

**DETERMINANTS OF STRATEGIC PLAN DEVELOPMENT AND
IMPLEMENTATION SUCCESS: THE CASE OF WOLKITE
TOWN MUNICIPALITY**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE DEGREE OF MASTER OF ART IN DEVELOPMENT PLANNING AND
MANAGEMENT**

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WOLKITEUNIVERSTY
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DECLARATION

I hereby declare that this thesis entitled as“ *Determinants Of Strategic Plan Development And Implementation Success: The Case Of Wolkite Town Municipality* “is my original work and has not been presented for degree in any other university, and all sources of material used for this thesis/ dissertation have been duly acknowledged.

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This is to certify that the thesis entitles "*Determinants Of Strategic Plan Development And Implementation Success: The Case Of Wolkite Town Municipality*", submitted in Partial Fulfillment of the Requirements for Masters of Art Degree in Development Planning and Management, to the Graduate program of the Department of Governance and Development Studies, and it has been carried out by **Awlachew Sebsibe**, under our supervision. Therefore, we recommend that the student has fulfilled the requirements and hence hereby can submit thesis to the department.

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As members of the board of examiners of the final master's degree open defense, we certify that we have read and evaluate thesis prepared by Awlachew Sebsebe, under the title "*Determinants Of Strategic Plan Development And Implementation Success: The Case Of Wolkite Town Municipality*", and recommend that it be accepted as fulfilling the thesis requirement for the Masters of Arts degree in Development Planning and Management.

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Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the SGS through the DGC/SGC of the candidate's department.

Thesis approved by

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ABBREVIATIONS/ACRONYMS

GTSM	Goal, Target, Strategies, Measures
PE	Planning experts
SNNPR	Southern nation nationalities people region
SMART	Specific, measurable, achievable, realistic and time bounded
SP	Strategic planning
SPI	Strategic plan implementation
SWOT	Strength, Weaknesses, Opportunities and Threats
UNESCO	United Nation Educational, Scientific and Cultural Organization
WTM	Wolkite town municipality
WKU	Wolkite University
WPO	Work process owners

ABSTRACT

Strategic planning is a method for setting future direction by gathering and utilizing specific information and the processes translate into specific and measurable goals, aims, objectives and action plans. This study is aimed to assess determinants of strategic plan development and implementation success in the case Wolkite town municipality. An institution based study was conducted with stratified random sampling technique. Data were collected from randomly selected officials by using a structured and pretested questionnaire. The collected data was checked, cleared, entered into Epi data 3.1 and exported to SPSS software version 20 for analysis. Both quantitative and qualitative data analyses methods were carried out to identify level of implementation status in Wolkite town municipality. The study indicated that 51.7% of respondent said that the strategic plan meet standard of strategic plan. And 84.8% of participants showed that municipality office didn't allocate necessary supplies for strategic plan development. And also implementation status was assessed by five pillars of strategic plan implementation; the result of study leadership quality accounted only 55.6%, resource availability 71.5%, effective stakeholder involvement 55.6%, organizational structure 31.8% and organizational culture 60.9% strategic implementation of the main pillars are poor. The overall aggregated average implementation status of Wolkite town municipality was poor. Municipality's leader should be equipped with both professional and leadership competencies. Effective & timely communication system should be adapted.

Key words: *Determinants, Municipality, Strategic plan development, Strategic plan implementation, Wolkite town*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization needs, what it will do and why it produced (Bryson , 1995). According to (Usono , 1999) strategic planning focuses the analysis of internal and external factors, the development and evaluation of options and the preference of choice to follow. From a practical perspective, strategic planning provides a method for setting future direction by gathering and utilizing specific information. It is the process of translating specific and measurable goals, aims, objectives and action plans. It is a set of processes undertaken in order to develop a range of strategies that will contribute to achieve the organizational direction (McKenna , 2009). According to(Ugboro and Obeng, 2005)a well-designed strategic planning helps an organization not only to establish its mission and long-term direction, but also in formulating and implementing strategies to meet its objectives and strategic planning is future oriented. According to Pearce and Robison (2016) depict strategic management as organizations plan for winning. On the other hand, state that strategy is concerned with the long-term direction of an organization, which achieves advantage for the organization through its configuration of resources within challenging environments.

Implementing strategic plan is not an easy task for any organization (Thomas, et al., 2014) mentioned that a best strategy to fit the organization's external and internal situations, build a sustainable competitive advantage and improve the company's performance. Without a strategy the organization is like a ship without a rudder going round in circles. Implementation of strategic plans involves, identify the firm mission and objectives, conducting a SWOT analysis, developing long term objectives and short-term operational plans, strategy formulation and implementation, and lastly, effective evaluation and control of the implementation process. Strong strategic plan development and implementation practices of organization influences the organizational performance through improving performance, competitive advantage enhance success and productivity of the organizations. The phenomenon of strategic plans implementation and organizational performance is essential to be investigated empirically for further insights in their relationships and impact on firm performance (Ansoff & Nakamura, 2007). It is a process defined by realization of a strategy and suitably formed to represent

directions or goals. As a result, strategic plan intentions are inextricably linked with strategic plan development and its management towards effective implementation. Organizations that focus their energy on harvesting the good relationship between strategic plan and implementation will create satisfied customers, employees and greater profits (Beaudan , 2012).

1.2 Statement of Problem

Organizational strategic plan development and implementation is a key challenge for today's organizations. There are numerous factors that influence the success of implementation of strategic plans ranging from the people who communicate or implement these strategies to the systems or mechanisms already in place for co-ordination and control (Mintzberg , 2014).

Strategy implementation is directly linked to organizational performance. Organizational performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility. This includes, cycle time, productivity, waste reduction and regulatory compliance. In a study done by (Magretta , 2011)on the effect of strategy implementation on organizational performance, it was clear that strategy implementation influences organization in a number of ways.

In the study done by (Masungu, et al., 2015) established that the most significant factors affecting implementation of strategic plans in an organization were resource allocation, organizational structures and communication. According to(Masungu, et al., 2015), organizations need to mobilize more resources and devote them to the implementation of the strategic plans. And additionally, the organizational structure was one of significant factor for successive achievement of the organization.

In the study,(Kalali , et al., 2017)argues that, despite the importance of strategy implementation, there are a number of challenges facing their implementation in a number of organizations in Kenya and across the globe today. In his study that focused on the Challenges of Strategy Implementation at Ritho Farmers' Cooperative Society, he argues, issue like lack of proper structures, poor communication, insufficient financial resources, poor planning, poor M&E among other challenges have always dominated; making it hard for various strategies to be adopted and implemented by this cooperative society.

The study done by Mclean &Zheng(Mclean & Zheng, 2018) suggest several reasons for unsuccessfulness of strategic plan implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation. The fatal problem with strategic plan implementation is the low and only 10% (Andrews , 2017).

Organizations may fail continually due to the incapability to select and implement their strategies properly. Strategic plan execution, according to (Masungo , 2015), is more significant than strategy development; if the formulated strategy fails to implemented, it is no different from a well-documented piece of paper on a shelf. Many elements can influence an organization's strategic plan implementation. According to findings of (Kopelmal , 2010), the most important factor influencing successful strategy execution in the service providing organization is leadership. Resource allocation is a dominating management activity that enables plan execution, according to(Gizaw , 2020); leadership quality; resource availability, effective communication, organizational structure, and culture all have a substantial impact on plan execution.

Although most Ethiopian public organizations now have strategic plans, but they frequently fail to follow it until they consolidated and put on a shelf. In addition to failing to meet the organization's goals, it is unable to ensure customer satisfaction. This circumstance has negative impact on the overall strategic goal of the country. For the past few years, Wolkite town municipality had its own strategic plan. The second gross and transformation plan (GTP) performance report of the municipality revealed that the bureau has failed to meet a lot of its goals (wolkite town GTP report, 2020). According to the Wolkite town municipality two-year customer satisfaction survey (2020-2021) customer satisfaction is 72 percent,(public service survey, 2021). And this is one of strategic goal of the bureau. The above findings indicated that customers of the office may complain about the office's failure to implement its plan as intended and other relevant difficulties. On the other hand, in study area no previous studies have done to identify factors that affect the office's strategic plan implementation. For the reasons stated above, it is necessary to perform the study in order to assess the determinant factors to strategic plan development and implementation success to find possible solutions in incase of Wolkite town municipality office.

Research questions

- What internal and external factors affect strategic plan implementation in Wolkite town municipality?
- To what extent leader's competency influence strategic plan development and implementation successful in Wolkite town municipality?
- Is that organization monitoring and evaluation systems have an impact on strategic plan development and implementation success?
- How much organizations resource allocations affect strategic plan development and implementation?
- How much stakeholder participation have an impact on strategic plan development and implementation success?

1.4 Objectives of study

1.4.1 General Objectives

- To assess factors affecting strategic plan development and implementation in case of Wolkite town municipality.

1.4.2 Specific Objectives

- To assess key factors which determine strategic plan development and implementation practice success of Wolkite town municipality.
- To assess level of leadership competency in strategic plan development and implementation of Wolkite town municipality.
- To indicate the effects of resource allocation and stakeholder engagement on strategic plan development & implementation success of Wolkite town municipality.
- To evaluate how organizational monitoring and evaluation systems influence strategic plan development & implementation success of Wolkite town municipality.
- To assess challenges in strategic plan implementation in Wolkite town municipality

1.5 Significance of study

The study will help organizations by leading them to focus, to concentrate on activities planned by the town municipality office. The development of strategic plan is means for achieving its goals effectively and efficiently. Therefore, the result of this study will help to municipality's leaders, employees for better understanding on the challenges related to successful strategic plan

implementation. It will contribute to identify efforts being made to support on quality of strategic plan development and implementation success in the town municipality.

It helps to indicate to know status of strategic plan implementation at all levels municipality. It helps all stakeholders to find up major challenges to attain their goals and objectives.

In addition to this, the study will help to experts, project managers, and top managements to have a deeper understanding about factors that affect the implementation of strategic plan in the town municipality. Finally academic scholars will use the study findings for further research and as a reference.

1.6. Scope of the Study

The scope of this study is delimited to determinants of strategic plan development and implementation in Wolkite town municipality. For this purpose, the study is carried out five variables: leadership quality, Resource availability and utilization, Effective and timely communication, organizational structure and organizational culture. The study considered the factors that determinants the strategic plan implementation success. The focus of the study was also delimited to the data obtained from the rates using questionnaires and interviews of municipality's employees', Senior Managers, leaders only. The study was done in Wolkite town administration municipality and in the three sub cities that means Addis sub city, Bekur sub city and Gubre sub city respectively.

1.7. Operational definition

A strategic planning: - is a process of guidance created by a company or organization to describe how it will achieve its objectives and provides the basis for success so that everyone in the company is aware of what is going to happen and what should anticipate of them, (Melissa Reddy, 2019).

Strategic implementation: - is a method for converting strategy into actions in order to obtain the desired results (Ferlie & Ongaro, 2015).

Leadership quality: - Leadership qualities include academic status, technical and management skills, leadership experience, competencies, attitudes, and other individual attributes required for a certain role (Bryson , 1995).

Resource availability: - Physical, financial, and human resources are some examples of organizational resources (Ansoff & Nakamura, 2007).

Effective communication: Is the act of conveying information from one person to another. During the system execution process, hierarchical correspondence plays a significant role in the organization, dissemination, and collecting of information.(Higgs & Rowland, 2010).

Organization structure: - The division of work and people into smaller groups referred to as organizational structure and the division of labor within an organization has an impact on how strategic plan changes are implemented (Ansoff & Nakamura, 2007).

Organizational culture: - A company culture defined as a collection of shared values and beliefs that all employees share (Pearce and Robinson, 2016).

1.8 Organization of the study

The research was organized into five chapters. The first chapter deals with the general background of the study, statement of the problem, research questions and significance of the study with its scope. Chapter two provided reviewed from the existing knowledge on the topic; it presents the review of the literature, including definitions and concepts of strategic planning and implementation. Chapter three is discuss the methodology of the study, Chapter four focus study result analysis and interpretation and Chapter five presented summary of finding, conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 An overview of Strategic Plan Development and Implementation

2.1.1 Strategic Plan Development

Strategic planning defined as the process of using systematic and rigorous investigation to develop, implement and control strategy and formally document according to organizational expectations (Bryson , 1995). Strategic plan development is a creation of commences with vision of the total shape of the organization as to where the organization stands at present and what all is needed to progress. The vision about the organization enables the management at the higher level to formulate the mission of the organization. And the functions of a mission statement is to provide the organization its unique individuality, business weight, and course for progress that usually locates it separate from other correspondingly positioned organization (Hrebiniak , 2017).

According to the study done San Francisco the business of any organization is defined by those needs, which the organization try's to satisfy the targeted customer by the technologies and competencies it employs and the activities it executes. Excellent mission statements are highly exclusive to the organization for which they are developed. Technology, competencies, and activities are vital while defining a company's business because they indicate the boundaries on which the organization operates(Bryson , 1995).Strategic planning is a form of planning that involves a process of looking at the setting, environment, or climate in which an organization functions and determining the mission and goals based upon the needs and the setting. Strategic planning is used by leaders to identify or clarify the direction to go to attain organizational goal (Ferlie & Ongaro, 2015).

2.1.2 Strategy plan implementation for the organization

Strategy execution is more significant than strategy creation, since if the strategic plan is not effectively implemented by the staff and management, the costs and losses are higher than if the strategy is not properly formed, (Abdulwahid Sial, et al., 2013). Another study indicated that strategic implementation is the method of transforming strategies and plans into practice in order to accomplish wanted outcomes. These cover who, where, when, and how to implement a

strategic plan effectively. Involvement of managers and staffs in strategic planning implementation, decision-making and good communication improves the connection of all members (Higgs & Rowland, 2010). The concept strategy implementation essentially refers to the steps taken by an organization to achieve its strategic objectives. For many organizations, strategy failure is a serious issue and difficulty. According to (Elif Genca, 2017), Effective plan execution is widely considered as one of the most important factors and better organizational performance is the result of key stages of the strategy-making process. The effective execution of strategic choices is usually seen as crucial to achieving corporate goals and objectives (Elif Genca, 2017). When adopting a strategy, a number of elements must consider. These are Requirements for implementation includes resources, leadership abilities, leadership qualities, and unpredictable personalities. Factors derived from both the external and internal environments investigated as necessary. Internal influences include production materials, competent personnel, financial strength, internal structure, and management skills. While all raw resources, energy, and effort that turned into manufacturing materials are examples of external impacts. The strategy implementation plan is a crucial mobilizing tool for coordinating all implementation actions. The availability of necessary resources, employee involvement and engagement, vertical and horizontal partnerships to bridge gaps in technology, market, and organization internal capabilities are all part of the plan execution process, reconfiguration of the internal structure of the organization, leadership or championship in the implementation process, as well as top management commitment and support to the whole strategy process. The implementation plan decomposes the activities into operational tasks that serve as strategy implementation mechanisms. (Pearce and Robinson, 2016) ; Stated that, the effectiveness of the strategic plan's execution influenced by the following critical factors: the action plan outlines the actions to execute each action plan as well as individual responsibilities. Second, they are an important element of the workforce who can put the strategies into action. Third, the strategy must be consistent with present business practices. Fourth, suitable financing for the techniques indicated supplied each year through the company's plans.

2.1.3 Strategic Plan implementation success

Successful plan execution regarded as one of the most effective methods for generating public support, satisfaction and interest in public services delivery (Elif Genca, 2017). A strategic plan implementation thought that does not have meaning until it implemented. Organizations may fail continually due to the incapability to select and implement their strategies properly (Higgs & Rowland, 2010). Strategy plan implementation designing the organization's future, enhancing the performance of organizational operations, and enhancing organizational design, structure, control systems, and culture are all part of this process. Strategy execution, according to is required to reposition the company in line with its goal. This may entail reformation or re-engineering if necessary (Kumar H., 2014). As claimed by Jones and Hill, business control and performance related to strategy execution through the association between stakeholder management and company performance. Strategic leadership is crucial for achieving the vision of the organization, there by achieving its short-and long-term goals (Hill & Jones, 2011). Several organizations failed to understand their objectives, as stated by Samad and Aziz (2016), because good organizational strategies frequently poorly executed. To succeed in effective strategy implementation, organizations sometimes need to rearrange in order to meet the performance standards required, in addition, through monitoring and controlling strategic activities (Abdullah H, , 2017). And to implement a more proper strategy for further continuity, management must set clear objectives, support incentive systems, policies and procedures, states involving senior management and ensure the appropriate allocation of resources to support procedures. In addition, the development of an execution plan is required to convert strategy into action (Kopelmal, W., 2010).

According to (Mclean G., 2014), strategy implementation is mandatory that organizational strategic leadership should carry all business tasks together, which includes the mission, vision, goals, ethics, culture, employee enthusiasm and communication(Mclean & Zheng, 2018). Strategy implementation, in the opinion of Thompson, Strickland and Gamble (2017), mentions a management process that requires a leadership style that motivated by change and driven by determination. The implementation of strategy starts with corporate governance, in that top management has the responsibility to supervise that managers implement the strategy and monitor its execution (Thompson ,Strickland & Gamble, 2017). The greatness of change

required by an organization determines whether change rotates around the current organizational structure and culture (Hrebiniak , 2017). Management must accept changes within the current organizational framework as they lead to the adoption of new measures to adapt to a changing environment, and, as Ellah (2018) go on to say, strategy implementation encompasses all of the essential components, which include strategic change, organizational structure, strategic control systems, strategic leadership, and sound governance(Ellah G. , 2018).

2.2. Theoretical Review

2.2.1. Behavioral Theory

Behavioral theory focuses on a leader's specific behaviors and activities rather than their attributes. Effective leadership, according to the view, is the consequence of a combination of learned talents. According to the theory, Leaders must have three major skills: technical, human, and intellectual skills to lead their followers. Technical skills pertain to a leader's understanding of a process or method; human skills refer to one's ability to engage with others; and conceptual skills refer to the leader's ability to come up with ideas for effectively operating the company. This theory is relevant to this study since it emphasizes different leadership skills and abilities organizational success.

2.2.2 Upper-Echelon Theory

According to the Upper-Echelon Theory, top manager's perceptions have a significant impact on organizational strategic decisions, which influences organizational performance (Hill & Jones, 2011). This theory's followers investigated whether top management had any impact on organizational performance. According to Hollenbeck, DeRue, and Mannor (2006), the demographics of the top management affects corporate performance and creativity. And the results indicated that practitioners think about what elements reinforce the top management team's values, attitudes, and cognitions. Experience, age, educational background, and duration of the executive team evaluated to have an impact on the organization's success (Mutuva , 2015). This theory is relevant to this study since it emphasizes leadership experiences, educational background, and duration of executive team as important factor to organizational success.

2.2.3. Resource Based View

The resource-based approach based on the idea that a firm's competitive advantage derived from its internal resources rather than its location in the external environment. Physical, financial, human, and intangible assets all make up these resources and skills, (Roselyne Komelei, 2015). The allocation of resources strongly linked to strategy capital allocation decisions as part of this complicated process. Managers who may have conflicting roles and are frequently at the middle level of the organizational hierarchy made. It also demonstrated how the approach was shaped by the structural setting (Braton & Ahlstrom, 2010). The resource-based view is an important theoretical lens for analyzing and understanding different organizations' competitive performance and comparative competitive advantages. The resource-based view (RBV) focuses on the company's resources as the primary drivers of competitive advantage and performance, (Ferlie & Ongaro, 2015). As a result, resource-based view used to help determine how well organizations should mobilize resources to accomplish successful plan implementation. This theory is particularly relevant to research since it describes how a firm's resources are an important component to examine before executing plans, assessing the environment, or evaluating its leadership and top management. This idea is relevant to this research because resource allocation and utilization have a significant influence on companies' ability to implement strategic plans.

2.2.4. Charles Handy Concept

This model uses organizational structure to categorize organizational culture into four groups: power culture, role culture, task culture, and person culture. A Power Culture is one in which power is concentrated within a few people and control spread out like a web from the hub. There are minimal regulations and little bureaucracy in power cultures. People in a Role Culture have explicitly allocated authorities within a well-defined organization. Typically, these organizations organized into hierarchical bureaucracies, where power derived from a person's position and expert power is limited. A task culture is one in which people organize groups to address specific issues. As long as a team demands expertise, power comes from expertise. A matrix structure with many reporting lines is common in these cultures. Individuals who feel they are superior to the organization form a Person Culture. Because the notion of an organization implies that a

group of like-minded individuals follow the organizational goal, such groups may have difficulties in surviving organizational goals. This concept related to the study organizational structure and culture affects strategic plan implementation.

2.3 Empirical Review

2.3.1 Organizational Structure

The organizational structure of the organization is considered to affect the behavior of employees in all aspects that include decision making process and the structure is a major determinant of the activities of employees in any given organization (Hill & Jones, 2011). According to different studies in different area indicated that organizational structure and processes should fit or match its environment in order for a company to attain desired performance (Ogal & Otieno, 2017) and (Rajasekar, J., 2014). A vast majority of scholars including (Ansoff & Nakamura, 2007), thus aver that firms with good fit perform better than those without good fit. Structure is typically described on different aspects.

And organizational structure indifferent organizations by dimension of centralized and decentralization depending on relationship with corporate head office (McLean & Zheng, 2018). Organic model on the other hand, enjoys considerable autonomy and has high degree of discrepancy in some decision making. Various structures include; machine bureaucracy characterized by centralization, control and formal hierarchy, dalliance, divisional, strategic business units, unstructured forms, team structures (Beaudan, E., 2012). According to Amos (2017), an organization can achieve optimal performance, when its structure matches the changes in its environment. And posits that formalization defines roles succinctly and unequivocally, but conversely, it might impede proactive behavior, creativity and innovation, thereby discouraging pursuit of opportunities which might negatively impact performance (Amos, T, 2017). According to Hill C. & Jones (2011) centralization refers to the extent to which the decision making and evaluation of activities is centralized. They are formalized structures to reduce variability and ambiguity (Hill & Jones, 2011). According to Abdulwahidsial, et al. (2013) the profitability of a firm is optimized when its strategic behavior is aligned with its environment (Abdulwahid Sial, et al., 2013).

2.3.2 Strategic Leadership

An organization needs good leadership to implement its strategic plan, the organization structure and the process involved. The leadership in organization provides a life line in action and strategy needed in the implementation process; studies have shown that the imperativeness of organization leadership and management is the key to success of strategic plans. And described strategic leadership as the ability to understand and influence others to make decision that enhance the long term viability of the organization and at the same maintaining its short term financial stability(Bateman & Snell, 2019). Strategic leadership is a key that drives and explains organization profitability and competitiveness. Organization with better strategic leadership tends to achieve higher performance and enhance organizational success in their business operations. In order to attain the strategic objective the underlying strategic decision is accomplished via effective practice of strategic leadership (Amos, T, 2017). The main focus of strategic leadership is the future that is intended to create excitement in the future as well as for what is happening currently. The goal of a strategic leader is to gain a better understanding of the environment, business conditions and other aspects that recognize the challenges of the future. Strategic leadership has been marked as a systematic concern for the entire organization, its evolution, development and maintenance of the requisite resources and capabilities to enable the organization to compete(Andrews , 2017). The main challenge that organization face is to provide clear structure that ensures that all the employees are familiar with and willing to endorse respectable strategic leadership practices, this means that employee must be initially be directly involved in the defining and debating the need for such a strategy. The proper route of achieving best strategy is to develop and utilize integrated strategic leadership structure that is capable of being applied to the widest possible range of business-related issues and mechanisms (Dougall ,Parkes & Langford, 2017). It is vital for organizations to balance, integrate, identify and align all the internal and external variables that are likely to determine and impact on the organization capacity to fulfill strategic leadership. That includes the patterns, trends and possible reactions that may be caused by the activation of strategic leadership. Strategic leadership means that the leader taking necessary action and steps to ensure the delivery of products and services meets the needs of both external and internal customer, which is very important for the future of the business. Important factors for building quality that influence strategic leadership are personal accountability and empowerment (Fulmer, R. M. & Bleak,

2007). Some of the problems that current and future leaders are likely to face in strategic leadership include competition, modern leaders represent what business needed in the past and not the future; the talent that is available in the firm often lacks sufficient numbers to replace the leaders that are leaving or soon will be living; globalization and technological changes that demands more output and decision making from the leader and makes the leaders work more difficult; challenges of strategic directions, firms alignment and staff commitments that continue to exist and aggravated in the current competitive situation; education and training initiative; development initiatives of leadership that are not integrated with business needs and finally internal customers that are questionable(Fulmer, R. M. & Bleak, 2007). Strategic leadership practices have also been argued as being able to lead to organizational performance for which it has also been averred that strategic leadership practice is equally fitting for not-for-profit organizations as they also require performance. Strategic leadership practice in the organization enables the leaders to anticipate the future challenge, interpret, decide, and align organizational performance. In order for strategic leaders to be successful, there is a need to blend managerial leadership, strategic leadership and visionary leadership in this process (Ahmed, S. , 2013).

2.3.3 Organizational Culture

Culture is referred as a complete set of beliefs, attitudes and manners of getting things done of a sensibly homologous set of individuals. It is a set of impressions, essential values, behaviors and wants learned by community members from kinsfolk and other institutions that are of importance (Schein, 2011). Firms normally have organizational cultures which are the values and beliefs so as to refine a set of activities by management. Luthans, (2010), affirm that organizational cultures are the norms and values which direct the character of company employees. Every employee will act in a manner conforming to the existing culture in order to be consented by the environment. Additionally, Hofstede, (2001) states that organizational culture is a joint thinking plan of action which differentiates individuals of one company from the others (Hofstede, G., 2011). Organizational culture is a grand total of important visions, values, perspectives, modes and standards of behavior that characterize an organization (Cameron, K. S., & Quinn, R. E., 2011). It constitutes the dominant culture that influences the shareholders of the organization as it affects the manner in which things are done in the firm. (Dasanayake, S., & Mahakalanda, I., 2018); contends that organizational culture configures in answer to the necessity for endurance

and external revamping as well as internal. For calculating and assessing the implementation of the culture of an organization, there are diverse beliefs and judgments that have been communicated by specialists for instance: (Bateman & Snell, 2019) assert that organizational culture is categorized into numerous elements namely: Core values held by the organization, the philosopher, that gives way to the determination of the organizational policies in regard to the customers and employees, regulations to relate in a good manner in firms that should be learned so as to be in a position to receive new employees of the company, norms applied in the work, some typical character in a regular communication amongst employees of the firm, ambience or feeling generated within the firm (Cameron, K. S., & Quinn, R. E., 2011). As a management tool, organizational culture can achieve success, efficiency, work ethic, high outputs, as shown in various companies in America, Japan and other nations in Europe (Stewart, 2010), whereas Dasanayake and Mahakalanda (2018) affirm that, organizational culture can impact how individuals set personal and professional targets and objectives, utilization of resources and performing duties in its accomplishment (Dasanayake, S., & Mahakalanda, I., 2018). This explains that the worth structure embraced by the firm may influence how employees behave and the way work is done. Organizational culture can be said that it encourages employees to attain objectives of the organization as Darmawan (2013) affirmed that, organizational culture has some relation to the accomplishments of a company. With culture in the firm, motivation and character of employees can also be enhanced so as to boost its productivity and in turn upgrade the firms performance to attain the objectives of the firm (Dougall, Parkes & Langford, 2017). The firm with time will reinforce „norms“ that is accepted (normal) expected character patterns in the firm. A norm is described as an accepted pattern character that is bit of a culture. Serrat (2009) outlines components of organizational culture, for instance: norms and traditions, physical surrounding, management behaviors, rules and policies. Pinpointing these components of culture allows firms to determine attributes that can be managed to aid in implementing and sustaining organizational change. Behavioral, verbal, and tangible artifacts are the exterior exhibition of organization culture. Artifacts are vital elements of corporate culture that differentiates the given organization from the others. Artifacts are the physical and visible features of an organization that individuals see hear or feel, for instance: language, anecdotes, myths, ceremonies, legends, rituals, décor, appearance etc. (Andrews, 2017). And also makes it clear that value which explains structure and rules for communication characters and social

interaction of community members is an image of causal cultural presumptions. People who have the same values could feel or interpret occurrences with situations in the same manner. Values are common guidelines, criteria, or propositions that guide the character of employees (Boal & Hooijberg, 2009). Kandula (2006) pointed out effective execution of duties can never be got without daunting cultural values. There are two forms of values including instrumental and terminal. Desired way of behavior is an instrumental value as stated by Ornstein and Lunenburg (Krentner, R., & Kinicki, A., 2011).

2.3.4 Information Communication Technology

Information communication abilities for sustenance technological innovation at the organizational level (organizational flexibility, Innovation processes, product development and superior manufacturing capability). Scholars grouped innovation capabilities into various assets such as process innovation, scientific research, design assets and product innovation. Beaudan E. (2012) studies in detail the technological innovation capabilities as a collection of organizational practices and features that support organization's technological innovation strategy (Beaudan, 2012). The success of technological innovation is not about technological capabilities of the organization other than other crucial capabilities in the organization, resource allocation, strategic planning, manufacturing and marketing. Investigation on whether not all new products in the market are vastly success while other has failed in the market has been related with prudent launching practices. These probes have isolated an array of success drives such as development of a different product with a persuasive value intention; creating product/service base on the customer input, assuming front-end approach homework, initial product definition, seeking sharp, provision of sufficient resources and developing a team which dependable, efficient and cross-functional (Cooper, D., & Schindle, P. S, 2011). Technological innovation strategies adopted by organization helps them identification of new revenue opportunities and improved satisfaction of the customers through reliable delivery. The success of most organization depends on the efficiency of operations process which is a result of technology investments. Technological innovations involve adoption of systems or information systems such as ERP that provides capabilities that support and enhance the production process. The system promotes the improvements of organizational activities by automation of the process involved in the production of goods and services (Waiganjo E.W., 2013).

2.4 Conceptual Framework

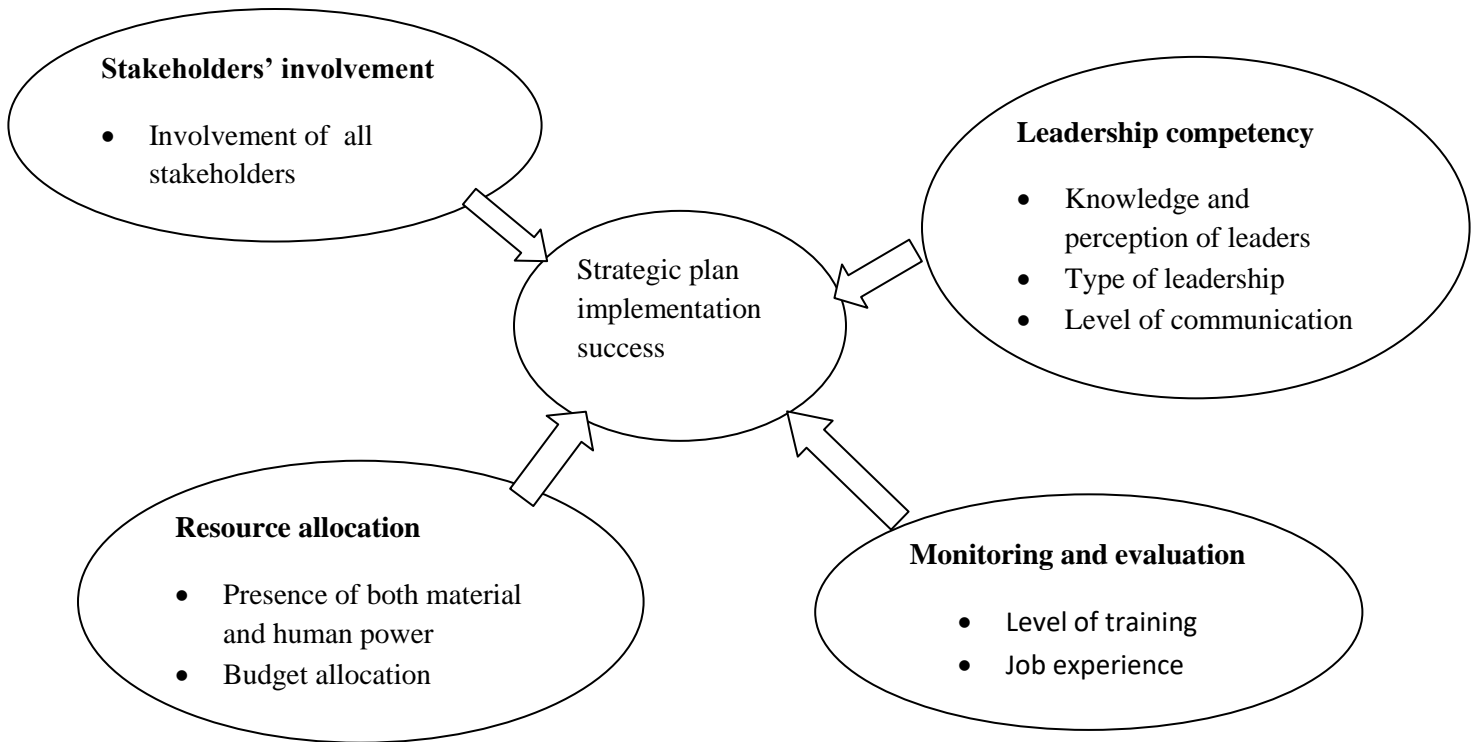


Figure 1. Conceptual Frame Work on Determinants of Strategic Plan and development Implementation Success Adapted From (Ellah G. , 2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents a description of the methodology that the researcher was used in data collection, analysis and presentation. It explains the research design, target population, sample size determination and sampling techniques; source of data, data collection, methods of data analysis, measurement of variables, ethical consideration was discussed.

3.2 Study Area

Wolkite town is located in Gurage Zone of Southern Nations, Nationalities and people's Regional state (SNNPR). It is the capital town of the Gurage zone and located at 158 km South of Addis Ababa on the way to Jimma town. The town is organized by having 3 sub cities, 6 urban kebeles. It is bordered by Cheha Woreda in west, Abeshge Woreda in south and Kebena Woreda at east direction. According to Wolkite town administration plan and economy commission and finance and economy sector the total population of the town in 2015 E.C is estimated to 111,600, out of this 54,684 were male and the rest 56,916 were female. Wolkite town municipality has totally 317 government employee including sub cities.

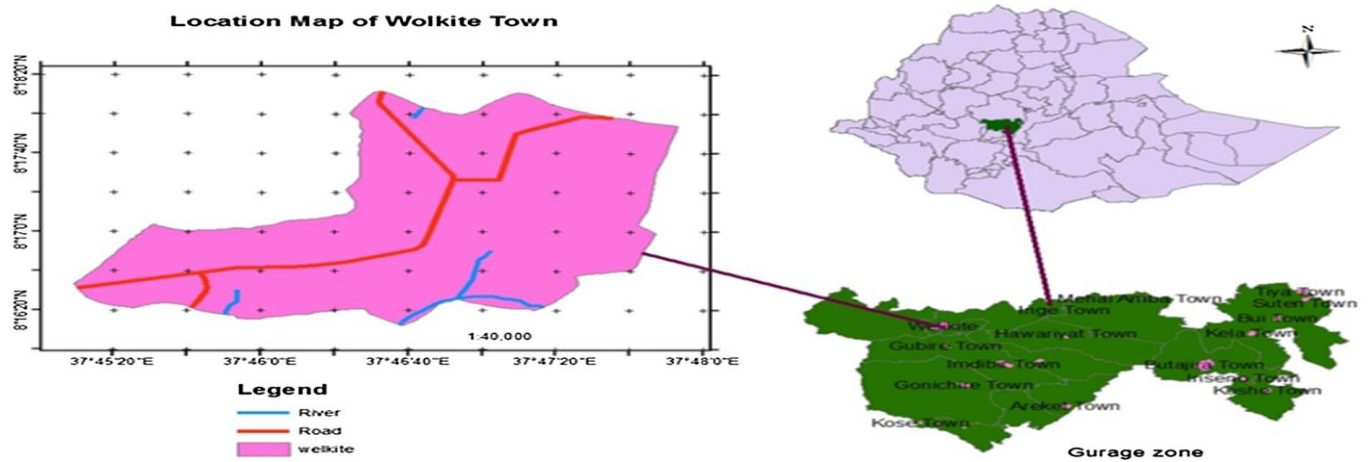


Figure 2. map of Wolkite town taken from Wolkite town adm. 2022

3.2 Research Design and Period

The study used a cross sectional study design by using mixed research approach that means quantitative and qualitative research approach. The quantitative research approach was used in order to use statistical analysis by applying systematic measurements and statistics. The qualitative research approach was also use to elaborate and convert the interview information from respective respondents and document reviews to explain the quantitative data.

During the research report, the researcher was used descriptive and inferential analysis to reveal the practice and identify determinants of strategic plan implementation success. The descriptive type research was used to describe the collected data. The explanatory studies are used because it establishes causal relationship between variables. According to (Abdullah H, , 2017) explained that, with the same as to concepts of this study, the emphasis here is on studying a situation or a problem in order to explain the relationships between variables. And the data collection period of study was from March 15 up to April 15 /2023.

3.3 Target population

All employed under the selecting six department of Wolkite town administration municipality office were the target population. According to Wolkite town municipality office report, the municipality has 216 governmental employees in all six departments were target population (Wolkite town munucipality office, 2022).

3.4 Study participants

All randomly selected individuals from Wolkite town administration Municipality office were the study unit.

3.5 Sample size and Sampling techniques

3.5.1 Sample size

In this study, the researcher collected data from main departments out of the total departments of Wolkite town municipality office, six main departments whose population comprises of managers, work process owners, planning experts, the head of each department and other administrative staffs, since the first stage in the sampling process is to determine the respondent groups and sample size from Wolkite town municipality.

Taro Yamane's (1967) simplified sample size determination formula is used by assuming that 95% confidence level and 5% level of sampling error and the target sample is taken proportionally from each department.

$$n = \frac{N}{1 + Ne^2}$$

Where;

N = Population size

n = Sample size

e = Level of error = 0.05

Using the above formula, the sample size of the study was determined as;

$N = 216 = 140$

$1 + 216(0.05)^2$

Finally, by adding 10% non-response rate totally 154 samples were used for the study.

Table 1. Stratified proportional sample size determination

No	Department	Population	Sample size
1	Infrastructure department	41	29
2	Land administration department	78	56
3	Construction department	31	22
4	Cadaster system department	16	11
5	Housing project department	46	33
6	Planning, monitoring and evaluation department	4	3
	Total	216	154

3.5.2 Sampling Techniques

The study used simple random sampling technique to include study participants and for qualitative in-depth interview the participants included purposely. Since, the respondents expecting to have adequate and detail information about the subject matter. Proportional sample size allocated for each department. In this study, the researcher was included all six departments of the town municipality. For qualitative data the sample was selected purposely based on the rich information on strategic plan development and implementation; the sector managers, work process owners, planning experts, employees and customers were recruited for qualitative data.

3.6 Source of data

The primary data were collected from the town municipality department offices managers, work process owners, planning experts and employees from all departments. The selection of participants based on the expectation that they have better information and experience in relation to the study. For secondary data documents like; strategic plan documents, implementation reports and other related materials were the major sources for this study.

3.7 Data Collection Methods

3.7.1 Quantitative data collection methods

Face-to-face interview were conducted for study participants after obtaining verbal consent with pre-tested semi-structured questionnaires to identify factors affecting strategic plan implementation success in the study area. The questionnaires were adapted from relevant literatures. To ensure reliability the questionnaires was first developed in English then back translated to Amharic. The questionnaires addressed the individuals' socio-demographic and economic information, determinants of strategic planning and implementation related information. The data collection was done by 2 degree holders, One MA holder was recruited as supervisor to facilitate, coordinate and supervise the overall data collection. Two-day training for data collectors and supervisor was given before the actual data collection time. The collected data was checked daily both by the supervisor and the principal investigator for clarity and completeness of questionnaire. In addition, day to day orientation was provided for data collectors before field work by supervisor.

3.7.2. Qualitative data collection methods

For qualitative data, totally nine key informants were selected purposely; 6 key informants from main municipality office department and 3 managers from sub cities municipality were recruited for in-depth interview. Also ten key informants were included among customers in order to gain supportive data; customers who came to get service at data collection period were purposely included.

In addition, document review was done to interpret by the researcher as objective and meaning around an assessment topic. Analyzing documents incorporates coding content into themes similar to transcripts were analyzed. In this research, Strategic plan documents, annual action plan and strategic plan reports of the municipality department was reviewed in order to get the relevant information.

3.8 Study Variables

3.8.1 Dependent variable

- ❖ Strategic plan implementation success

3.8.2 Independent Variables

3.8.2.1 Stakeholder involvement factors

- ✓ Active involvement of all stakeholders

3.8.2.2 Resource allocation factor

- ✓ Presence of both material and human power
- ✓ Budget allocation

3.8.2.3 Leadership competency factors

- ✓ Knowledge and perception of leaders
- ✓ Type of leadership
- ✓ Level of communication

3.8.2.4 Monitoring and evaluation factors

- ✓ Level of training
- ✓ job experience

3.9. Methods of data analysis

At the end of data collection data analysis was carried out to show how each variable contributes to strategic plan development and implementation at the main office of the municipality of Wolkite town. The questionnaire was checked for completeness and code was given during data collection. Data was entered into Epi-Data version 3.1 since, it helps to avoid and reducing error of data unlike to SPSS and then exported to SPSS version 20 software for analysis. Descriptive statistics like frequency tables, graphs and descriptive summaries were used to describe quantitative variables. Binary logistic regression was used to assess determinants of strategic plan implementation and variables which showed statistical association value ($p < 0.25$) on binary logistic regression were taken to multiple logistic regression analysis to see statistical association. Finally variables having p-value less than 0.05 were considered as statistical significant to dependent variable. And qualitative data were analyzed thematically by using contents-based analysis. After validity test and the collected data were analyzed and the final report were produced through frequency distribution, percentages and mean and standard deviations.

3.10. Ethical Considerations

Ethical clearance is obtained from research Review Board of Wolkite University and permission is received from Wolkite town municipality and Information about the objective of the study, confidentiality, autonomy and justice will explain for the participants during data collection after informed oral consent was obtained from each study participants.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Background of respondents

This section presents the respondents' background information in terms of their gender, education status, work experience and current work position and participation in the strategy plan development and implementation. In this study among targeted respondent 151 having response rate (98.1%) responded accordingly. Table below shows that majority of the respondents were male comprising of 52.3 percent while females were 47.7 percent; this implies that more males than females were involved in the strategic plan development and implementation.

Table 2 Respondent's socio demographic characteristics

Variables		Frequency(N=151)	Percent
Sex	Male	79	52.3
	Female	72	47.7
Marital status	Married	112	74.2
	Unmarried	39	25.8
Educational status	Diploma	74	49.0
	Degree	77	51.0
Current position	Expert	139	92.1
	senior expert	7	4.6
	Middle manager	5	3.3
Work experience	less than 5 years	71	47.0
	5-10 years	68	45.0
	greater than 10 years	12	7.9
Have ever participated in the strategic planning in the previous time	Yes	56	37.1
	No	95	62.9
Total		151	100

Source: Research own survey, 2023

According to the findings shown in table 4.1, the levels of education of majority of respondents are first Degree holders (51%) and others were diploma holders (49%). Joppe (2000) stated that during research process, respondents with technical knowledge on the study subject assist in gathering reliable and accurate data on the investigation. Concerning with duration of experience in the municipality, majorities are with 1-5 years (47%), followed by 5-10 years (45%) and others were above 10 years (7.9%) experience in the wolkite town municipality .As the result shown in table 1, the majority (92.1% of respondents were experts, followed by senior Experts (4.6%) and the rest respondents were middle manager (3.3%). This indicates that most of the respondents were experts, and hence it is believed that they can understand the level of municipality strategic plan development and implementation success. Regarding with respondents participation in strategic plan development, majority (62.9%) of respondents were not participated in the municipality strategic plan development.

4.2 Strategic plan development status of respondents in Wolkite town municipality office

In this study we asked the respondents five strategic plan development related questions to know the level of strategic plan development in Wolkite town municipality office. Among all study participants majority 88.7% respondents know that the office had recent documented strategic plan. Greater than half 51.7% of respondent said that the strategic plan meet standard of strategic plan. According to the study majority 84.8% of participants showed that municipality office didn't allocate necessary supplies for strategic plan development.

Table 3.Strategic plan development status of Wolkite town municipality

		Frequency	Percent
The office has recent strategic plan	Yes	134	88.7
	No	17	11.3
The strategic plan meet standard of strategic plan	Yes	78	51.7
	No	73	48.3
Office allocate necessary supplies for strategic plan development	Yes	23	15.2
	No	128	84.8
Office allocate necessary Budget for strategic plan development	Yes	12	7.9
	No	139	92.1
Necessary stakeholders involved at strategic plan development	Yes	38	25.2
	No	113	74.8
Average Over all strategic plan development			37.7%

Source: Research own survey, 2023

4.3. The effect of leadership qualities on strategic plan implementation

Primarily, the respondents were asked to their perceptions on the effect of leadership on the strategic plan implementation of the municipality office. According to the result of the study all of respondents (100%) believed that leadership quality influences strategic plan implementation.

Further, they are requested to rank the extent (i.e. low, moderate, and great, very great) to which the leadership capabilities influence the municipality strategic plan implementation. The study finding as shown in table 2, majority of respondents (59.6%) confirmed that leadership qualities influence the strategic plan implementation to a great extent, followed by very great extent (19.2%) ,moderate extent (17.2%), and the remaining 4% stated low extent.

Table 4. leadership qualities on strategic plan implementation in Wolkite town municipality

		Frequency	Percent
To what extent does leadership affect implementation of strategic plan	low extent	6	4.0
	moderate extent	26	17.2
	Great extent	90	59.6
	Very great extent	29	19.2

Source: Research own survey, 2023

The respondents were also asked to indicate their level of agreement to the statements explaining the qualities of leadership in the municipality office. The results are tabulated in percentage for each statements with respect to the level of agreement (strongly agree, agree, neutral, disagree, and strongly disagree) as shown in Table below.

The majority (48%) of respondents have agreed that the leaders in the municipality office don't have sufficient education background and work experience followed by 73.5% responded neutral, 15.2% disagreed, and 11.3% agreed. This indicated that the leaders in municipality office had inadequate education back ground and work experience which affects the strategic plan implementation of the municipality. Regarding with managerial skills of leaders, the majority of respondents 69.5% agreed and 21.2 % neutral, 4.6% disagreed and remaining 4% of strongly agree that the municipality office leaders does not equipped with a good conceptual and technical skills. This revealed that the municipality leaders doesn't equipped with a good conceptual and technical skill that helps to foster strategy implementation of the municipality office. The result shown that the majority of respondents 84.8% agreed and 7.9% neutral, 4.6%

strongly agreed that the municipality leaders' Lacks commitment to perform their roles leads to missing support and guidance to the lower ranks of employees. This revealed that the municipality leaders lack commitment to perform their roles, support and guidance to the lower rank of employees. The result revealed that the majority of respondents 72.2% disagreed, 11.6% neutral and 11.3% agreed with the statement that states the leadership direction and instructions provided by the municipality leaders were inadequate. This shown that the leadership and directions done by the municipality leaders are not adequate. The finding also shown that, the majority of the respondents 66.9% agreed and 18.5% neutral for the office leaders lack decision making, case analysis, problem solving; while only 14.6% disagreed. It is concluded that the overall leadership qualities of the Wolkite town municipality office leaders are ranked as poor.

Additionally the in-depth interview result showed that almost all respondents said that in Wolkite town municipality the leaders had inadequate skills and abilities in leadership quality and had major problems; especially the relevant technical skills lacks decision making, case analysis, problem solving and innovation skills.

Table 5.Perception of respondents on leadership qualities in the Wolkite town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The leaders of municipality office have insufficient educational background	2.96	0.515	0%	11.3%	73.5%	15.2%	0%
The office leaders have insufficient technical skills	3.74	0.616	4.6%	69.5%	21.2%	4.6%	0%
Because the office leader is unwilling to fulfill his or her responsibility	3.89	0.492	4%	84.8%	7.9%	3.3%	0%
The office management offered insufficient leadership and directions	2.48	0.871	4.6%	11.3%	11.9%	72.2%	0%

The municipality leaders lack decision-making, case analysis and problem solving	3.52	0.738	0%	66.9%	18.5%	14.6%	0%
Over all perception on leadership qualities	3.32	0.646	2.64%	48.8%	26.6%	21.98%	0%

Source: Research own survey, 2023

4.4. The effect of resource availability and utilization on the strategic plan implementation

The respondents were asked to their perceptions on the effect of resource allocation and utilization on the strategic plan implementation of the municipality. Majority of respondents (95.4%) stated that resource allocation and utilization had an effect on strategic plan implementation.

Furthermore, in response the extent to which the resource allocation and utilization influences the municipality strategic plan implementation, the majority of respondents (52.3%) confirmed to great extent, followed by moderate extent (19.2%),very great extent (23.8%) and the remaining 4.6% stated low extent as shown table below.

Table 6.Resource availability and utilization on the strategic plan implementation

Statement		Frequency	Percent
Do you believe resource availability and utilization influence strategic plan implementation	Yes	144	95.4
	No	7	4.6
To what extent does resource availability affect strategic plan implementation	low extent	7	4.6
	moderate extent	29	19.2
	Great extent	79	52.3
	Very great extent	36	23.8

Source: Research own survey, 2023

Moreover, the respondents were also asked to indicate their agreement to the statements explaining the resource availability and utilization in the municipality office. Thus, the responses are tabulated in percentage for each statements with respect to the level of agreement (strongly agree, agree, neutral, disagree, and strongly disagree) as shown in Table below.

The study result shows that 76.8% neutral, 11.9% strongly agree, and 6.6% responded agree with the statement that the municipality had shortage of resource for strategic plan implementation. This implies that somehow there is a shortage of resource for strategic plan implementation in municipality office. It is widely acknowledged that resources are vital inputs to achieve the desired strategic plan implementation. The four basic resources considered in this study are; physical resource, human resource, financial and technological resource. Regarding with human resource majority (74.2%) responded strongly agree, followed by 19.2% agree, 6.6% neutral with a statement that states the municipality faced shortage of human resource during implementation. Concerned with financial resources majority (74.2%) responded strongly agree, followed by 14.2% agree and the remaining 6.6% were responded neutral with a statement that states the municipality often faced shortage of finance resource during strategic plan implementation. Regarding to technological resources majority (77.5%) responded strongly agree, followed by 22.5% agree with a statement that states the municipality often faced shortage of technologies for strategic plan implementation. In conclusion from the above discussion, the municipality office had shortage of competent human power, financial resource, tools and technological resource which are necessary for effective implementation of strategic plan.

According to most of the interviewee even though the municipality follows program based adequate budget allocation lacks clarity. Most of the time the office doesn't face shortage of budget but ineffective utilization of budget is the critical problem due to this the municipality return huge amount of budget at the end of each fiscal year to finance sector in addition huge budget corrupted or misused by individuals. On other hands even though the number of human capital (employees) are not such great problem in the municipality but there is lack of capable human capital especially those who have implementation skills .In relation to technology especially in the areas of construction department using modern technology that helps to facilitate construction industry is remained at very low stage.

Table 7. Resource availability and utilization for the strategic plan implementation in Wolkite town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
There is shortage of resource for planning at municipality	3.21	0.83	11.9%	6.6%	76.8%	0%	4.6%
The municipality frequently lacked sufficient human resources	3.36	0.912	74.2%	19.2%	6.6%	0%	0%
The municipality office often faced shortage of financial resources to achieve the planned activities	4.68	0.59	74.2%	19.2%	6.6%	0%	0%
The municipality office frequently lacked the tools and technology needed to put plan into action	4.74	0.419	77.5%	22.5%	0%	0%	0%
Over all resource availability and utilization for strategic plan implementation	3.99	0.69	59.45	16.88	22.5	0	1.2

Source: Research own survey, 2023

4.5. The effect of effective and timely communication on the municipality strategic plan implementation

Once the strategic plan has been formulated, communication is one of the most important for strategic plan implementation success. In response to the importance of communication for effective strategic plan implementation in the municipality office, the majority (58.9%) of the respondent confirmed that communication would play an important role for effective strategic plan implementation in the municipality office.

Regarding to the extent to which communication influences the strategic plan implementation, the majority of respondents (51.7%) confirmed to great extent, followed by moderate extent (14.6%), very great extent (13.2%) and the remaining 20.5% stated as low extent.

Table 8. Perception on effective and timely communication on the municipality strategic plan implementation

Statement		Frequency	Percent
Do you believe effective and timely communication influences strategy	Yes	89	58.9
	No	62	41.1
To what extent does effective and timely communication affect strategic plan implementation	low extent	31	20.5
	moderate extent	22	14.6
	Great extent	78	51.7
	Very great extent	20	13.2

Source: Research own survey, 2023

Moreover, the respondents also indicated their agreement to the sort of statements explaining the effective and timely communication in the municipality. Thus, the responses are tabulated in percentage for each statements with respect to the level of agreement (strongly agree, agree, neutral, disagree, and strongly disagree) as shown in Table.

The finding shows that, majority of respondents (60.9% disagree, and 9.3% strongly disagree) confirmed that the municipality has got adequacy of internal communication among different officers and staffs. Regarding to the way of communication, the majority of respondents (82.1% neutral) 13.2 % agreed confirmed that the municipality office practices one-way or top to down communication which don't allow the staffs participation active implementation and giving feedback on the strategic plan implementation. Furthermore, the result also shows that there is a poor horizontal communication among the offices and employee in the municipality (61.6% disagree and 20.5% strongly disagree) for presence of horizontal communication. Similarly the external communication made with external organizations on the common and support for strategic plan implementation. In conclusion the communication of strategic plan in the study area characterized as inadequate internal communication, poor external communication, one-way and untimely. Thus, it has got a great influence on the effective strategic plan implementation.

According to interviewed respondents Wolkite town municipality does not have well organized and strategic communication that helps to fosters strategic plan implementation.

Table 9. Effective and timely communication on the strategic plan implementation in Wolkite town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	St. disagree
There is weak internal communication of strategy among different directorates and teams	2.50	1.14	13.2%	3.3%	13.2%	60.9%	9.3%
The municipality office's information systems for monitoring strategy execution are insufficient	3.58	0.581	0%	62.9%	32.5%	4.6%	0%
There is only one-way communication in the office, from top to down prevent employees from questioning, criticizing, and providing feedback on the office's plan execution.	3.09	0.415	0%	13.2%	82.1%	4.6%	0%
There is lack of horizontal communication among the municipality's offices and employees	2.04	0.81	3.3%	0%	14.6%	61.6%	20.5%
External communication with external organizations on the implementation of a common and supporting plan is weak at the municipality office?	3.44	0.88	4%	58.9%	14.6%	0	22.5%
Over all Effective and timely communication for the strategic plan implementation	2.93	0.77	4.1%	27.7%	31.4%	26.34%	10.46

Source: Research own survey, 2023

4.6. Effect of organizational structure on the municipality strategic plan implementation

The organizational structure provides a visual explanation of two main things: the decision making process and resource allocation. On the assessment of respondents' perception on the influence of organizational structure on strategic plan implementation in the municipality office, majority (74.8%) of the respondents confirmed that the organizational structure of the municipality had an effect on the strategic plan implementation.

Regarding to the extent to which organization structure influences the municipality strategic plan implementation, the majority of respondents (53.6%) confirmed to great extent, followed by

moderate extent (32.5%), and the remaining 13.9% stated low extent as shown in table below. This revealed that organizational structure had a great effect on strategic plan implementation in the municipality.

Table 10. Perception on effect of organizational structure for strategic plan implementation in Wolkite town municipality

Statement		Frequency	Percent
Do you believe organizational structure influences strategic plan implementation	Yes	113	74.8
	No	38	25.2
To what extent does organizational structure affect strategic plan implementation in municipality office	low extent	21	13.9
	moderate extent	49	32.5
	Great extent	81	53.6

Source: Research own survey, 2023

Moreover, the respondents were also asked to indicate their level of agreement to the sort of statements about the current organizational structure of the municipality office. Thus, the responses are tabulated in percentage for each statements with respect to the level of agreement (strongly agree, agree, neutral, disagree, and strongly disagree) as shown in Table below. The finding shows that, majority of respondents (73.5% disagree and 4% strongly agree) stated that the current organizational structure of the municipality doesn't adequately support or aligned with the strategic implementation in addition the 83.4% also confirmed that it is not flexibly adjusted to strategic plan. This indicates that the municipality office organizational structure do not fit and not flexible to adjust with strategic plan implementation.

According to most interviewee the current organizational structure of the municipality is not successful for achieving its strategic objectives. The structure of an organization sets hierarchy for responsibility and creates the various levels of communication within an organization. Heavy hierarchical structure delays in decision making as well as overlapping of some duties affecting strategic implementation of the municipality office. And also it lack of align with sub city administration office that stakeholders to achieve targeted strategic plan.

Table 11. Effect of organizational structure on strategic plan implementation in Wolaita town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The office's present organizational structure is not aligning with the implementation	2.19	0.482	0%	0%	22.5%	73.5%	4%
The office's organizational structure does not adapt flexibly to strategic plan implementation	3.80	0.653	3.3%	83.4%	3.3%	9.9%	0%
Because of the office's organizational structure, horizontal communication	3.93	0.68	13.2%	73.5%	6.6%	6.6%	0%
The office's organizational structure is very formalized and rigid	3.07	0.512	0%	16.6%	73.5%	9.9%	0%
The municipality's hierarchical structure causes delays in decision-making	4.01	0.469	11.3%	78.1%	10.6%	0%	0%
Overall perception on organizational structure for strategic plan implementation	3.4	0.56	5.56%	50.3%	23.3%	20%	0.8%

Source: Research own survey, 2023

4.7. The effect of organizational culture on the strategic plan implementation

Corporate culture refers to the set of common values and belief that members of organization share in common (Pearce and Robinson, 2016). The respondents were asked to put their perception on the effect of organization culture on the strategic plan implementation of their municipality office. Accordingly, the majority 84.1% of the respondent showed that the current organizational culture in their office had influence on the strategic plan implementation. Regarding to the extent to which organization culture influences the municipality strategic plan implementation, the majority of respondents (50.3%) said to great extent, followed by moderate extent (29.1%), very great extent (11.3%) and the remaining 9.3% of respondent stated low extent as shown in table below. This result revealed that organizational culture had a great effect on strategic plan implementation in the municipality office.

Table 12. Perception on effect of organizational culture on the strategic plan implementation Wolkite town municipality

Statement		Frequency	Percent
Do you believe organizational culture influences strategic plan implementation	Yes	127	84.1
	No	24	15.9
To what extent does organizational culture affect strategic plan implementation in municipality office	Low extent	14	9.3
	Moderate extent	44	29.1
	Great extent	76	50.3
	Very great extent	17	11.3

Source: Research own survey, 2023

Furthermore, the respondents were also asked to indicate their level of agreement to the statements about the current organizational culture. Thus, the responses are tabulated in percentage for each statements with respect to the level of agreement (strongly agree, agree, neutral, disagree, and strongly disagree) as shown in Table below.

According to respondents replied that the majority 72.8% agree while 16.6% disagree to the statement that state the office has totally unsupportive organization culture. This indicated that to the municipality had not supportive organizational culture to promote the staffs participation and commitment. Regarding with a culture of tolerating risks, 67.5% responded agree while 13.2% disagree to the statement that implies the municipality office has less culture of risk tolerant. This implies that the office has a poor culture of tolerating risks. On contrary, the majority (67.5% agree and 9.3% strongly agree) of respondents were agree that the municipality has a poor culture to tolerate new ideas.

According to most interviewee the municipality has not yet definitive organizational culture that leads to implement its strategy in a good ways. Providing employees with opportunities to explore, investigate and experiment creates an entrepreneurial organization culture that fosters innovative behavior are crucial one for strategy implementation.

Table 13. Effects of organizational culture on the strategic plan implementation in Wolkite town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The municipality office's organizational culture is particularly unsupportive	3.56	0.762	0%	72.8%	10.6%	16.6%	0%
The municipality office's has a less risk-tolerant culture	3.48	0.847	0%	67.5%	15.9%	13.2%	3.3%
The municipality office's culture does not allow for the acceptance	3.7	0.856	9.3%	67.5%	6.6%	16.6%	0%
The municipality office's has lower concerns for loyalty and mutual	4.32	1.105	65.6%	17.9%	0%	16.6%	0%
Over all organizational culture on the strategic plan implementation	3.8	0.89	18.73%	56.42%	8.3%	15.7%	0.9%

Source: Research own survey, 2023

4.8. Monitoring and evaluation for strategic plan Implementation

The respondents asked to put the extent to which the municipality properly implemented its overall strategic plan. Accordingly, the finding shown below, the majority (87.4%) responded to the municipality office has no monitoring and evaluation system for planned strategic plan. This implies that the level of monitoring and evaluation system on strategic plan implementation in Wolkite town municipality office was low.

Table 14. Monitoring and evaluation system for strategic plan implementation wolkite town municipality

Statement		Frequency	Percent
Does the municipality office have monitoring and evaluation system	Yes	19	12.6
	No	132	87.4
How frequent monitoring and evaluation done in municipality office	Monthly	34	22.5
	Quarterly	55	36.4
	By annually	62	41.1

Source: Research own survey, 2023

Furthermore, the respondents were also asked to indicate their level of agreement to the sort of statements which explains about the effective strategic plan implementation in the municipality. Thus, the responses are tabulated in percentage as shown in Table below. The findings show that the municipality has yearly plans to implement strategies since the majority 88.7% of respondents stated that the municipality has yearly plans to implement strategies. In addition, the majority (47.7% disagree and 28.5% strongly disagree) 76.2% of respondents replied that the municipality office didn't got precise procedures followed for achieving strategic implementation and the result showed that only 23.2% agreed that the municipality office monitor progress during strategy implementation. On contrary, the majority 64.2% of respondents stated that the municipality doesn't take initiation to amend to its strategy although it was necessary to be made. This implies that even though the municipality office evaluates regularly its progress against the target, no adjustment has been made on the strategic plan implementation.

Similarly the majority (83.4%) of respondents agreed that the office doesn't assign strict responsibility for strategic plan implementation. Without sharing or assigning of responsibility among the stakeholder it is difficult to achieve the strategic objectives which will results in failure to strategic plan implementation.

Table 15. Implementation status of strategic plan in Wolkite town municipality

Statement	Mean	SD	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The municipality office has no annual plans to implement strategies.	2.48	1.16	15.9%	0%	6.6%	70.9%	6.6%
The municipality office does not have specific procedures for implementing strategic plans.	4.04	1.148	47.7%	28.5%	4%	19.9%	0%
The municipality office does not frequently monitor progress versus targets while implementing plans.	3.17	0.522	0%	23.2%	70.2%	6.6%	0%
The municipality office does not make any changes to its strategies during the implementation phase.	3.41	0.918	0%	64.2%	19.2%	9.9%	6.6%
The municipality office does not assign strict accountability for the strategy plan's implementation	3.87	0.763	13.2%	70.2%	6.6%	9.9%	0

Source: Research own survey, 2023

4.9 The overall strategic plan Implementation status of Wolkite town municipality

The main strategic pillars of the municipality office are grouped in to five; these are job creation and urban food security, housing development and administration, urban plan preparation & implementation, Construction industry capacity building and regulator and integrated infrastructure and solid waste management. This study assessed the municipality's strategic plan implementation success by using five major pillars of strategic plan implementation standard. The revealed that leadership quality perceived as good by 55.6% of respondents, organizational structure 63.2% satisfactory but Resource availability 71.5% and stakeholder involvement 55.6% accounted as poorly implemented. Regarding with the implementation of the municipality office the main strategic pillars, the finding showed that only 27.1% (13.9% satisfactory and 13.2% good) of respondents responded that Wolkite town municipality main pillar was implemented successfully (see figure below).

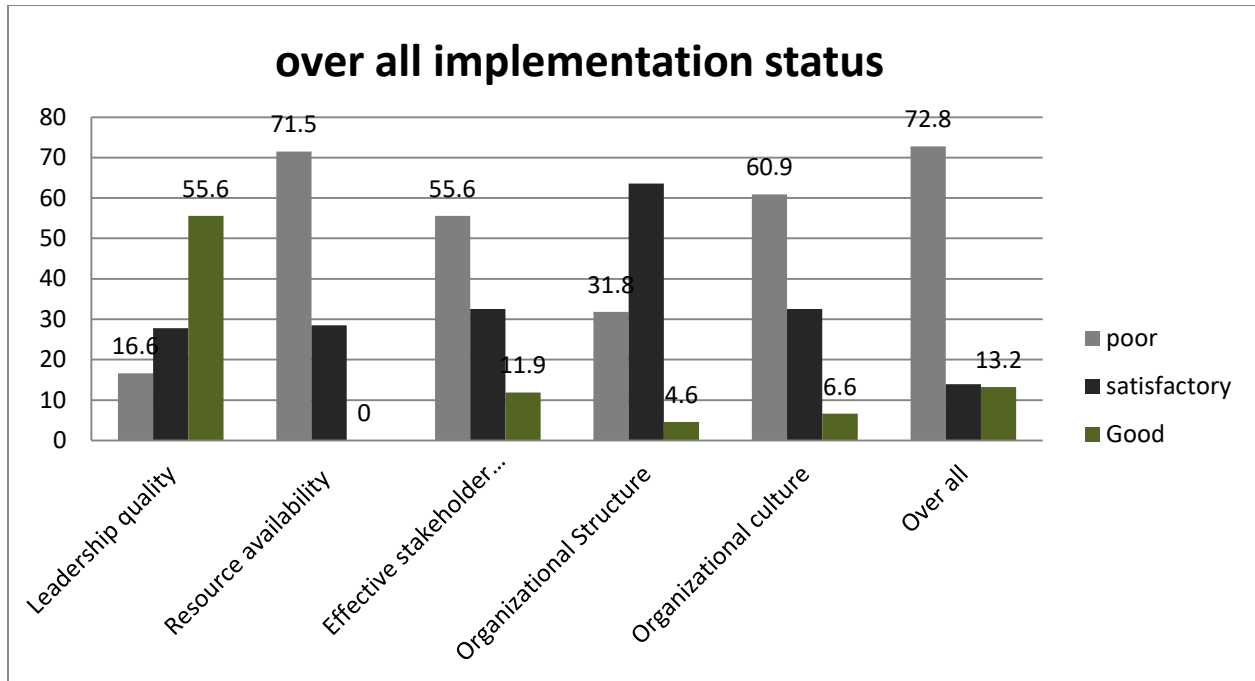


Figure 3.Over all perception of respondents on the municipality of implementation of sated strategic plan Wolkite town

4.10 Inferential statistics Analysis

Multiple regression analysis was used to determine the relationship between strategic plan implementation and the five independent variables for the case of municipality office in Wolkite town. The regression model was adopted for the study is: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$

Whereby Y = strategic plan implementation; X_1 = Leadership qualities; X_2 = Resource availability and utilization; X_3 = Effective and timely communication; X_4 = Organization Structure; X_5 = Organizational Culture; β_0 = constant term; β_1 , β_2 , β_3 , β_4 and β_5 are the regression equation coefficients for each of the variables; and ε = Error term The researcher was used SPSS (Statistical Package for Social Sciences) software to compute the measurements of multiple regression result for the study. Prior to analysis of the data, assumptions were tested such as checking of the data for linearity, normality and Multicollinearity was made and all diagnostic tested result show that fit to the model.

4.10.1. Correlation analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. A negative value indicates negative correlation and positive values indicates positive correlation

Table 16. Correlations between variables

Variables		Strategic plan Implementation	Leadership quality	Resource Utilization	stakeholder involvement	Org. Structure	Org. Culture
Strategic plan Implementation	Pearson Correlation	1	0.689**	0.636**	0.703*	0.717*	0.582**
	Sig . (2-tailed)		.000	.000	.000	.000	.000
Leadership quality	Pearson Correlation		1	0.569**	0.611**	0.651*	0.574**
	Sig . (2-tailed)			.000	.000	.000	.000
Resource Utilization	Pearson Correlation			1	0.481**	0.558*	0.572**
	Sig . (2-tailed)				.000	.000	.000
Stakeholder involvement	Pearson Correlation				1	0.635*	0.632
	Sig . (2-tailed)					.000	.000
Organizational Structure	Pearson Correlation					1	0.706**
	Sig . (2-tailed)						.000
Organizational Culture	Pearson Correlation						1
	Sig . (2-tailed)						

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation summary shown in the table above depicts that there is a positive relationship between strategic plan implementation and Leadership quality (0.689), Resource availability and utilization (0.636), stakeholder involvement (0.703), Organizational Structure (0.717), and Organizational Culture (0.582). Therefore, it can be implied that there is a strong positive relationship between strategic plan implementation (dependent variable) and each of independent variables (Leadership quality, Resource availability and utilization, stakeholder involvement, Organizational Structure and Organizational Culture)

4.10.2. Multiple Regression Analysis

Regression model is used here to describe how the dependent variable affected by changing conditions. Predictive regression Analysis was carried out for Leadership quality, Resource availability, stakeholder involvement, Organizational Structure, and Organizational Culture and strategic plan implementation.

Table 17. Model summary

Model	R	R square	Adjusted R square	Standard error of estimate
1	0.785	0.768	0.687	6.38

a. Predictors: (Constant), Stakeholder involvement (SI), Organizational Culture (OC), Resource availability (RA), Organizational Structure (OS), Leadership quality (LQ)

b. Dependent Variable: Strategic plan implementation (SPI)

The above model summary indicates that there was a very strong positive relationship ($R=0.785$) between the dependent and independent variables. The value of R-square 0.768 indicates that 76.8% of the variation in strategic plan implementation was explained by the independent variables of the study (Leadership quality, Resource availability, Stakeholder involvement, Organizational Structure, and Organizational Culture). The remaining 23.2% of strategic plan implementation was determined by other factors not considered under this study. This is quite high predictions from the regression equation fairly reliable and the goodness of fit test is fulfilled.

Table 18. Statistical significance (ANOVA)

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	21348.16	5	4269.632	91.74	0.000
Residual	7389.36	158	48.77		
Total	28737.52	163			

a. Dependent Variable: Strategic plan Implementation (SPI)

b. Predictors: (Constant), Organizational Culture (OC), stakeholder involvement (SI) Resource Availability (RA), Organizational Structure (OS), Leadership quality (LQ)

The F-ratio in the ANOVA table above tests whether the overall regression model is a good fit for the data. The table showed that the independent variables statistically significantly predict the dependent variable, $F(5, 158) = 91.74, p < .0005$ the regression model is a good fit of the data).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The general objective of the research was to identify determinant factors that affect strategic plan implementation success in the case of Wolkite town municipality office. To this effect both primary and secondary data sources were accessed and relevant facts were gathered. The collected facts were presented, analyzed and discussed under different headings. The analysis and discussion results from these relevant data presented and interpreted can be concluded in the following section.

5.1. Summary of Findings

Accordingly the majority of respondents (93.4%) confirmed that leadership capabilities had an effect on municipality strategic implementation. The majority of respondents agreed that the leaders in the municipality had insufficient competence 55.6% good, 27.8% satisfactory and 16.6% poor managerial skill; provide inadequate conceptual and technical skills(69.5% agreed, 4.6% strongly agreed); and lacks problem solving and decision making skills 66.9% agree. In-depth interview analysis also indicates the same result leadership incapability contribute highly for unsuccessful implementation of municipality strategic plan implementation. This infers the poor level of leadership quality in the Wolkite town municipality office.

Resource allocation is a central management activity that allows for strategy execution. Majority of respondents (95.4%) stated that resource availability and utilization had an effect on municipality strategic plan implementation. The finding of the study also shown that in the municipality office has shortage of resource planning allocation and utilization system (6.6% agree, and 11.9% strongly agree. The respondent pointed out that the municipality had shortage of competent human capital 65.6% agree and presence financial resource shortage (74.2% strongly agree). Interview analysis also show that even though the municipality follow program budget allocation system lacks clarity, under- utilization of budget ,Shortage of trained and skilled manpower in the sector, limitation of cost effective construction technology are affects strategic implementation of the municipality.

It is widely recognized that communication is one of the most important vehicles for successful implementation. The majority of respondents stated that the internal communication way of the municipality is inadequate (3.3% agree, 13.2% strongly agree), one-way which don't allow a room for participation of staffs 82.1% agreed, and 58.9% agreed for untimely communication influences strategic plan implementation. The interview analysis also infers that the municipality office doesn't have well organized communication strategy to foster its strategy implementation.

The organizational structure provides a visual explanation of two main things: the decision making process and resource allocation. All of respondents stated that the current organizational structure of the municipality agree to aligning of its structure to strategic implementation and also lacks flexibility adjusted to strategic plan (83.4% agree and 3.3% strongly agree). They also argued that the structure has got too much hierarchy which can delays decision making (73.5% agree, and 13.2% strongly agree). Interview also indicates that heavy hierarchical structure, overlapping of some duties and also lack of align with municipality's strategic plan implementation and Wolkite town administration office that works to achieve collaborate national plan affecting strategic plan implementation of the municipality office.

The finding showed that the developed strategic plan of the municipality pillars was not implemented successfully. The respondents indicated that, leadership quality accounted only 55.6% good; resource availability (71.5% poor), effective stakeholder involvement (55.6% poor), organizational structure (31.8% poor) and organizational culture (60.9% poor) strategic implementation of the main pillars are poor. The overall aggregated average implementation status of Wolkite town municipality was 72.8% which indicates a relatively satisfactory implementation.

5.2. Conclusion

Number of factors that potentially affected the process of strategic plans implementation. The study considered five variables that influence the strategy implementation of Wolkite town municipality office: leadership quality, resource availability and utilization, effective and timely communication, organization structure and organization culture. The study revealed that Leadership quality is considered to be one of the most important determinant factors affecting organizational performance. The study revealed that the leadership qualities of the municipality leaders were poor or insufficiently, poor managerial skills, lacks commitment to perform their tasks and lacks problem solving and decision making skills. Thus, the failure in strategic plan implementation is directly related with the poor leadership qualities in the municipality. The effective strategic plan implementation requires a continuous flow of resources and efficient utilization of the available resource. Based on the findings it is concluded that the resource availability and utilization had an effect on strategic plan implementation specifically due to shortage of competent human power and technology. Communication is one of the most important determinant factors for successful implementation. The finding indicates that in the municipality had inadequate internal communication, untimely communication and one-way communication from top to down which didn't allow participation of staffs in all level, the external communication on the common and supportive strategies was found to be poor. This leads to poor and inefficient communication among internal all staffs which in turns responsible to poor strategic plan implementation in the municipality. The study also concludes that the current organization structure had a great influence on the strategic plan implementation in the municipality office. The current organizational structure of the municipality didn't support or aligned with the strategic plan and also lacks flexibility to adjust according to strategic plan. The municipality had got too much hierarchy which delays decision making. The study further concludes that the organization culture had an influence on the effective strategic plan implementation in municipality. And the municipality had less culture for tolerance of new ideas, a new ways of doing undertaking and innovativeness is not encouraged which is obstacle to strategic plan implementation. Moreover, based on the findings the study concludes that the main pillar of strategic plan of the municipality was not implemented successfully.

5.3. Recommendation

Based on the findings of the study and conclusions drawn, the following recommendations are forwarded:-

- To improve leadership quality the municipality's leaders should be equipped with both professional and leadership competencies.
- The human resources and technologies are critical to achieve the strategies objectives of the organization. The study recommends that the municipality office better to train or update its employee to improve the competencies for its employees in order to solve shortage of trained manpower in the municipality.
- Communication is one of the most important vehicles for successful implementation. Therefore, it is recommended that the Wolkite town municipality office should adapt an effective and timely communication system.
- Regarding with the organizational structure it is recommended that the top management and concerned bodies should take action to amend the current organizational structure of the municipality to make in line with and flexibly adjusted to the strategic plan implementation.
- It is further recommended that the municipality office better to establish a culture of innovativeness system of doing things that helps to promote strategic implementation.

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ANNEXS

WOLIKITE UNIVERSITY
SCHOOL OF POSTGRADUATE STUDIES
COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES
QUESTIONNAIRE FOR EMPLOYEE RESPONDENTS

Dear Respondent!

This questionnaire has been designed to seek information purely for academic purposes. This research will be conducted as a partial fulfillment the requirement for the degree of Master of Art in Development Management under the title *“Determinants of Strategic Plan Development and Implementation Success in the case of Wolkite Town Municipality”*. Thus, your participation in giving reliable information has a very important contribution for the success of this study. So, I politely request your kind cooperation in answering the questions as clearly and accurately as possible. I would like to assure you that the information you provide will be used for research purpose only and all responses will be treated in strict secrecy. Finally, I would like to express my pleasure for your time, tolerance and carefulness in responding to this questionnaire and for allowing me to fulfill my objectives.

Sincerely!

Awlachew Sebesibe

. Thank You So Much for Your Cooperation!!!

Instructions

- ✓ No need of writing your name
- ✓ For Likert- scale type statements indicate your level of agreement with a tick mark(✓) in the appropriate box.

PART One-Respondent' Personal Information

- 1. Gender Male Female
- 2. Marital Status 1.Married 2.unmarried 3.er
- 3. Educational background
 - 1. Certificate 2.Diploma 3.Degree 4.Master's degree Above specify _____
- 4. Work experience -----
- 5. Position 1.Expert 2.senior expert 3.Middle manager 4.Top manager
- 6. Have you ever participated in the strategic planning in the past five years? Yes No

Part Two: Strategic plan development related practices

- 1. Do your office has recent strategic plan?
- 2. If yes for Q1. When developed your office strategic plan developed? ----- e.c
- 3. Does office allocate necessary supplies for strategic plan development? Yes No
- 4. Does office allocate necessary Budget for strategic plan development? Yes No
- 5. Does necessary stakeholders involved at strategic plan development? Yes No
- 6. Who were involved at strategic plan development? List them-----

- 7. Does the strategic plan meet standard of strategic plan? Yes No
- 8. If no for Q 7, identify what standard were messed list them? -----

Part Three: Effects of leadership quality on strategic plan implementation

- 1. Do you believe leadership quality influences strategic plan implementation? 1. Yes 2. No
- 2. If you say yes for question No.1 to what extent does leadership affect strategic plan implementation in municipality office.
 - 1. Low extent 2.Moderate extent 3.Great extent 4.Very great extent
- 3. Please rate your level of agreement to the following statements.

As 1 = Strongly Disagree (SD), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA)

Statements	SA (5)	A(4)	N(3)	DA(2)	SDA(1)
The leaders of municipality office have insufficient educational backgrounds and work experiences					
The office leaders have insufficient conceptual and technical skills					
Because the office leader is unwilling to fulfill his or her responsibilities, the lower ranks of employees left without assistance and supervision					
The office management offered insufficient leadership and directions.					
The municipality leaders lack decision-making, case analysis and problem-solving skills					

Part Four: - Effect of Resource Availability and Utilization on Strategic Plan Implementation

1. Do you believe resource availability and utilization influence strategic plan implementation?

1. Yes 2.No

2. If yes for Q1 to what extent does resource availability affect strategic plan implementation in municipality office?

1. Low extent 2.Moderate extent 3.Great extent 4.Very great extent

3. Please rate your level of agreement by rating as 1 = *Strongly Disagree (SD)*, 2 = *Disagree (DA)*, 3 = *Neutral (N)*, 4 = *Agree (A)* and 5 = *Strongly Agree (SA)*

Statements	SA (5)	A(4)	N(3)	DA(2)	SDA (1)
There is shortage of resource for planning at municipality.					
During strategic implementation, the municipality frequently lacked sufficient human resources (employees)					
The municipality office often faced shortage of financial resources to achieve the planned activities					
The municipality office frequently lacked the tools and technology needed to put plan into action					

Part Five: - Effect of Good and Timely Communication on Strategic Plan Implementation

1. Do you believe effective and timely communication influences strategic plan implementation?

1. Yes 2.No

2. If yes for Q1 is yes, to what extent does effective and timely communication affect strategic plan implementation in municipality office?

1. Low extent 2. Moderate extent 3. Great extent 4. Very great extent

3. Please rate your level of agreement to the following statements as 1 = *Strongly Disagree (SD)*, 2 = *Disagree (DA)*, 3 = *Neutral (N)*, 4 = *Agree (A)* and 5 = *Strongly Agree (SA)*

Statements	SA (5)	A(4)	N(3)	DA(2)	SDA (1)
There is weak internal communication of strategy among different directorates and teams					
The municipality office’s information systems for monitoring strategy execution are insufficient					
There is only one-way communication in the office, from top to down, practiced, which prevents employees from questioning, criticizing, and providing feedback on the office's plan execution.					
There is lack of horizontal communication among the municipality’s offices and employees					
External communication with external organizations on the implementation of a common and supporting plan is weak at the municipality office?					

Part Six: - Effect of Organizational Structure on Strategic Plan Implementation

1. Do you believe organizational structure influences strategic plan implementation?

1. Yes .No

2. If yes for Q1, to what extent does organizational structure affect strategic plan implementation in municipality office?

1. Low extent 2.Moderate extent .Great extent Very great extent

3. Please rate your level of agreement to the following statements as 1 = *Strongly Disagree (SD)*, 2 = *Disagree (DA)*, 3 = *Neutral (N)*, 4 = *Agree (A)* and 5 = *Strongly Agree (SA)*

Statements	SA (5)	A (4)	N(3)	DA(2)	SDA (1)
The office's present organizational structure is not aligning with the strategy					
The office's organizational structure does not adapt flexibly to strategic plans.					
Because of the office's organizational structure, horizontal communication and teamwork were not possible					
The office's organizational structure is very formalized, rigid, and centralized.					
The municipality’s hierarchical structure causes delays in decision-making.					

Part Seven: - Effect of Organizational Culture on Strategic Plan Implementation

1. Do you believe organizational culture influences strategic plan implementation?

1. Yes 2.No

2. If yes for Q.1, to what extent does organizational culture affect strategic plan implementation in municipality office?

1. Low extent 2.Moderate extent 3.Great extent 4.Very great extent

3. Please rate your level of agreement to the following statements. As 1 = *Strongly Disagree (SD)*, 2 = *Disagree (DA)*, 3 = *Neutral (N)*, 4 = *Agree (A)* and 5 = *Strongly Agree (SA)*

Statements	SA (5)	A (4)	N(3)	DA(2)	SDA (1)
The municipality office's organizational culture is particularly unsupportive; it does not encourage employee consensus or commitments.					
The municipality office's has a less risk-tolerant culture.					
The municipality office's culture does not allow for the acceptance of new ideas					
The municipality office's has lower concerns for loyalty and mutual trust, as well as collaboration, consensus, and involvement.					

Part Eight: - Strategic Plan Implementation of Wolkite Town Municipality Office

1. Please rate your level of agreement to the following statements as 1 = *Strongly Disagree (SD)*, 2 = *Disagree (DA)*, 3 = *Neutral (N)*, 4 = *Agree (A)* and 5 = *Strongly Agree (SA)*

Statements	SA (5)	A (4)	N (3)	DA (2)	SDA (1)
The municipality office has no annual plans to implement strategies.					
The municipality office does not have specific procedures for implementing strategic plans.					
The municipality office does not frequently monitor progress versus targets while implementing plans.					
The municipality office does not make any changes to its strategies during the implementation phase.					
The municipality office does not assign strict accountability for the strategy plan's implementation					

2. Does the municipality office have monitoring and evaluation systems on strategic plan implementation? 1.Yes 2.No

3. If yes for Q2. How many times do monitoring and evaluation done in the year?

1. Monthly 2.Quareterly 3. By-annually 4. Other (specify) -----

4. To the following issues found in municipality office, please rate as

1 = Poor (P), 2 = Satisfactory (S), 3 = Good (G) and 4 = Very good (VG)

Organizational Issues	P(1)	S(2)	G(3)	VG(4)
Leadership quality				
Resource availability and utilization				
Effective stakeholder involvement				
Organizational Structure				
Organizational Culture				
Organizational monitoring and evaluation systems				

3. What mechanism do you think that will help the municipality office to minimize the problems associated with implementing a strategy? -----

4. Please provide any further input you may have on the strategic plan's execution. -----

Thank You for Your Priceless Co-operations!!!

Interview questions

1. How do you think leadership qualities affect the municipality office's strategic plan implementation and to what extent? -----

2. How the municipality office follows determined procedures for resources allocation and management? -----

3. How do you explain resource availability and utilization affect strategy implementation?

4. How does the effective and timely communication influence strategic plan implementation in the municipality office? -----

5. How does the Organizational Structure influence strategic plan implementation in the municipality office? -----

6. How the organizational culture of municipality office's does is influence strategic plan implementation? -----

7 What do you think should do to improve and change the implementation of the strategic plan of the municipality office? -----

Thank You!!!

የአማራኛ ቃለ መጠይቅ

ወልቂጤ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

ውድ ቃለ መጠይቅ መላሽ !

ይህ መጠይቅ የተዘጋጀው ለአካዳሚክ ዓላማዎች መረጃን ለመፈለግ ነው። ይህ ጥናት በወልቂጤ ከተማዎች ጋር ተያይዞ የሥራ ቴክኒክ እቅድ

ዝግጁ ትና የትግበራ ስኬት ዳሰሳ በሚል ርዕስ በዴቪዥን ሎፕ መንታል

ማኔጅመንት ማስተር ኦፍ ኦርጋናይዜሽን የሚጠይቀውን መስፈርት ለማሟላት የሚሰራ ጥናት

ነው። ስለዚህ አስተማማኝ መረጃ በመስጠት ለይያለዎት ተሳትፎ ለዚህ ጥናት ስኬት ስልቅ አስተዋፅዖ አለው። በመሆኑም

ጥያቄዎችን በተቻለ መጠን ግልጽ እና ትክክለኛ መልስ ለመስጠት ቀናት ብብርዎን በትህትና እጠይቃለሁ። ያቀረቡት መረጃ ለምርምር ዓላማዎች እንደሚውል እና ሉምምላሾች በጥብቅ ሚስጥር እንደሚጠበቁ ላረጋግጥልዎ

እወዳለሁ። በመጨረሻ ምስጋናዬ

መጠይቅ ምላሽ በመስጠት እና አላማዬን እንድፈጽም ስለፈቀዱልኝ እና

ለትብብርዎ ምስጋናዬን መቅረብ እፈልጋለሁ።

ከአክብሮት ጋር !

አዉላቸዉ ሰብስቤ

. ስለትብብርዎ በጣም እና መሰግናለኝ !!!

የቃለ መጠይቁ መመሪያ

- ✓ ስም መጻፍ አያስፈልግም
- ✓ በአማራጭ መግለጫዎች የእርስዎን የስምምነት ደረጃ በተገቢው ጥንድ ስጥ በምልክት (✓) ያመልክቱ።

ክፍል አንድ-የተሳታዎች ግላዊ መረጃ

1. ጾታዎን ድ ሴት
2. የጋብቻ ሁኔታ ገባ ላ ገባ ላ
3. የትምህርት ደረጃ
 1. ሰርተፍኬ 2. ዲፕሎማ 3. ዲግሪ 4. ማስተ 5. ሌላ ይገለጽ _____
4. የስራ ልምድ -----
5. የስራ መደብ
 1. ባለ ያ
 2. ተኛ ባለሙያ
 3. መተኪ ለኛ አመራር
4. ክፍተኛ አመራር
6. ባለፈው 5 ዓመት ውስጥ በስትራቴጂክ እቅድ ዝግጅት ላይ ተሳትፈው ያወቃሉ? አዎ አይደለም

ክፍል ሁለት : የስትራቴጂክ እቅድ ልማት ነክተግባራት

1. ቢሮዎቻርብጊዜስትራቴጂክ እቅድ አለው? አዎ አ ለም
2. ለጥያቄ 1 አዎ ከሆነ ። የቢሮዎስትራቴጂክ እቅድ መቼ ነው የተዘጋጀው? -----
-- e.c
3.
- ጽሕፈት ቤቱ ለስትራቴጂክ ስትራቴጂክ ስትራቴጂክ እቅድ አስፈላጊ ቁሳ ቁሶችን ይመድባል? አዎ አ
ይደለም
4. ጽሕፈት ቤቱ ለስትራቴጂክ ስትራቴጂክ ስትራቴጂክ እቅድ ዝግጅት አስፈላጊውን በጀት ይመድባል
አዎ አይደለም

5. በስትራቴጂክ እቅድ ልማት ውስጥ የሚሳተፉ አስፈላጊ ባለድርሻ አካላትን ይሠሩ ይሠሩ

ራሳችንን? አዎ አይደለም

6. በስትራቴጂክ እቅድ ዝግጅት ውስጥ አስፈላጊ ባለድርሻ አካላትን ያሳትፋሉ? እነማን ተሳተፏቸዋል? -----

7. የስትራቴጂክ ዕቅድ የስትራቴጂክ ዕቅድ ደረጃን ያሳያል? አ ይደረገዋል

8. ለጥያቄ 7 አይደለም ከሆነ ፣ ምን ዓይነት መመዘኛ እንዳልተሟላ ይግለጹ? --

ክፍል ሶስት : በስትራቴጂክ እቅድ ግብራላይ የአመራር የመሪነት ብቃት አስመልክቶ

1. የአመራር ጥራት በስትራቴጂክ እቅድ ግብራላይ ተጽዕኖ ያሳድራል ብለው ያምናሉ?

አዎ አ ይደረገዋል

2. ለጥያቄ ቁጥር 1 አዎ ብለው መለሱ

አመራር በማዘጋጃ ቤት ውስጥ የስትራቴጂክ እቅድ አፈፃፀም ላይ ምን ያህል ተጽዕኖ ያሳድራል

1. ዝቅተኛ ምክክሮች 3. ትልቅ 4. በጣም ትልቅ

3. እባክዎ የስምምነት ደረጃዎን በሚከተለው መግለጫዎች ደረጃ ይስጡ

1 = በጣም አልስማማም፣ 2 = አልስማማም፣ 3 = መካከለኛ፣ 4 =

እስማማለሁ፣ እና 5 = በጣም እስማማለሁ

መግለጫዎች	በጣም (5)
--------	------------

የ ማዘ ጋ ጃ ቤት ጽ/ቤት አ መራሮች በ ቂ የ ት ምህር ት ደረ ጃ እና የ ስራ ልምድ የ ላቸውም	
የ ጽህፈት ቤቱ አ መራሮች በ ቂ የ ፅንሰ ሃሳብ እና ቴክኒካል ክህሎት የ ላቸውም	
የ ጽህፈት ቤቱ መሪ ኃላፊ ነቱን ባለ መወጣት የተነሳ የ መስሪያ ቤቱ የ ስራ ተኞች ከ ትትል እና ቁጥጥር አናሳ ሆኖ አል	
የ ጽህፈት ቤቱ አ መራሮች በ ቂ ያልሆነ አ መራር እና አቅጣጫ ጥተዋል	
የ ማዘ ጋ ጃ ቤቱ መሪዎች የ ውሳኔ አሰጣጥ፣ የ ጉዳይ ትንተና እና ችግር ፈቺ ክህሎት የ ላቸውም	

ክፍል አራት :-

የ ስትራቴጂክ እቅድ አተገባበር ላይ የሀብት አቅርቦት እና አጠቃቀም በተመለከተ

1. የሀብት አቅርቦት እና አጠቃቀም በ ስትራቴጂክ እቅድ ግብራ ላይ ተጽእኖ ያሳድራሉብለው ያምናሉ?

1. አዉ 2. አይደለም

2. ለጥያቄ 1

አዎ ከሆነ ምን ያህል የሀብት አቅርቦት በ ማዘ ጋ ጃ ቤት ፅህፈት ቤት ውስጥ የ ስትራቴጂክ እቅድ አፈፃፀም ላይ ተጽእኖ ያሳድራል?

1. ዝቅተኛ ምካከለኛ 3. ቅ 4. በጣም ትልቅ መጠን

3. እባክዎ እንደ ደረጃ በ መስጠት የ ስምምነት ደረጃ ያደረጁትን ደረጃ ይግለጹ

1 = በጣም አልሰማም፣ 2 = አልሰማም፣ 3 = መካከለኛ፣ 4 = እሰማለሁ እና
5 = በጣም እሰማለሁ

መግለጫዎች

በ ማዘጋጃ ቤቱ ለ ማቀድ የ ሃብት እጥረት አለ
በ ስትራቴጂክ እቅዱን ለመተግበር ማዘጋጃ ቤቱ ብዙ ጊዜ በቂ የሰው ሃይል (ሰራተኞች) ይጎድለዋል
ማዘጋጃ ቤቱ የታቀዱትን ተግባራት ለማሳካት ብዙ ጊዜ የፋይናንስ እቅርቦት እጥረት አጋጥሟል
ማዘጋጃ ቤቱ እቅዱን ወደ ተግባር ለማስገባት የሚያስፈልጉ መሳሪያዎች እና ቴክኖሎጂዎች ብዙ ጊዜ

ክፍል አምስት :- በ ስትራቴጂክ እቅድ ተግባራት ላይ ጥሩ እና ወቅታዊ ግንኙነት አስመልክቶ

2. ውጤታማ እና ወቅታዊ ግንኙነት በ ስትራቴጂክ እቅድ ተግባራት ላይ ተጽእኖ ያሳድራል ብለው ያምናሉ?

1. አዎ 2. አይ

2. ለጥያቄ አዎክሆነት ፣ ምን ያህል ውጤታማ እና ወቅታዊ ግንኙነት በ ማዘጋጃ ቤቱ ውስጥ የ ስትራቴጂክ እቅድ አፈፃፀም ላይ ተጽዕኖ ያሳድራል?

1. ዝቅተኛ መካከለኛ መጠን ትላቅ መጠን 4. ምትልቅ መጠን

3. እባክዎ እንደ ደረጃ በመስጠት የስምምነት ደረጃዎን ደረጃ ይስጡት ።

- 1 = በጣም አልሰማም ፣ 2 = አልሰማም ፣ 3 = መካከለኛ ፣ 4 = እስማማለሁ እና
5 = በጣም እስማማለሁ

	በጣም እስማማለሁ (5)	እስ (4)
ስትራቴጂክ እቅድ ውስጥ ግንኙነት ደካማ ነው		
ግንኙነት ለማድረግ ማዘጋጃ ቤቱ ለሰው ሃይል ጥሩ ነው		
ግንኙነት ለማድረግ ማዘጋጃ ቤቱ ለፋይናንስ ጥሩ ነው		
ግንኙነት ለማድረግ ማዘጋጃ ቤቱ ለመሳሪያዎች ጥሩ ነው		

ተክኑ ስተኛነው?

ከፍልስ ድስት : -

ድርጅታዊ መዋቅር በስትራቴጂክ እቅድትግበራ ላይ ያለው ተጽእኖ በተመለከተ

1.ድርጅታዊ መዋቅር በስትራቴጂክ እቅድትግበራ ላይ ተጽእኖ ያሳድራል ብለው ያምናሉ?

1.አዎ ይደለም

2.ለጥያቄ 1

አዎ ከሆነ ፣ ድርጅታዊ መዋቅር በማዘጋጃ ቤት ፅህፈት ቤት ውስጥ ስትራቴጂክ እቅድትግበራ ላይ ምን ያህል ተፅዕኖ ያሳድራል?

1.ዝቅተኛ መጠን መካከለኛ መጠን ልቅ መጠን 4. ምትልቅ መጠን

3.እባክዎ የስምምነት ደረጃዎን በሚከተሉት መግለጫዎች ደረጃ ይግለጹ።

1=በጣም አልስማማም፣ 2=አልስማማም፣ 3=መካከለኛ፣ 4=እስማማለሁ እና

5=በጣም እስማማለሁ

መግለጫዎች	በጣም እስማማለሁ (5)	እስ (4)
ተቋሙ ሁን ያለው ድርጅታዊ መዋቅር ከስልጣን ጋር የሚሄድ አይደለም		
የተቋሙ ድርጅታዊ መዋቅር ከስልጣን ጋር አልተጣጣመም		
በተቋሙ ድርጅታዊ መዋቅር ምክንያት ቀጥተኛ		
ግንኙነት እና የቡድን ስራ አልተሰራም		
የተቋሙ መዋቅር በጣም መደበኛ ፣ ግትር እና የተማከለ ነው		
የተቋሙ ተግባር መዋቅር በውሳኔ አሰጣጥ ላይ መዘግየትን እያስከተለ ነው		

1 = በ ጣም አልስ ማማም፣ 2 = አልስ ማማም፣ 3 = መካከለኛ፣ 4 = እስ ማማለሁ እና 5 = በ ጣም እስ ማማለሁ

መግለጫዎች	በ ጣም እስ ማማለሁ (5)	እስ ማማለሁ (4)	መካከለኛ (3)	አልስ ማማም (2)	በ ጣም አልስ ማማም (1)
የ ማዘጋጃ ቤቱ የ ታቀዱ ስትራቴጂክ እቅዶች ተግባራዊ ለ ማድረግ አመታዊ ዕቅዶች የ ለ ዉም					
ማዘጋጃ ቤቱ የ ስትራቴጂክ ዕቅዶችን ለ መተግበር የ ተለየ አሰራር የ ለ ዉም .					
የ ማዘጋጃ ቤቱ ጽሕፈት ቤት ዕቅዶችን በ ሚተገበር በ ትጊዜ ሲላ ማዎች ለ ማሳካት በ ተደጋጋሚ ከ ትትል አያደርግም					
ማዘጋጃ ቤቱ የ እቅድ ትግበራ ወቅት የ ስትራቴጂ ስልቶቹ ላይ ምን ምልክት ስለ ውጥ አያደርግም					
ማዘጋጃ ቤቱ ለ ስትራቴጂ ውዕቅድ አፈጻጸም ጥብቅ ተጠያቂነት አላስቀመጠም					

2. ማዘጋጃ ቤቱ በስትራቴጂክ ዕቅድ አፈጻጸም ላይ የክትትልና ግምገማ ሥርዓት አለው ወይ?

1. አዎ 2. አይደለም

3. ለጥያቄ 1

አዎ ከሆነ ። በዓመቱ ውስጥ ስንት ጊዜ ክትትል እና ግምገማ ተከናውኗል?

1. በወር 2. በሩብ ዓመት 3. በዓመት 4. ሌላ (ይግለጹ) -----

4. በማዘጋጃ ቤቱ ውስጥ ሚኒስትሮች የስትራቴጂክ እቅድ ዝግጅትና

አተገባበር ላይ ያሉ ጉዳዮች እባክዎን ደረጃ ይስጡ

1 = ዝቅተኛ (ዝቅ.)፣ 2 = አጥጋቢ (አጥ.)፣ 3 = ጥሩ (ጥሩ) እና 4 = በጣም ጥሩ

(በ . ጥሩ)

የተቋም አጠቃላይ ሁኔታ	ዝቅተኛ (1)	አጥጋቢ (2)	ጥሩ (3)	በ . ጥሩ (4)
የመሪነት ጥራትና ሚና				
የግብዓት አቅርቦት እና ተጠቃሚነት				
የባለድርሻ ተሳትፎ				
የተቋም አወቃቀር				
የተቋም የስራ ሁኔታ				
የተቋም ድጋፍ ክትትል እና ግምገማ ስርዓት				

5.

የማዘጋጃ ቤቱ ስትራቴጂን ከመተግበሩ ጋር ተያይዞ የሚነሱ ችግሮችን ለመቀነስ የሚረዳው የትኛው ዘዴ ነው? በሌላ ወይም ስባሉ? በዝርዝር ይግለጹ -----

6. እባክዎ በስትራቴጂክ እቅድ አፈጻጸም ላይ ያለውን ማንኛውንም ተጨማሪ ሃሳብ ጽይዱ

ለ ትብብር ዎ እና መሰግናለን !!!

የ ቃለ መጠይቅ ጥያቄዎች

1.

የ አመራር ብቃት የ ማዘጋጃ ቤቱን የ ስትራቴጂክ እቅድ አተገባበር ላይ ምን ያህል ተጽዕኖ ያሳድራሉ ብለው ያስባሉ? በ ዝርዝር ይግለጹ -----

2.

የ ማዘጋጃ ቤቱ ለ ሀብት ድል ድል እና አስተዳደር የተወሰኑ ሂደቶችን እንዴት ይከታተላል? በ ዝርዝር ይግለጹ -----

3.

የ ሀብት አቅርቦት እና አጠቃቀም በ ስትራቴጂክ አተገባበር ላይ ተጽእኖ የሚያሳድሩትን እንዴት ያብራራሉ?

4. ውጤታማ እና ወቅታዊ ግንኙነት በማዘጋጃ ቤቱ

ውስጥ የስትራቴጂክ እቅድ አፈፃፀም ላይ ተጽእኖ የሚያሳድረው እንዴት ነው?----

5. ተቋማዊ መዋቅር በማዘጋጃ ቤቱ

ውስጥ የስትራቴጂክ እቅድ አፈፃፀም ላይ ተጽእኖ የሚያሳድረው እንዴት ነው?

6.

የማዘጋጃ ቤት ተቋማዊ ባህል በስትራቴጂክ እቅድ ግብራ ላይ ተጽእኖ የሚያሳድረው እንዴት ነው?-----

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የማዘጋጃ ቤቱን ስትራቴጂክ እቅድ አተገባበር ለማሻሻል እና ለመለወጥ ምን መደረግ አለበት ብለው ያስባሉ? በዝርዝር ይግለጹ -----

እና መሰግናለን !!!