or execution in their definitions and that both terms are used interchangeably as MacLennan, (2011) as well as Andersen (2011) alluded to previously. However, Pedersen (2008) illustrates an attempt by McGraw-Hill Online Learning Centre to make a clear distinction between the terms by defining them as follows: *“Strategy execution deals with the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed, and showing measurable progress in achieving the targeted results”*. Furthermore: *“Strategy implementation concerns the managerial exercise of putting a freshly chosen strategy into place”*. He concluded that even in this attempt by McGraw-Hill Online Learning Centre there is still no clear distinctiveness between the two terms.

Pedersen (2008) further comments that *“Though it seems that strategy execution and strategy implementation are two rather intertwining concepts, it is possible to make a somewhat clear distinction on the basis of the aforementioned definitions”*. He continues by suggesting that strategy implementation is more concerned with the actual conduct of carrying out the said strategy or strategic plan while strategy execution is concerned with coordination, translation, communication, allocation of resources of the chosen strategy as well as importantly, also carrying out the strategy itself.

Lastly, Pedersen (2008) concludes that execution is about making an organisation ready for implementation. Combe (2006) supports the notion of Pedersen (2008) by stating that strategic implementation is the practical measures taken to execute a strategic choice. According to Hrebiniak (2005) execution represents a disciplined process or a logical set of connected activities that enables an organisation to take a strategy and make it work. The importance of strategy implementation and execution does not diminish whether one

uses the above terms in isolation or interchangeably. However, for the purpose of the study, the terms implementation and execution will be used interchangeably.

2.8 The need for Strategy Implementation Models and Framework

In the case of strategy implementation there is a critical need for frameworks or models for both academia and practitioners because in the absence of a framework or model it essentially means that practitioners practically deal with issues related to implementation blindly. These, according to Kazmi (2008) are the obvious reasons for the above-stated need. In addition, strategy implementation involves complex tasks and practitioners need a roadmap which would help indicate what steps to follow, the sequence of the steps as well as why the said steps are important. Chihuri (2015) further corroborates Kazmi (2008)'s view by stating the following “frameworks and models provide criteria for what is relevant. They enable us to communicate efficiently and they challenge us to keep learning about our world or the field we operate in as the environment is ever changing”.

Thompson and Strickland (1995) opine that it is critical to have a unique approach for strategy implementation that is best suited for the context (external and internal) for strategy to be effective. For this study, the concept of strategy implementation approach shall be defined according to Tiemersma (2015) as a predefined procedure, steps or way to implement strategy. Before reviewing existing frameworks and models on strategy implementation, it is however imperative to make a distinction between the following three concepts: Theory, frameworks, and models in the general literature. Frameworks and models according to Tiemersma (2015) in implementation are described by some authors as approaches to strategy implementation.

Frankfort and Nachmias (1996) states that theory is explanatory as well as descriptive. In other, words, it can be described as a construct which has an almost unlimited scope and explains limited sets of phenomena and empirical generalisations of limited scope and application (Wacker, 1998). Whereas, models are descriptive with a more narrowly defined scope of explanation, however models are also described as theories as they typically involve a deliberate simplification of a phenomenon or specific aspect of a phenomenon and models do not need to be an accurate representation of reality to have value (Carpiano, 2006; Cairney, 2012).

2.8.1 Conceptual Models and Frameworks for Strategy Implementation

There are some commonly used models and frameworks available for researchers and practitioners in the areas of strategy analysis, formulation and implementation in strategic management such as Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, Porter's generic strategies, portfolio models (Okumus, 2003 & Wheelan and Hunger, 2012). By contrast, there is no agreed-upon and/or generally accepted and dominant framework in strategy implementation Siddique & Shadbolt (2016).

Hourani (2017) while reviewing literature that made significant contributions on conceptual models and frameworks (Approaches) identified eight (8) of the most important conceptual models or derivatives of approaches in strategy implementation currently in use by both academics and practitioners. These approaches (models and frameworks) according to Hourani (2017) can basically be categorised into two (2) groups. Factor oriented approach: the first category considered strategy implementation

as a sum of all individual factors that interplays, interacts, and integrates within strategy implementation.

As for the next grouping: Process oriented approach, focuses on strategic change, the need for strategic continuity, intentionality and rational structuring versus the emergence of strategy as well as issues of organisational buy-in, management leadership, provision of the required culture and strategy communication to the organisation (Dameron & Torset (2014), Li et al., 2008). According to Okumus (2003) both the approaches discussed are based on individual factors with clear inter- relationships amongst the various variables.

Table 2.1: Factor-oriented and Process approach

Category of Strategy Implementation Approach	Conceptual Model / Framework Components (Factors / Actions)	Authors / Researchers
Factor-oriented approaches	<ul style="list-style-type: none"> • Structure • Interpersonal-behavior • Strategic consensus, understanding, and strategy formulation quality • Commitment • Leadership, power structure • Communication systems • Culture, shared values • Resource allocation • HR, people development, empowerment and reward • Management mechanism and control systems • External factors PESTEL/ task environment (uncertainty, competitors) • Competitive advantage 	<p><i>Waterman and Phillips (1980), Hrebiniak (2005),(2006),(2013) . Hill et al (2007), Schaap (2006) Pryors et al (2007), Brenes et al (2008), Olson et al (2005), Olums (2004), Hill and Jones (2008), Aakar (1998), Brinkschroder N., (2014), Verweir (2014), Hrebiniak (2008) . (2013), Okums (2001), (2003), Siddique and shdbolt (2016).</i></p>
Process-oriented Approaches	<ul style="list-style-type: none"> • Strategy-as-practice (Strategizing), • Implementation process barriers / drivers • Strategy implementation as iterative process • Strategy-process 	<p><i>Pettigrew (1997), Whittington (2006), Jazabkowski et al (2007), Li et al (2008), Anderson (2004), Harrington (2006), Jazabkowski and Whittington (2008), Dameron and Torset (2014), Cardoso and Lavardo (2011), Da Costa et al (2015), Grand (2001), Hutzschenreuter and Kleindienst (2006)</i></p>

Source: Adopted from Hourani (2017)

2.9. Implementation Failure Rates

Literature on strategy implementation failure factors are varied, however these factors cannot be effectively addressed without looking into the statistics of the failures as well as the failure issues associated with strategy implementation in general. It must be further noted that the failure factors are the factors that were either not addressed at all or poorly addressed during the implementation process or the stage that led to failure of strategic

plans. The significance of the problem is illustrated by the statistical evidence below. A great number of researchers agree with the claim that between 50% to 80% of the effort/work that goes into a newly created strategic implementation plan fail or are never put into practice and/ or yield no results at all, thus organisations generally lose on average 60% of their performance during implementation. Additionally, 60 to 80% of organisational targets are not met. Ashkenas and Francis (2000), Beer and Nohria (2000), Raps (2004), Atkinson (2006), Kaplan and Norton (2008), Olivier and Schwella (2015). 80% of organisations according to Cater and Pucko (2008) have their desired strategies but only 14% of organisations implement their strategies successfully.

Only about 30% of strategic initiatives by organisations are successfully implemented (Davis, 2007). This, consequently, leads to businesses losing 40 to 60% of their strategic potential in the process of trying to implement strategic plans (Olivier and Schwella, 2018). Compounding this observation is the statistic that 95% of the employees surveyed do not understand their organisation's strategic plans (Kaplan & Norton, 2008). In response, some organisations put more resources into developing the tactical planning skills of employees, however with a minimal success rate of between 10% to 30% (Raps, 2004).

Childress (2013) elaborates on the above statistics by further indicating that in a study conducted by the reputable McKinsey & Co on 197 companies in the western world, 97% of the management of surveyed organisations opined that their organisation had the right "strategic vision", however only 30% of the group of managers indicated that their strategy had any success of note. Furthermore, the survey also illustrated that less than 5% of executives had spent time on strategy implementation.

2.9.1 Factors that impeded effective implementation of strategy

Verweire (2018) argues in the PM World journal, that during discussions with managers it was discovered that the root causes to unsuccessful strategy implementation were basically five.

- Too much focus on financials in strategy discussions.
- Functional strategies are no substitute for a business strategy.
- Strategy implementation is too fragmented.
- Managers communicate about strategy but forget to translate strategy into action.
- Strategy implementation requires leadership capabilities.

There are many factors that act as obstacles to effective strategy implementation according to Hourani (2017) in the Journal of Management Research, the American Management Association (AMA) in 2006 identified the top ten factors hindering effective implementation strategies by leaders of organizations and listed the hinderances according to their perceived impact in 2006. The AMA concluded further in their study that the listed factors impact or hinder strategy for at least a further decade. However, their impact will vary. The listed factors are ranked using a 5-point scale. 1: meaning very little impact and 5: meaning very strong impact.

Table 2.2: Top Ten Factors hindering strategic execution

Factors	2006	In ten year (2016)
Lack of adequate resource	3.18	3
Government regulations	3.09	3.17
Lack of follow-through	3.08	2.85
Competitive pressures	3.06	3.24
Inadquate communication and feedback	3.06	2.88
Lack of performance management links to outcomes	3.03	2.75
Culture not ready for change	3.02	2.74
Economic conditions are not favourable	3.01	3.33
Confusion over goals or expectations	2.99	2.78
Conflicting accountabilities	2.98	2.86

Source: adopted from Hourani, 2017

According to Vries (2014), literature on strategy implementation indicate that are 5 prominent barriers organizations face during implementation in general. While conducting, An Investigation of Strategy Implementation in a Namibian Local Authority Council Vries (2014), found and confirmed that there are at least 7 barriers to strategy implementation at the local authorities. Furthermore, the study also found that the barriers to strategy implementation according (respondents/participants) impact the strategy differently as some have a major impact, others have a moderate and the remainder minor impact in the case of CoW.

Major barriers at LAC.

- The incentives are not aligned to the overall strategy of the organization.
- The issue of political interference impedes strategy implementation.

Moderate barriers at LAC.

- The local authority is challenged with resource as well as the location of resources which are not aligned to the strategy of the organization.
- The local authority's strategy is not effectively communicated to the workforce.
- Leadership is not driving the strategy.
- The culture of the organization is not responsive to strategy implementation.

Minor Barriers at LAC

- The organizational design is to some extent responsive to strategy implementation.

Similarly, Olivier and Schwella (2018), found that barriers to successful implementation can be grouped in to 7 categories.

- Poor leadership.
- The strategic plan itself.
- Poor project management.
- Poor alignment of the strategy with the rest of the organization.
- Lack of a proper strategy execution or performance management system (PMS).
- Poor motivation.

- Poor engagement.

Furthermore, Shopati et al. (2018) identified 13 effective factors that hinder strategy implementation

- Non accepting organizational culture.
- Divergent organizational culture.
- An unclear and ambiguous strategy.
- Strategy not patient centered.
- Resource limitation.
- Ineffective operational arrangements.
- Lack of commitment of decision makers.
- Poor communication.
- Disharmony.
- Environmental uncertainty.
- Lack of clear leadership and guidance.
- Lack of inspirational leadership.
- Poor financial control and planning optimization.
- Poor project management skills.

The listed barriers are the most prominent as identified in the reviewed literature.

However, it must be noted other barriers do exist.

2.9.2 Implementation Failure Factors

Okumus (2003) summarised previous frameworks and models by several researchers on the subject of strategy implementation factors and deduced the following: There are important similarities between the proposed frameworks and their assumptions because they all refer to and/or suggest similar implementation factors and that those factors should be developed and implemented simultaneously. Li, Guohui and Eppler (2008) agrees with the above observation and further argues that most frameworks or models are just the same list of multiple factors that have been identified by various researchers that are categorized differently.

Although most of these frameworks and models have been conceptually developed, according to literature, not all of them were empirically tested (Pettigrew, 1987). Additionally, different terminologies have been used to name the implementation factors with terms such as tasks, variable while others have been referred to as components and others showing relationships amongst the factors (Alhilou, 2013).

Some researchers in their frameworks combine a number of elements under a single factor, whereas others refer to the combined factors as key factors. Other frameworks have identified different types of factors, and some have more individual factors than other frameworks or models, with different names given to similar factors depending on the preference of each researcher. Furthermore, Okumus (2003) concludes that some research outcomes are referred to as results. Lastly, the above researcher advises that all these frameworks or models with their individual elements should not be seen as definite

because each school of thought in strategic management has its own assumptions and suggestions.

Okumus (2003) further, notes that various researchers on strategy implementation did not subscribe to a particular framework or approach. Therefore, practitioner and scholar have a choice to use any framework or approach that suits their context. Pettigrew (1987) while conducting research at private organisations noted that most individual implementation factors mentioned by his peers can broadly categorised into content, context, and process.

Pettigrew (1987) believed that in order for academics or practitioners to address the questions of strategic change, transformation and implementation, all three categories proposed by the researcher should be considered together. In later years, Pettigrew (2012) critiqued his earlier work by stating that, there were two defects in the earlier framework namely: it failed to prove the relationship between content, context and process and there was a limited analysis on the process category. However, subsequent studies by Kalali et al. (2011); Sial et al. (2013) and Shopati et al. (2018) proved the inter relationship variable stated above.

In the early 1990s researchers such as Bryson and Bromiley (1993) observed that almost all of the previous studies in strategy implementation especially in the public sector that they reviewed cited the same individual strategy implementation failure factors. Also, that those factors could be categorised into three groups namely: context, process and outcomes. However, their study results could not statistically confirm the relationship between these groupings.

From the above analysis four groupings have emerged out the 11 most common individual implementation factors: strategic content, strategic context, process, and outcomes. As noted, earlier implementation as a concept has borrowed heavily from other disciplines, the 11-variable identified by previous scholars in their models were further improved and modified by Kalali et al. (2011) who added 5 more variables to become 16 and the researcher called them implementation dimensions. These dimensions according to Kalali et al. (2011) Sial et al. (2013) and Shopati et al. (2018) are hypothesised and found in some studies to have an influence on the outcome of strategic plan implementation. The first two categories are labelled content and context where the same as previous researchers' classification. However, in Kalali et al. (2011)'s model, the process and outcomes were replaced with operational and structural dimensions.

Kalali et al. (2011) identified the dimensions as content dimension, context dimension, operational dimension, and structural dimension. Shopati et al. (2018) adopted the above model and slightly modified it to suit in the Namibian public sector context by adding a service variable. The above researchers all statistically confirmed the relationship between the determinants of strategic failures in public institutions. However, the model by Shopati et al. (2018) revealed that the four failure factors can be further categorized into failure factors for strategic formulation and failure factors for strategy implementation. This finding presents a strength for the proposed model, compared to the models of both Kalali et al. (2011) & Sail et al. (2013).

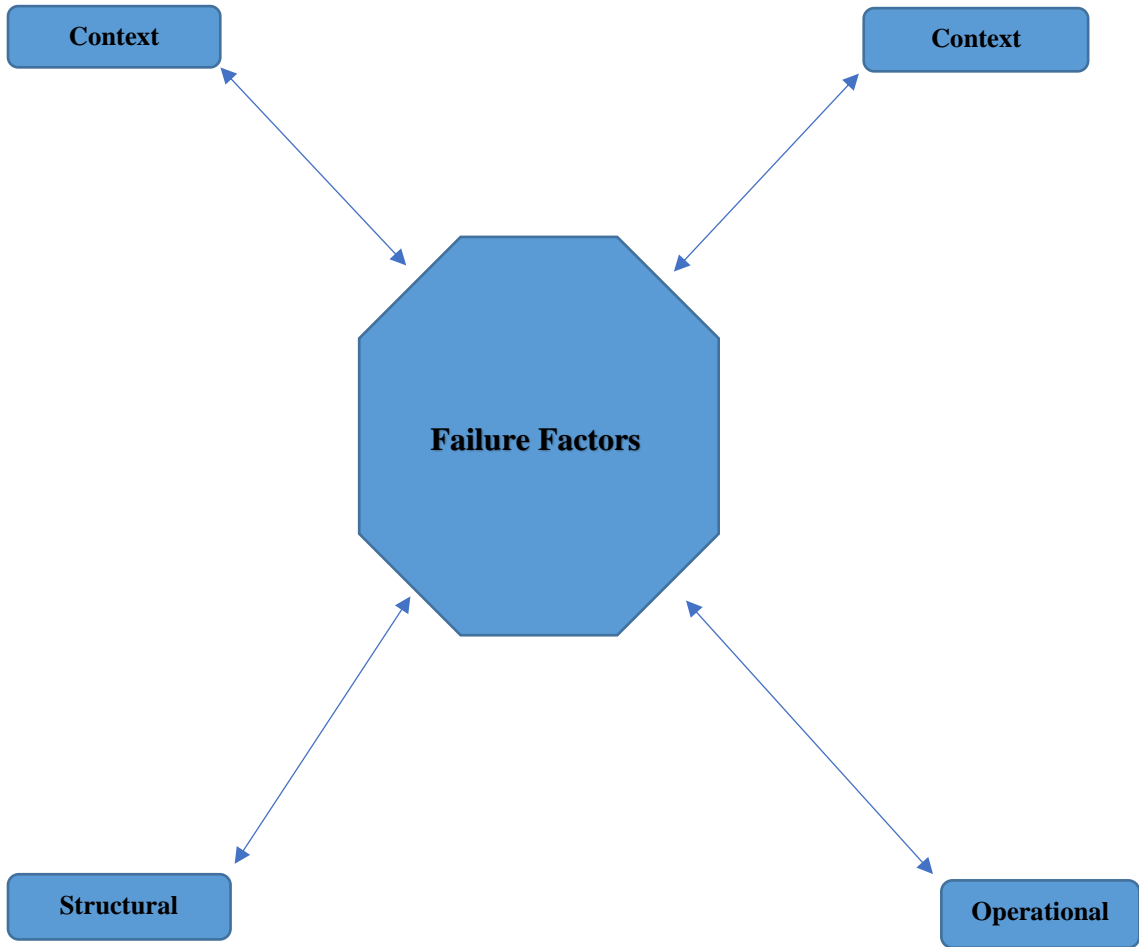


Figure 2.2: Failure Factors

Source: Researcher's Own Construct

2.9.3 Content of the Strategy

Content, context, process and outcomes are four determinants (dimensions) under which the concept of strategy has been researched traditionally. However, in strategy literature they are commonly researched individually although according to Fahey and Christensen (1986) these determinants are “intertwined and inseparable”. Scholars such as Pettigrew (1990), Huff, Neyer and Moslein (2010) are of the opinion that the content of strategy although being what strategy is about, has been neglected for too long and has not enjoyed the same prominence by both academics and practitioners as context, process and more recently outcomes of implementation. The above researchers, further state that it is not sensible to continue with the status quo of excluding or disregarding the content of strategy because strategy itself does not happen in a vacuum but within a context that involves content, process and by extension outcomes.

Fahey and Christensen (1986) are of the opinion that content of strategy incorporates three elements: the overall goals of the organisation, the scope of the strategy and finally the nature of the specific strategy of which together they become the strategic fit of the organisation. Strategy content is defined by Okumus (2001) as the “Why” of strategy (the overall direction of the organisation) as well as the “How” (creation of new strategies) of strategy implementation. Okumus (2001) places a greater emphasis on the creation of new initiatives whereas earlier researchers assumed content is just part of the implementation process “Why”. Maas (2010) is of the same view as the above researcher in that he opines that it is fundamental to incorporate strategic vision, strategic plan and implementation plan when dealing with the content of strategy if an organisation expects to make a success out of their strategic initiatives.

Kalali et al. (2011) defines content as a dimension that includes all the ingredients involved in strategy formulation. While conducting a study to identify obstacles to strategy implementation and the factors that are critical to promoting effective implementation, Shah (2005) concludes in his findings that the selection of a sound strategy was identified by respondents as the most important factor for successful strategy implementation. This view is shared by researchers such as Hrebiniak (2006) & Okumus (2003). From the literature, it is evident the important contribution of content in either the success or failure of a strategy.

Kalali et al. (2011) and Sial et al. (2013) empirically explored and confirmed the main factors that are the basis and causes of failure in the public sector in third world countries with one of those being content factors. Furthermore, Shopati et al. (2018) adopted and slightly modified the mode by Kalali et al. (2011) by adding an extra factor to the 16, identified by the researchers and empirically testing the failure factors in the Namibian public sector context. The study identified content as the second highest factor contribution to implementation failure in the public health sector in Namibia. However, Walker and Andrew (2013)'s study, a review of evidence in local government management and performance concluded that strategy content in both the United States (US) and Great Britain (GB) has only a moderate effect on performance in terms of strategic management in general.

To sum up, empirically the importance of content of strategy with regards to its impact to strategy implementation Moreira, Bilimória, Pedrosa, Pires, Cepa, de Deus Mestre, Ferreira & Serra (2015) opines that the chosen strategic content will determine the implementation process. Whereby employees within a context know the content of their

company strategy, what is expected of them and importantly how their actions feed into the overall strategy.

2.9.4 Context of the Strategy

Every strategy implementation is unique to its context (Olivier & Schwella, 2015). Therefore, academics as well as practitioners of strategic management should pay attention to two fundamental issues, the strategic dilemmas/challenges/failures as well as the power of context according to (Yusoff et al, 2003).

Context is one of the three dimensions used in the strategy implementation framework proposed by Pettigrew (1985) in a book titled “The Awakening Giant”. In the above publication the author argues that “strategy formation is a continuous process and is contextually based”, this is also true for strategy implementation because failure or success depends on the context within which strategy implementation is taking place. Meaning both strategy formulation and implementation factors, are organisation specific because both concepts are integrated within a process, whereby one concept cannot take place without the other.

Pettigrew (2012) believes that strategy is influenced by context. Furthermore, while reinforcing the importance of context to strategy. Pettigrew (2012) argues that ‘Generalisations are hard to sustain over time, they are even tougher to uphold across organisations and international and cultural borders. The above argument confirms that a specific context must be dealt with by organisation specific strategy. In the same vein, the researcher cautions that context is both an enabler and constraint which is contrary to

earlier views that saw context only as a barrier to implementation. Therefore, according to Maas (2008) the determination of strategic content and process is dependent on a set of circumstances within an organisation's context. The set of circumstances are formulation or execution, taking place within a context (Okumus, 2003).

According to Bhasin (2015) in order to make strategy work, it is important that both the development and execution be appropriate to the context of the firm carrying out the strategy implementation exercise. An important aspect of context is its environment which is made up of two components: the internal and external environment. These components enable an organisation to address some of the pressures from the environment. The variables that make up the external environment are governmental regulations, technological advances, and forces that shape marketplace competition.

The external context of an organisation consists of environmental uncertainties that happens within a business environment in terms of the degree of uncertainty and the changes in the task as well as in the general environment (Okumus, 2003). It also includes new strategic initiatives by an organisation. Therefore, according to Ivančić (2013) "strategic plans need to be flexible enough to allow the organisation to adapt to the changing environment". By contrast, the internal environment is composed of the degree of specialisation or work specificity required by exiting technology, level of organisational slack, and experience with previous change. The internal and external environment is critical in shaping change, in other words implementation.

2.9.5 Structural Factors

Structure of an organisation is an important variable during strategy implementation. However, structure simultaneously also poses challenges to the implementation of a strategy in an organisation, especially in relation to alignment or fit with strategy. The Ministry of Regional and Local Government, Housing and Rural Development in 2013 together with their technical partner the Commonwealth Secretariat identified institutional structures in the local authority's sector as an issue to be addressed in order to 'deliver desired results'. This shows that structural issues are not only synonymous with the private sector because of the market environment but also with public sector organisations.

Some scholars, according to Richards (2006) view goals and strategies as determinants of organizational structure. This observation must be understood in terms of the current debate as to which comes first strategy or structure with some scholars according to literature being of the view that structure follows strategy or vis versa. Khayota (2014) opines that strategy implementation literature has demonstrated a strong link between the formulation process, functioning and structure of an organisation as a determinant of success or failure of strategy implementation. However, Scholars are yet to conclusively and empirically link the relationship between strategy implementation and structure of the organisation especially how they affect each other or the fit between the two variables. Additionally, there are assumptions that the environment influences strategy implementation and by extension structure.

Peters (2003) believes that an organisation should consider other avenues beyond the traditional, of enhancing of strategy through an appropriate structure because the above researcher further, argues that there is no good or bad structure, but one that is appropriate to the chosen strategy, markets, internal policy, customers, culture, and people. He maintained that the purpose of examining organisational structure is to develop ways that the structure may be better suited to strategy.

2.9.6 Operational factors

Operational factors are in fact much more than just the problems that happen at the operational level, these factors are at the core of the concept of strategy implementation “The process”. Ehlers et al. (2007) and Pearce et al. (2005) argue that strategy implementation is moving from formulating the strategic plan to implementing through execution by translating (operationalizing) the strategic thought into actions. Mintzberg et al. (1999) believes that principally a strategic plan is made up of six stages, of which, stage number five strategy operationalization is very critical to the success or failure of any of the chosen strategy, because during this stage the overall strategy needs to be broken down into programs, activities and action plans.

Furthermore, the researchers caution that the implementation process creates its own issues. Generally, there is a common view on strategy implementation that it is a relatively straightforward operationalization (Translating strategy) of a clearly articulated strategic plan (Maas, 2008). However, the operationalization of the operational factors is one of the core issues that has been identified as a hindrance to strategy implementation in the public sector by Shopati et al. (2018), Sail et al. (2013) & Kalali et al. (2011). Operational factors are made up of individual operational factors

which together are the building blocks that are used as a bridge between strategic content (formulation) and implementation by translating the goals of the new strategy into specific actionable steps through operationalisation (Speculand, 2009).

Clearly there needs to be a process for implementation of the strategy for it to be effective, because according to Maas (2008) operationalization is an incremental process that in fact starts during formulation not after as widely believed. Proctor (2013) supports the above views and further states that when determinants (factors) are defined operationally, they enable practitioner, academics and other stakeholders to compare and evaluate whether their decisions with regards to implementation were suitable for the stated purpose.

Merkus, Willems and Veenswijk (2019) are of the opinion that the ‘how’ of strategy implementation is never really addressed thus remaining a black box of strategy studies as researchers and practitioners “regard implementation as a dependent variable not as a process with its own dynamics”. Aaltonen and Ikavalko (2005) claim that there is a methodical (process) gap between what is on paper (content) and implementation in practice, the how to implement. In essence the how to implement strategy is about addressing the issue that arises at the operational level of an organization (Kalali et al., 2011 & Sail et al., 2013). The implementation process (how to implement) is within the broader subject of strategy implementation, that is basically about operationalization of formulated and chosen strategy using operational factors or variables.

Echoing, the above researcher, Simba, Kamwela, Mpembeni and Msamanga (2008) reasons that because formulated strategies are still basically in an abstract form, after

formulation, it is imperative to develop operational plans, tactics and daily activities to enable effective implementation. Wolniak (2020) points out the existence of and a lack of a clear understanding of the role of operations in service organizations both theoretically and practically, by academics and practitioners is due to the factors such as a service been intangible. Therefore, according to Hrebiniak and Joyce (2006) the implementation process needs to be useful, and its usefulness is determined by factors or variables that make up the model. Mittal et al. (2008) support the above view and further states that, in addition to the logic of the models “usefulness should be expressed in terms of operational and concrete actions that are tangible and verifiable”.

Hrebiniak and Joyce (2006) suggest that an implementation model or process is about integrating different managerial perspectives and theoretical viewpoints that have been created through different processes. However, in practice, the variables of both processes have to be combined for a chosen strategy to be successful. Within the above context, Kaplan and Norton (2008) opine that strategy implementation links strategy to operations through different variables or operational factors. Furthermore, it is imperative for organizations that are strategically oriented or focused to combine the four perspectives which are finance, customer, and internal business perspective and learning with the five principles of a strategy-focused organization. The five principles are to translate the strategy into operational terms, Align the organisation to the strategy, make strategy everyone's everyday job, make strategy a continual process, mobilize change through executive leadership with emphasis on translating the strategy to operational terms. Okumus (2003) views processes in general as organizational processes that are necessary

for the operationalisation of the strategy by strategic initiatives, operational planning and resource allocation.

2.10 Summary

This chapter discussed literature that was relevant for the study, such as the concept of strategy in both the public and private sector. Furthermore, the theoretical framework and perspectives were dealt with together with a comparison between implementation and execution. Additionally, this chapter also discussed the conceptual models and framework, failure rate and finally, ended with implementation failure factors.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology adopted to explore and confirm factors contributing to strategy implementation failure at CoW. Also explained is the research design adopted as well as reasons for choosing the specific design. Furthermore, the population under study as well as the sample size, sampling techniques applied in selecting the sample are described. Additionally, also discussed in this chapter are the data collection procedures and the approach to data analysis, the ethical considerations and validity and reliability issues that validate the reliability of data generated and presented.

3.2 Research Design

Research design is a blueprint for collecting and utilizing data so that desired information can be obtained with sufficient precision. Thus, this study employed descriptive survey design. The adopted quantitative approach involved the use of structured questions where the response options were predetermined. The researcher preferred this approach because it is more objective, it helps in achieving high levels of reliability and a higher degree of objectivity (Gall, Borg & Gall, 1996).

The descriptive research is more relevant to the topic of this research study as it focuses on describing the situation of the strategic plan implementation failures at the City of

Windhoek. According to Best (1993) descriptive research seeks to establish factors associated with certain occurrences, outcomes, conditions or types of behaviour. Yin (2003) argues that descriptive studies are structured to examine several logical units or sub-units of analysis within an organisation, especially when the intent of the study is in essence to have a deeper examination of the context in which it is taking place.

Morris (1991) have recognized the importance of research design by postulating that research design must be able to answer the following questions ‘Why?’, ‘What?’ and ‘How?’ of any research problem. A quantitative approach was considered more appropriate to determine the extent of the problem, issue or phenomenon by quantifying the variability and by extension according to Ngonjo (2013), to enabled the generalisation of the findings of the study to a larger population, such as the local authority sector.

In using the quantitative approach, the research sought to provide a description of the observed situation, as well as the historical enumeration of events, and an account of different opinions that different people have about the factors contributing to the failure of strategic plan implementation at the City of Windhoek. Kerlinger (1969) points out that descriptive studies are not only restricted to fact finding but may often result in the formulation of important principles of knowledge and solutions to significant problems.

3.3 Population and Sampling Design

3.3.1 Population

Blanche, Durrheim and Painter (2006) posit that the population selected should be that to which the research question applies. Therefore, the study population consisted of 400 staff members that were responsible in one way or another in the implementation of the strategic plan 2011-2016. The implementers were composed of divisional managers, section heads and supervisors (foremen) who had been continuously employed on a fulltime basis by the City of Windhoek for the period of 2011-2016.

Furthermore, when deciding on the population of interest, the researcher took into account the advice of Fox, Bayat and Ferriera (2006) stating that it must be clearly indicated by the researcher that the population is finite or infinite. In this case, the study population was clearly identified as divisional managers, section heads and supervisors in order to generalize the conclusion of the study by the researcher as per advice of Ritchie & Lewis (2003).

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

To accurately capture the perceptions of the unit of study on the strategy implementation plan failure at the CoW, questionnaires were distributed amongst managers, section heads and supervisors (foreman) that were continuously employed during the strategy implementation period of 2011 to 2016 which constituted the complete list from a defined target population as defined by Saunders, Lewis & Thornhill (2012).

Furthermore, the unit of study (participants) were best placed to provide a historical account of strategy implementation at the organisation. Thus, study participants were mostly composed of lower-level managers of the organization because according to Mwijuma (2013) senior managers are responsible for translating the strategy once formulated, whereas junior managers and the general staff are the implementers of the said strategy.

3.3.2.2 Sampling Technique

For this study, a proportional stratified random sample was appropriate to obtain data from each stratum taking into consideration the structure of the City of Windhoek. Welman, Kruger, Mitchell and Huysamen (2005) stated that purposive probability sampling enables each member of the population to have the same chance of being included in the sample.

Saunders, Lewis and Thornhill (2012) assert that sampling provides a variety of techniques that enable a researcher to reduce the data that maybe required to be collected by examining only data from a subgroup rather than the whole population. The primary consideration in purposive sampling is the judgment of the researcher as to who can provide the best information to achieve the objectives of the study. The participants from each stratum were selected using random sampling.

3.3.2.3 Sample Size

According to Saunders, Lewis and Thornhill (2012) some research questions require sample data to generalise all the cases from which a sample has been selected. Since it is

not always possible or practical to make an observation or gather data about an entire population of interest, there is need for a sample that is representative of the population. Wegner (2001) recommends that the size of the sample should be determined by adequacy and resource considerations. For the determination of the sample size, the researcher used the **Epi Info Stat Calc Sample Size calculation** function with the following parameters:

Population size: 400

Expected frequency: 50 %.

Confidence limits: 5 %.

Design effect: 1.0

Facilities: 1

Confidence level: 99%.

The population of section heads and supervisors (Foreman) were greater than that of the management cadre because literature reviewed thus far indicates that research into strategy execution (implementation) has ignored non-managerial staff. Therefore, 90 percent of the sample will be for section heads and supervisors (Foreman) and the remaining 10 percent will be from divisional management. Thus, the sample size of the study is 200.

Table 3.1 Population, Ratio and Sample size

Level	Population	Ratio	Sample size
Divisional Managers	50	10%	5
Section Heads	100	20%	20
Supervisors (Foreman)	250	70%	175
Total	400	100%	200

3.4 Research Instruments

According to Saunders, Lewis and Thornhill (2012) a questionnaire is a general term including all data collection techniques in which a person is asked to respond to the same set of questions in a predetermined order. Data collection can be done using various instruments according to Kajornboom (2005). In this case a questionnaire was used as the data collection tool for this study to gather a broad spectrum of information from participants.

Kobus (2013) outlines that, questionnaires are the most commonly used data collection instrument. There is a general presumption amongst researchers that they are cheaper, relatively easy to administer and in the process of administration, the researcher can immediately assist with issues in the questionnaire which are not clear to the participants. This view is further re-inforced by Fox and Bayat (2006) indicating that this method has an advantage of producing unbiased questions as well as responses.

3.4.1 Questionnaire

The kind of questions used in the questionnaire were structured and closed ended questions. The closed ended questions are easier to analyse than the unstructured or open-ended questions (Alashloo, Castka & Sharp, 2005). Close-ended questions are easy to standardize, and data gathered makes for easier statistical analysis using SPSS. While developing the research instrument. As part of the review of literature the study adopted and customized the (17) effective factors on the failure of strategic decisions in the health service sector identified by Shopati et al. (2018). these, consisted of nine (9) positive and nine (9) negative questions, including one (1) neutral question.

According to Hyman et al. (2006) certain advantages can be derived from adopting research instruments such as questionnaires having been already tested before and also preventing the need to re-invent the wheel. However, they caution that there is a potential result of low data quality if measures are unreliable. However, if the adopted instruments are an accurate measure of the concept of interest, the degree of validity should possibly be high, therefore, possibly enhancing the quality of the obtained data. Finally, the questionnaire was composed of statements (Items) on a five-point Likert-Scale, of which participants had to choose between the following: *strongly agree, agree, neutral, strongly disagree and disagree.*

3.5 Data Collection Procedure

The researcher wrote a letter to the chief executive officer of the City of Windhoek introducing the research topic with a brief explanation outlining the rationale for the

study - See **Appendix A** and to specifically ask for permission to conduct the study and thereafter to collect data from the identified participants as per company policies and procedures - See **Appendix B**. Letter requesting access to document was written to the executive for strategy and performance management - See **Appendix C**. Primary data was used to collect data from the participants while secondary data was sourced from annual plans of the City of Windhoek for the period 2011-2016, books, journals and the internet.

The participants for this study were identified from a long list of current employees (management and general staff) and were kindly requested to consider participating in the study. The participants were randomly selected based on the knowledge of the researcher as well as his inside knowledge of the organisation. However, the researcher strived to be objective at all material times, while conducting the study and made efforts to avoid biasness as advised by Blanche, Durrheim & Painter (2006).

Shopati et al. (2018) summed up the importance of administering the research instrument as follows “questionnaire administration has important implications for research methodology, the validity of the results of research and for the soundness of recommendations developed from evidence using questionnaire-based research”. Participants were assured that the information collected was used strictly for the study and it would be kept confidential. Questionnaires were handed to individual participants by the researcher at their workstations during working hours as it was also to assist in clarifying some issues that might be raised by participants, while also ensuring the questionnaires were completed in full as well as achieving high rate of return. The

questionnaires handed were collected personally by the researcher after the agreed time between each participant and the researcher.

3.6 Data Analysis

Gall, Gall and Borg (2007) states “quantitative research starts with a theory and then data is collected based on the theory, followed by the descriptive or inferential statistical method”. Completed questionnaires were collected for analysis, whereby the data was summarized into figures and tables. Cooper and Emory (1995) describe the methodology of how data should be analysed after collection by noting that data analyses is a process of reducing accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. The data was transferred directly from the completed questionnaires to the prepared Statistical Package of the Social Science version 23 computer database matching the format used for the questionnaires.

Data entry was combined with validation whereby range, structure, and consistency checks were pre-programmed to ease the detection and immediate correction of errors. Incomplete questionnaires and those with gross errors that could not be resolved were rejected. The study used the Statistical Package of the Social Science AMOS Version 23 to analysis, validate and generate descriptive statistics according to the identified study objectives: that were to identify factors contributing to the strategic plan implementation failure at Namibian Local authority councils in particular the City of Windhoek and to determine the significant proportion of each said factor contribution to the strategic plan implementation failure at City of Windhoek.

3.7 Validity and Reliability

3.7.1 Validity

The foundation of a good research is the trustworthiness (reliability and validity) of the data used to make decisions. Otherwise, according to Mohajan (2017) a good decision cannot be made. Validity of research is an extent at which requirements of scientific research method have been followed during the process of generating research findings, thus it is a compulsory requirement for all types of studies Mohajan (2017). In this study face validity and content validity were determined, while criterion validity was not applied to the current study.

To establish face validity, the questionnaire was be submitted to the supervisor for assessment and this ensured that the questions actually assessed the test characteristics identified by the researcher. Additionally, researcher adopted the questionnaire from previous published studies by (Kalali et al., 2011, Sial et al., 2013 & Shopati et al, 2018). To establish, content validity, the questionnaire was aligned to research objectives and each question on the questionnaire is corresponding to literature Saunders et al. (2009). There are major sources of research errors that can derive from the careless of the researcher, the subjects participating in the study, the social context, and the methods of data collection and analysis advise Lillis & North (2006). On the other hand in terms of internal validity, it is to see if the multiple-question Likert scale for this study is reliable.

3.7.2 Reliability

Reliability remains a key characteristic of quality. However, it is not sufficient to ensure quality of the research, it should be combined with validity Saunders et al. (2012). In this study the Cronbach's α test was used to test for reliability which is the most commonly used measure for internal consistency. Nevertheless, there's no standard rule for internal consistency, but most researchers agree on the minimum score or the internal consistency coefficient of 0.7 or higher be an acceptable reliability Pallant (2010).

When using the Likert scales, according to Robinson (2009) the most fitting measure for reliability is the Cronbach's α coefficient. Reliability is ensured through maintaining a fit between what the researcher records as data and what actually happens in the natural setting which is being researched. Thus, this study will only prove reliable if other researchers derive the same findings and conclusion on the same data Zikmund and Babin (2010). In other words, it should be repeatable.

Table 3.2: Coefficient alpha guideline

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: <https://www.statisticshowto.datasciencecentral.com/cronbachs-alpha-spss/>

Before the questionnaire was distributed it was tested for reliability using the Cronbach's Alpha model. Table 3.2 above illustrates the result of the test. The Cronbach's Alpha approach was used to test the reliability of the test factors namely content, context,

structure and operational. “Cronbach’s alpha, α (or coefficient alpha), developed by Lee Cronbach in 1951, measure’s reliability, or [internal consistency](#). “[Reliability](#)” is how well a test measure’s what it should” (Lee Cronbach, 1951).

According to table 3.1, above both standardized and unstandardized alpha statistics for factor 1(Content) and 2 (Structure) are greater than 0.70 and with reference to the thumb of rule in table, 3 above the alphas fall between 0.8 and 0.7 category and this means that the items are jointly and correctly measuring their respective factor and I can say with confidence that for factor 1 and 2 are acceptable. As for Factor 2 (Operational) and 3 (Context) however, shows that their alphas statistics fall between 0.7 and 0.6 which implies that their items groupings in terms of these factor’s internal consistency are questionable and that calls for further empirical review. Table 2 below represent the results for the descriptive analysis.

3.8 Exploratory Factor Analysis

The IFF research instrument contained 17 items adopted from Shopati et al. (2018) with each item been rated on a 5-point Likert scale as SA= Strongly Agree, A= Agree, N=Neutral, SD=Strongly Disagree, Disagree. The original questionnaire is found at the **appendix D**. Kim, Ku, Jae-Park and Bae-pack (2016) points out that generally a 5-point Likert scale is acceptable as a research instrument. Although the adopted research instrument was already tested at other public institutions by Shopati et al. (2018), the researcher still deemed it necessary to retest the instrument for Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity for this study due to it

(Instrument) being used to study a public organization in a different sector. All the necessary conditions were met as per the results of the current and referenced study.

Table 3.3: KMO and Bartlett's Test (Test Factorial analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.61
Bartlett's Test of Sphericity	P<.05
Approx. Chi-Square	510.9
Df	136
Sig.	0.000

Table 3.3 above illustrates the result of the KMO and the Bartlett test. The Kaiser-Meyer Olkin that measure of sampling adequacy for the current study was equal to 0.61 which was greater than 0.60 the minimum threshold for testing sample adequacy, while the Bartlett’s Test of Sphericity was P<.05. Suggesting the sample was factorable. With all the above it was appropriate to conduct the Principal Axis Factor and Exploratory Factor Analysis for the current study.

3.9 Research Ethics

The purpose of the study as well as their right of refusal to participate as it has been noted by De Vos et al (2011) was first explained to participants; that is an ethical right that the researcher must always respect. Therefore, only after their consent was given, did, they partake in the current study. The researcher strived for honesty, confidentiality and anonymity. Since this study took place in a setting that the researcher was familiar with due to the fact that researcher is an employee of the organization and has a working

relationship with the participants, Kumar (2011) notes that anonymity is of great importance in studies where employees are being asked to make statements about their working conditions, which was the case in this study.

This study, therefore omitted the names of participants and assurance was given to the participants in the covering letter attached to each questionnaire that their names would not be associated with the outcome of the study as well as acknowledge of authors whose work is reflected in the research paper. The data is locked away in a safe, where the researcher will be the only one with access to it. The data will be disposed of after 5 years as per the UNAM policy of 2014 by shredding and burning.

3.10 Summary

Chapter 3 outlined some of the fundamental methodological issues on the study that was conducted. These included the research design, population and sampling design which consisted of sampling framework, sampling technique. Furthermore, the research instrument made of the questionnaire, data collection procedure, validity and reliability, exploratory factor analysis and research ethics were covered.

CHAPTER FOUR

4. DATA PRESENTATION, INTERPRETATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter presents the data presentation, descriptive statistical and exploratory factor analysis as well as the discussion of the conclusions. The findings were compared to those of prior studies presented in Chapter 2. Explanations of outcomes between the results of this study and previous literature were deliberated on.

4.2 Data Presentation

Table. 4.1 below, illustrates the analysis of the completed questionnaires by the respondents which were the Divisional Managers, Section Heads, and Supervisors (foreman) of the study in the form of a table. The sample target of respondents was 200 (N=200). With regards to the sample literature, it advises that sample size of between 100 to 200 respondents was large enough to test the statistical significance of skewness and kurtosis in order to measure their distribution. The sample size for this study was therefore appropriate according to Field (2009), Mugenda and Mugenda (2003). The questionnaires were distributed according to the units of study. In total 188 (N=188) questionnaires were returned presenting (94%). Those not turned were (12) which constituted (.06%). Six (6) of the returned questionnaires representing (.03%) were rejected due to them being incomplete. Attempts were made at various interval to obtain the outstanding questionnaires from respondents. However, the responses were not forthcoming.

4.3 Descriptive Statistical Analysis for Implementation Failure Factor for CoW

Table 4.1 below illustrates the descriptive statistics of the factors that made up the Strategic Plan Implementation Failure Factors (IBP 2011-2016) at the City of Windhoek, whereby on each statement item in the instrument, the respondents had five options to choose from according to their perception. Furthermore, the questionnaire consisted of the mean, standard deviation, skewness and kurtosis. The questionnaire items were arranged in descending order of the highest mean ($M=3.5$) and standard deviation of 0.8 with a slight skewness to the right (-0.8) inferring that a slight majority strongly disagree with IFF16 statement.

Item number (IFF16), that *before implementation this strategic plan, duties, and nature of assignments of each manager must be clearly defined*. Whereas, for statement item number (IFF12) with the lowest mean value of ($M=3.1$), standard deviation of 1.2 with a slight skewness to right (-0.2) at the bottom, inferring that majority respondents strongly agree with statement that *the structure of the City of the Windhoek may become a barrier in implementation the strategic plan*. It is evident from the results on Table 4.1, that the respondents agree that the identified failure factors have hindered the success of the strategic plan 2011-2016 at the City of Windhoek. Field (2009) argues that when using large data such as in the present case it is imperative to test the statistical significance of skewness and kurtosis of the data set in order to assess the distribution. This result indicates that all items assessed are normally distributed based on the degree of skewness and kurtosis which for both are less than one as advised by the above researcher. The above, thus validates the variation in the responses.

Table 4.1: Descriptive Items Statistics for the Implementation Failure Factor**(N=200)**

Items	N	Mean	Std. Deviation	Skewness	Kurtosis
Before implementation this strategic plan, duties, and nature of assignments of each manager must be clearly defined (QFF16)	181	3.5	0.8	-0.8	0.7
Limited resources cause not to implement or accomplish strategic plan. (IFF1)	180	3.4	1.0	-1.1	0.6
The people who are assigned to execute the strategic plan must have education and expertise in strategic plan modelling (QFF7)	182	3.4	0.8	-0.8	0.5
Lack of leadership or instructions of leadership cause failure of the strategic plan implementation (QFF8)	175	3.4	0.8	-0.4	0.2
The Executive of organization may help you in implementation of the strategic plan (QFF9)	179	3.4	0.9	-0.5	0.4
The managers must adopt strict attitude to implement the strategic plan once developed (QFF15)	178	3.4	0.9	-0.7	0.5
Client's satisfaction rating on services rendered by the local authority shall be the critical determinant factor for the success/failure of strategic plan implementation (QFF17)	182	3.4	0.9	-0.9	0.2
The difference of opinion among you and your higher management in the way of objective affects performance of City of the Windhoek (QFF4)	180	3.3	0.9	-0.7	0.4
The people who execute the plan may agree to another plan (QFF6)	181	3.3	0.1	-0.2	-0.2
Whatever the strategic plan is, it must be prepared in accordance to information of the objectives (QFF13)	177	3.3	1.0	-0.4	0.0
The strategic plan must be prepared in accordance to the system of an organization (QFF14)	183	3.3	0.9	-0.3	-0.2
The City of Windhoek can't implement strategic plan because it is a local authority (IFF2)	179	3.2	1.3	-0.4	-0.9
Strategic plans implementation failed due to deficient communication system of the organization (QFF3)	179	3.2	1.0	-0.5	-0.4
New problems may occur while implementing the strategic plan (QFF5)	181	3.2	0.9	-0.2	-0.1
Before implementation of the strategic plan all material or important information is necessary (QFF10)	179	3.2	0.1	-0.3	-0.3
After completion of the strategic plan formulation, opinion of the operational staff must be obtained for its rejection or acceptance before its implementation (QFF11)	181	3.2	0.1	-0.3	-0.5
The structure of the City of the Windhoek may become a barrier in implementation the strategic plan (QFF12)	182	3.1	1.2	-0.2	-0.9

4.4 Exploratory Factor Analysis (EFA) result for IFF at CoW

The key tenet of data analysis in research especially in social science is to use Exploratory Factor Analysis (EFA) to guarantee that the items used to measure the concepts under study are indeed measuring the intended concept Hidayat, Zamri & Zulnaldi (2018). Richard (2006) advice to use EFA determine the suitability of same size, reduction of sample size as well as organize the data set into related factors.

Using both Principal Axis Factor (PAF) and Exploratory Factor Analysis (EFA) enabled the researcher to extract and rotate the underlying factors of IFF for the current study. It, thus, assisted the researcher to obtain the eigenvalue of each factor as well as the number factors derive from the date set. Additionally, Richard (2006) posits that for a factor to be categorized as such, the value of the eigenvalue “must” to be greater than 1. Also, MacCallum, Widaman, Zhang, and Hong (1999), suggest that to ensure reliability of the items extracted from the data set there must be “communality” in the value of each item tested and the value should be within the range of < 0.30 .

Field (2009) supports the above view, by stating that “the most preferable loading value for each (statement) item must exceed 0.30 and that items with loading value which are less than 0.30 should be excluded from analysis”. Table 4 below, shows all the derived factors with all their item loadings. The current study adopted the same approach as in Shopati et al. (2018) by using the same failure factors items and adopting them to suite the local authority sector in particular the City of Windhoek, since the setting of the previous study was at three public health institutions which was different sector. However, this approach still made Shopati et al. (2018) model relevant for the current

study. Additionally, the decision by the researcher to use the PAF and EFA for extraction, rotation and retention factors in data set with regards to the strategic plan IFF at the City of Windhoek. Is reinforced by literature on EFA whereby according to Hidayat et al. (2018) opine that researcher can use the EFA method even if they were aware of the simple structure and want to confirm or explore factors as in the case of the current study, in which the researcher explored and confirmed strategic plan implementation failure factors at a public institution in Namibia.

Reference is hereby made to previous studies by Shopati et al. (2018), Sial et al. (2013) that adopted and modified the model of Kalali et al. (2011) that used the same method. The 17 Likert scale item statement from the strategy failure implementation survey questionnaire were evaluated using Principal Axis Factor (PAF) with a Varimax (orthogonal) rotation on the data gathered from 183 respondents. Furthermore, SPSS AMOS version 23 was used to terminate the extraction. The set data was tested several times to produce 5 or 6 factors with an eigenvalue greater than 1.0, but all to no avail, it could only yield four (4) factors. As a result, the analysis only produced a four-factor solution with a simple structure for the strategy implementation failure factors of the City of Windhoek. The orthogonal rotation of the solution is shown on Table 4.1 Generally, the four implementation failure factors extracted for the current study were consistent with comparative studies done in developing countries and public sector organizations in Iran and Pakistan as well as by Shopati et al. (2018) in Namibia in terms of the produced factors after testing and retesting of items to at least extract 6 factors.

The above conformed to the best practice for exploratory factors analysis on Exploring and Confirming Strategic Plan Implementation Failure Factors at the City of Windhoek

Local Authority council according to Sakaluk & Short (2017). However, there was an inconstancy with literature on the loaded item statement. Table 4.2. presents result of the Exploratory Factor Analysis on the IFF.

Also, table 4.1 illustrates the result of 17 implementation failure factor items grouped after extraction into content, structure, operational and context with all their individual item statement loadings that were tested and analysed for the current study. Of the total number of items tested and analysed only 14 item statements were confirmed as individual items that contributed to the strategic plan implementation failure at the City of Windhoek, while three items did not meet requirements. It is worth mentioning that items number IFF5 (-0.043) *New problems may occur while implementing the strategic plan*, IFF6, (0.085) *The people who execute the plan may agree to another plan*) and IFF7, (0.94) *The people who execute the plan may agree to another plan*, were the item statement that did not meet the minimum threshold of item loading being greater than 0.30. As such they were not included in the final analysis.

Table 4.2. The results of the Exploratory Factor Analysis on the IFF (N=200)

Item	Factor			
	Content	Structure	Operational	Context
The managers must adopt strict attitude to implement the strategic plan once developed (QFF15).	0.859			
The strategic plan must be prepared in accordance to the system of an organization (QFF14).	0.643			
Before implementation of this strategic plan, duties and nature of assignments of each manager must be clearly defined (QFF16).	0.483			
Client's satisfaction rating on services rendered by the local authority shall be the critical determinant factor for the success/failure of strategic plan implementation (QFF17).	0.469			
The City of Windhoek can't implement strategic plan because it is a local authority (QFF2).		0.685		
Strategic plans implementation failed due to deficient communication system of the organization (QFF3).		0.612		
Limited resources cause not to implement or accomplish strategic plan. (QFF1).		0.534		
The difference of opinion among you and your higher management in the way of objective affects performance of City of the Windhoek (QFF4).		0.508		
Whatever the strategic plan is, it must be prepared in accordance to information of the objectives (QFF13).			0.639	
The structure of the City of the Windhoek may become a barrier in implementation the strategic plan (QFF12).			0.632	
After completion of the strategic plan formulation, opinion of the operational staff must be obtained for its rejection or acceptance before its implementation (QFF11).				0.493
Lack of leadership or instructions of leadership cause failure of the strategic plan implementation (QFF8).				0.463
Before implementation of the strategic plan all material or important information is necessary (QFF10).				0.368
The Executive of organization may help you in implementation of the strategic plan (QFF9).				0.341
Eigenvalues	2.854	1.940	1.751	1.343
Percentage of total variance	16.789	11.415	10.298	7.899
Cumulative %	16.789	28.203	38.501	46.401
Number of test measures	4	4	2	4

The analysis of results revealed inconsistencies between the current study and that of Shopati et al. (2018) as both studies were conducted at Namibian public institutions also, between the above studies and those of Sail et al. (2013) and Kalali et al. (2011) on the loaded items and those that did not meet the minimum requirement ($<.30$). Whereas, both Kalali et al. (2011), Sail et al. (2013) tested 16 items. All identified implementation failures items by the above researcher's met the minimum threshold of < 0.30 item loading. Shopati et al. (2018) adopted the 16-item model that were identified by the above researchers for public institutions in both Iran and Pakistan. Added an item "*Client`s satisfaction rating on services rendered by the hospital shall be the critical determinant factor for the success of the strategic plan implementation (IFF17)*" in order to suite the Namibian context, thereby making the implementation failure factor model consisting of items 17.

However, in Shopati et al. (2018) only 13 items were identified and confirmed after testing and analysis, as having obtained the minimum requirement greater than 0.30 factor item loading, as failure factors items that contributed to strategic plan implementation failure at the three Namibian public health institutions Katutura Intermediate State Hospital (KISH), Oshakati Intermediate State Hospital (OISH) and the Rundu Intermediate State Hospital (RISH). The 4-item statements that were excluded in Shopati et al. (2018)'s study was: IFF13 *whatever the strategic plan is, it must be prepared in accordance to information of the organisational objectives.* IFF15 *The managers must adopt strict attitudes to implement the strategic plan once developed.* IFF12 *The structure of the hospital may become a barrier in implementing the strategic*

plan. IFF 10 Before implementation of the strategic plan, all materials or important information about the strategy need to be in place.

There was no commonality and consistency between the excluded individual items of both studies conducted in Namibia. Perhaps the inconsistencies of the excluded item statements between the two studies were because context and content (strategic plan) of both organizations was different. The above factors are summed up in De Wit and Meyer (2004) as dimensions (factors) of strategy that are common in any strategic situation which each factor distinguishable from the organizational strategy. Therefore, they should be interpreted together by strategists for improved understanding.

Moreover, the outcome was consistent with the determinant model of Shopati et al. (2018), Sial et al. (2013) and Kalali et al. (2011) in terms of the identified four determinants (factors), as illustrated on, Table 4. Additionally, there was also an inconstancy between the current study in terms of the factor loadings with regards to the referenced researchers above. Also, these factors affect strategy at different stages according to Shopati et al. 2018, where structure and context are at formulation stages as for content of the strategy and operational factors have greatest impact strategy at the implementation stage. This view is supported, by an earlier observation by Hit et al. (2006), stating that implementation is a determinant of success or failure that is deeply connected to the formulation process (content) and the functioning and structure of any organization.

4.5 Discussion of Results

The results in table 4.2, indicate that the majority of respondents agree that the identified factors content, structure, operational and context respectively had an impact on the implementation failure of the strategic plan at CoW. Also, the standard deviation for the study indicates that the responses vary slightly. The study's outcomes indicate that the content factor was the implementation failure factor at CoW with the most influence from the extracted factors for the current study with (16.789%) of the total percentage variance of the data set with an eigenvalue of (2.854%) consisting of four items with loading ranging from (0.469 to 0.859).

Additionally, four items namely: IFF15, IFF14, IFF16 and IFF17 respectively, loaded onto content factor which implies they are related. This outcome was consistent with reviewed literature on content of a strategy as having the most impact on the success or failure of a strategic plan in an organization as researchers such as (Fahey and Christensen,1986; Pettigrew, 1990; Okumus, 2001 and 2003; Shah, 2005; Hrebiniak, 2006; Maas, 2010; Kalali et al., 2011; Sial et al., 2013; Moreira et al., 2015 & Shopati et al., 2018) have argued.

Context was the most influential factor for Shopati et al. (2018) with the total percentage of variance (22.825%) and eigenvalue of (3.88%) with items loading ranging from (0.476 to 0.632). The items that loaded on Shopati et al. (2018), were IFF4, IFF3, IFF6, IFF5 and IFF8 respectively. As for the study by Sial et al. (2013), the result for the implementation failure factors were content as the most influential factor with (10.73%) of the total percentage variance of the data set with an eigenvalue of (1.376%) consisting

of four items with loading ranging from (0.573 to 0.659), namely: IFF1, IFF2, IFF3 and IFF4. Whereas, in Kalali et al. (2011), the result for the implementation failure factor with the most influence was context factor with (8.82%) of the total percentage variance of the data set with an eigenvalue of (1.235%) consisting of four items with factor loading ranging from (0.424 to 0.701), namely: IFF2, IFF5, IFF12 and IFF16.

The above result was consistent with Fahey and Christensen (1986) who concluded that determinants (factors) are “intertwined and inseparable “meaning there exist a relationship between them. Later studies by Okumus (2001 and 2003), Hrebiniak (2006), Mass (2010), Kalali et al. (2011), Sial et al. (2013) & Shopati et al. (2018) also come to the same conclusion. Furthermore, the result also shows a variation in the impact of the each identified factors with comparative studies as well as a significant variation on individual items that loaded into specific factors.

The above result indicates some commonality with the previous study by Sial et al. (2013) with the current study on the most influential factor. However, it was in contrast, to the study of Shopati et al. (2018) & Kalali et al. (2011). The factor with the most influence for both studies were context factor. Additionally, there were significant variation on the items that loaded on the context between the current study, Shopati et al. (2018), Sial et al. (2013) & Kalali et al. (2011). The extracted factors from the data set of both studies in Iran and Pakistan had a variation in the loading sequence of the factor extracted and items loading.

The second most influential IFF for CoW according to the extracted result was the structural factor with the total percentage of the variance (11.415%) with factor loading

ranging from (0.508 to 0.685) from four items namely: IFF2, IFF3, IFF1 and IFF4 respectively with eigenvalue of (1.940%). This result was consistent with the findings of Heide (2002) and reinforced by a subsequent study by Alhilou (2013) that organizational structure as a hard factor was the second most influential factor the researcher identified in the strategy implementation process. Meaning if an organization does not adjust its strategy to the structure or vis versa, their strategy is guaranteed to fail.

Content factor was the second most influential factor for Shopati et al. (2018) with the total percentage of variance (7.77%) and eigenvalue of (1.321%) with items loading ranging from (0.403 to 0.559). The loaded items are IFF16, IFF17, IFF12, IFF11 and IFF1. And for Sial et al. (2013) it was context factor with a total percentage variance of (13.45%) with an eigenvalue (2.332%) with three items loading ranging from (0.624 to 0.702) namely: IFF14, IFF15, IFF16. Whereas, in Kalali et al. (2011)'s study it was content factor was the second most influential factor with a total percentage variance of (10.03) with an eigen value (1.404) with items loading ranging from (0.565 to 0.736). The loaded items were: IFF15, IFF4, IFF10, IFF14 and IFF11. This result contrasted a previous study by Shopati et al. (2018) on the implementation failure factors. However, the result was common with Sial et al. (2011). Context was common in Shopati et al. (2018) & Kalali et al. (2011) study.

The third implementation failure factor identified by the current study was operational factor with a total percentage variance of (10.298%) with an eigenvalue (1.751%) with two items loading ranging from (0.632 to 0.639). Tested items that loaded on the Operational factors for the current study were QFF12 and QFF13. For Shopati et al. (2018), it was operational factor with a total percentage variance of (11.208%) with an

eigenvalue (1.905%) with three item IFF13, IFF14, IFF15 loading ranging from (0.483 to 0.814). While for Sail et al. (2013). It was also operational factors with a total percentage variance of (21.711%) with an eigenvalue (3.474%) with four item IFF10, IFF11, IFF12 and IFF13 loading ranging from (0.502 to 0.626). Whereas, for Kalali et al. (2011), it was also the operational factor with a total percentage variance of (12.79%) with four items IFF1, IFF8, IFF9 and IFF3 loaded ranging from (0.553 to 0.854). The above result was common with previous studies by Shopati et al. (2018), Sial et al. (2013) and Kalali et al. (2011) on the third factor. However, there was a variance in the loaded items on all three referenced studies.

Finally, the fourth and least influential factor extracted for the current study with four item loadings ranging from (0.341 to 0.493), namely IFF11, IFF8, IFF10 and IFF9 with total percentage of variance of (7.899%) and eigenvalue of (1.343%) was context factor according to the data set. Meaning these four items are all related.

The cumulative variance for the City of Windhoek failure factors was (46.401%). Structural factor with (7.366%) of the total percentage variance of the data set and an eigenvalue of (1.252%) consisting of three items with factor loading ranging from (0.441 to 0.522) with the cumulative variance of (49.169%) was the least influential factor for Shopati et al. (2018). The items that loaded on the structural factor for Shopati et al. (2018) were, IFF10, IFF9 and IFF7. For Sial et al. (2013) structural factor with three items loading IFF14, IFF15, IFF16 ranging from (0.568 to 0.614) and total percentage of variance of (14.576%) with eigenvalue of (1.494%) being the least influential with cumulative variance of (60.47%).

For Kalali et al. (2011) the failure factor with the least influence was structural with (29.45%) of the total percentage variance of the data set with an eigenvalue of (4.123%) consisting of three items IFF6, IFF7, IFF13 with factor loading ranging from (0.569 to 0.703) with the cumulative variance of (61.09%). There was a variation in result between the current study on the least influential factors and those of Shopati et al. (2018), Sial et al. (2013) & Kalali et al. (2011).

However, there was commonality in the result of the least influential failure factor between the three studies. Additionally, there was also a variation on the loaded items of the above studies. The results of the study also revealed according to total variance percentages that the failure factors identified above had a varying degree of impact depending on the context of each organization.

4.6 Summary

In this chapter the results from the data analysis were presented, interpreted, and analysed. Thereafter, the results were discussed in detail. The results were compared and contrasted with the literature from the previous chapters to come up with the findings.

CHAPTER FIVE

5. FINDINGS AND RECOMMENDATIONS

5.1 Introduction

The current chapter reexamines the objectives of the study which were to identify factors contributing to the strategic plan implementation (IBP 2011-2016) failure at Namibian Local authority councils in particular the City of Windhoek and to determine the significant proportion of each said factors' contribution to the strategic plan implementation failure at the City of Windhoek. Also providing a summary of the key findings and conclusions as well as looking into how the study might make a contribution to strategic plan implementation at the City of Windhoek local authority. Additionally, to give recommendations to the City of Windhoek and propose areas for further studies.

5.2 Findings

The exploration of the factors contributing to the strategic plan implementation (IBP 2011-2016) failure at the city of Windhoek local authority in Namibia had two main objectives. The first one being:

- *To identify factors contributing to strategic plan implementation failure at the Namibian Local authority councils, in particular the City of Windhoek.*

The findings indicate that the study explored the 17 item statements of which only 14 were identified as effective failure items and they are grouped as follows:

Content factors

- The managers must adopt a strict attitude to implement the strategic plan once developed.
- The strategic plan must be prepared in accordance with the system of an organization.
- Before implementation of this strategic plan, the duties and nature of assignments of each manager must be clearly defined.
- Clients' satisfaction rating on services rendered by the local authority shall be the critical determinant factor for the success/failure of strategic plan implementation.

Structural factor

- The City of Windhoek cannot implement its strategic plan for the reason that it is a local authority.
- Strategic plan implementation failed due to a deficient communication system of the organization.
- Limited resources cause failure to implement or accomplish strategic plans.
- The difference of opinion among you and your higher management in terms of how strategic objectives affect the performance of the City of the Windhoek.
Summarised below: see content above.

Operational factor

- The structure of the City of the Windhoek may become a barrier in implementation of the strategic plan.
- Whatever the strategic plan is, it must be prepared in accordance with the objectives.

Context factor

- Lack of leadership or instructions of leadership cause failure of strategic plan implementation.
- The Executive of the organisation may help you in implementation of the strategic plan.
- Before implementation of the strategic plan all material or important information is necessary.
- After completion of the strategic plan formulation, opinions of the operational staff must be obtained for rejection or acceptance before its implementation.

To determine the significant proportion of each said factors' contribution to the strategic plan implementation failure at the City of Windhoek.

The findings for the above objective illustrated the factor with a high proportion of influence on failure of the strategic plan 2011-2016 at the City of Windhoek.

- Content factor was the implementation failure factor with the most influence from the extracted factors for the current study with 16.789% of the total percentage variance.
- The second most influential IFF for CoW according to the extracted result was structural factor with the total percentage variance of 11.415%.
- The third implementation failure factor identified in the current study was the operational factor with a total percentage variance of 10.298%.
- Finally, the fourth and last factor extracted with a total percentage of variance of 7.899% was the context factor which is the least influential of the four factors extracted.

5.3 Conclusions

This study sought to identify the failure factors that contributed to strategic plan implementation failure at Namibian Local authority councils, in particular the City of Windhoek. The study further sought to determine the significant proportion of each said factors' contribution to the strategic plan implementation failure at the City of Windhoek. Four strategic plan 2011-2016 implementation failure factors were identified at the City of Windhoek as well as the proportion of each factors' influence on the strategic plan. Thus, the researcher concluded that the objectives of the study were accomplished.

Additionally, the study revealed that for the CoW as public organization: context and structure have minimal influence during and after a strategic process. Furthermore, the study also established that the CoW, like other public institutions in third world countries,

deals with the failure factor in isolation and not as a group as advised in the literature on implementation of strategy.

The study further established that the identified failure factors affect strategy at various stages of the strategic process and that the same failure factors, if addressed, simultaneously become success factors of an organization. The study also established that there are various models for determining failures and success factors that the City of Windhoek can be aware of and use to ensure successful strategy implementation.

5.4 Recommendations

- ❖ The managers must adopt a strict attitude to implement the strategic plan once developed.
- ❖ The strategic plan must be prepared in accordance with the systems of the organization.
- ❖ Before implementation, the strategic plan - duties and nature of assignments of each manager must be clearly defined.
- ❖ Strategic plan implementation failed due to a deficient communication system of the organization. So, it is recommended that proper systems of communication should be put in place to facilitate prior, during and post implementation communications.
- ❖ The difference of opinion amongst staff at all levels in terms objectives may affect the strategic performance of the City of the Windhoek.

- ❖ The strategic plan, it must be prepared in accordance with the formulated objectives.
- ❖ The structure of the City of the Windhoek may become a barrier in the implementation of the strategic plan.
- ❖ After completion of the strategic plan formulation, opinion of the operational staff must be obtained for its rejection or acceptance before its implementation. This will help ensure the staff take ownership of the plan, thereby increasing chances of not only successful implementation, but also successful monitoring and evaluation of the strategic plan implementation process.
- ❖ Lack of leadership or instructions of leadership cause failure of the strategic plan implementation. There should therefore be clear leadership with clear roles and responsibilities for the strategy implementation assigned!
- ❖ The Executives of the organization should assist in the implementation of the strategic plan and in providing support and direction.
- ❖ The people who are assigned to execute the strategic plan must have expertise in strategic plan modelling. This points to the need for training and development efforts to be instituted prior to the implementation of the strategic plans.

5.5 Suggestions for Further Research

The scope of the study was the City of Windhoek local authority council. Future studies in Strategic plan implementation failure factors are necessary to explore the broader local authority sector in Namibia, especially town and village councils in order to have a holistic view of the impact of the strategic plan implementation failure factors.

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APPENDIX A: REQUEST FOR PERMISSION

Carlos S Smith
Cell: 0812061225
Tell: 061 290 2105 (W)
Email: csm@windhoekcc.org.na
12 November 2018

Chief Executive officer
City of Windhoek

Subject: Request to conduct research on Strategy Implementation at the City of Windhoek

My name is Carlos Smith pursuing a Degree of Master of Business Administration in Management Strategy (MBA) with the University of Namibia. I am conducting a study titled: Exploring factors contributing to 2011-2016 (IBP) strategic plan implementation failure at the City of Windhoek local authority, Namibia. This study seeks to achieve the following research objectives:

- To identify factors contributing to strategic plan implementation failure in Namibian local authority councils, particularly at the City of Windhoek.
- To determine the significant proportion of each said factors contribution to strategic implementation failure at the City of Windhoek.

I do hereby request permission to conduct the research. I intend to interview divisional managers, section heads as well as some supervisors because their views and opinions is very important for this study. The information from this data collection is valuable for the researcher to be awarded a degree as well as for both future planning and for future scientific research in the local authority sector. The research is being supervised by Dr. Abner Shopati. A copy of the research report will be made available to the City of Windhoek.

Yours truly
Carlos Smith

APPENDIX B: NBS COVER LETTER



15 October 2018

TO WHOM IT MAY CONCERN

RE: MBA STUDENT – MR CARLOS SMITH SMITH – STUDENT NO: 201501273

As part of our MBA Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Mr Smith has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Mr Smith with the information he requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. His research synopsis indicates that his topic touches on *“Exploring factors contributing to 2011-2016 strategic plan implementation failure at the city of Windhoek local authority, Namibia.”*

Your kind assistance is highly appreciated.

Yours sincerely

Greenfield Mwakipesile, Dr
Research Co-Ordinator
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwaki@g@nbs.edu.na



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 T268/05

APPENDIX C: PERMISSION LETTER (CoW)

**Department of Human Capital
& Corporate Services**

59

Corner of 5378 Independence Avenue and Garten Street
WINDHOEK, NAMIBIA

Tel: (+264) 61 290 2911 • Fax: (+264) 61 290 3212 • www.cityofwindhoek.org.na



ENQ: Mr. MA Nikanor
DATE: 13 February 2019

PHONE: 09 264 61 290 2630
FAX: 09 264 61 290 3212
EMAIL: ark@windhoekcc.org.na

RE: EXPLORING FACTORS CONTRIBUTING TO 2011 – 2016 STRATEGIC PLAN IMPLEMENTATION FAILURE AT THE CITY OF WINDHOEK LOCAL AUTHORITY, NAMIBIA – Mr. CARLOS SMITH (STUDENT NO: 201501273)

This letter serves as confirmation that Mr Carlos Smith a student pursuing a Master in Business Administration - Management Strategy at Namibia Business School has been granted permission to conduct his research on the above subject within the City of Windhoek.

The research, which is in partial fulfilment of the studies, aims to explore the factors that are contributing to 2011 -2016 strategic plan implementation failure at the city of Windhoek local authority.

Respondents to the study are therefore requested to render Mr. Smith their cooperation and assistance. Should there be any queries, please feel free to contact the Human Resources Development Division on the above contact details.

Yours Sincerely

AM NIKANOR
MANAGER: ORGANIZATIONAL & HUMAN RESOURCES DEVELOPMENT

CITY OF WINDHOEK HUMAN RESOURCES DEVELOPMENT	
2019-02-13	
NAME:	CN LILUNGWE
SIGNATURE:	

All official correspondence must be addressed to the Chief Executive Officer

APPENDIX D: QUESTIONNAIRE

Questionnaire: Failure Factors/Barriers to the City of Windhoek strategic (IBP) plan objectives for 2011- 2016 Implementations

SA=Strong Agree, A=Agree, N=Neutral, SD=Strongly Disagree, D=Disagree		SA	A	N	SD	D
	Select only one answer					
1	Limited resources cause to implement or accomplish strategic plan.					
2	The City of Windhoek can't implement strategic plan for the reason that it is local authority.					
3	Strategic plans implementation failed due to deficient communication system of the organization.					
4	The difference of opinion among you and your higher management in the way of objective affects performance of City of the Windhoek.					
5	New problems may occur while implementing the strategic plan					
6	The people who execute the plan may agree to another plan					
7	The people who are assigned to execute the strategic plan must have education and expertise in strategic plan modelling					
8	Lack of leadership or instructions of leadership cause failure of the strategic plan implementation					
9	The Executive of organization may help you in implementation of the strategic plan					
10	Before implementation of the strategic plan all material or important information is necessary.					
11	After completion of the strategic plan formulation, opinion of the operational staff must be obtained for its rejection or acceptance before its implementation					
12	The structure of the City of the Windhoek may become a barrier in implementation the strategic plan					
13	Whatever the strategic plan is, it must be prepared in accordance to information of the objectives					
14	The strategic plan must be prepared in accordance to the system of an organization					
15	The managers must adopt strict attitude to implement the strategic plan once developed					
16	Before implementation these strategic plan, duties and nature of assignments of each manager must be clearly defined					
17	Client's satisfaction rating on services rendered by the local authority shall be the critical determinant factor for the success/failure of strategic plan implementation					

APPENDIX E: LANGUAGE EDITING CERTIFICATE



The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

28th October 2021

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF CARLOS SMITH SMITH'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **CARLOS SMITH SMITH's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **EXPLORING FACTORS CONTRIBUTING TO STRATEGIC PLAN IMPLEMENTATION FAILURE AT THE CITY OF WINDHOEK LOCAL AUTHORITY IN NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



greenfield.mwakipesile



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[Dr. Greenfield Mwakipesile](#)