

Strategic Management Practices Adopted By Rural Development Sector Of Afghanistan: From Planning To Implementation - A Descriptive Research

Ahmad Jamshid Safi¹ , Syed Mohd. Jamal Mahmood²

¹Research Scholar School of Management University of GD Goenka, ahmad.jamshid2010@gmail.com

¹Assistant Professor School of Management University of GD Goenka., 200010602002.ahmad@gdgu.org

Abstract

This paper aims to explore the Strategic Management Practices formulated for the progress of the Rural development sector of Afghanistan and to critically analyze the effectiveness of the Strategic Management Practices implemented for the progress of the Rural development sector of Afghanistan. The study has adopted both quantitative and qualitative methods by using questionnaires and semi-structured interviews. In terms of quantitative data probability sampling technique (SRS) and for qualitative data collection non-probability sampling was applied. The target groups were top managers, middle managers, first-line managers, and lower-ranking staff, and were a total of 205 respondents from 21 directorates within the Ministry of Rural Rehabilitation and Development (MRRD). Both inferential and descriptive statistics by calculating the mean, standard deviation, and standard error of the mean for all variables and items of the study, conducting correlation analysis, testing the hypotheses, and conducting factor analysis were adopted. Findings of the research have shown that the elements of the strategic plan within MRRD have been developed, while performance indicators are something that needs further attention. Also, the research revealed that more that somehow the internal and external stakeholders were involved in the process of the strategic planning development, at the same the study reports on average the existence of resources within the MRRD. The findings of the research also revealed moderate positive and weak positive correlation among variables, and applying levels considering the formulation to the implementation process. Furthermore, the findings supported the hypothesis. This study declared the importance of the transition from the classic strategic planning process to the strategic management practices approach for the progress of the Rural development sector of Afghanistan public sector organizations and distinguished the strategic management approach as a crucial tool for the public sector to reach effectively and successfully to the organizational strategic and operational objectives, that should be considered as the key practical implication of this study. This is the first descriptive study to focus on the strategic management practices in the rural development sector and critically analyze findings by adopting inferential statistics to find an appropriate model, keeping in mind the Afghanistan National Peace and Development Framework, 2021-2025 as well as the Ministry of Rural Rehabilitation and Development strategic plan for 2017-2021. And, according to the world bank, the poverty rate is increasing in Afghanistan, and have got worsened after the COVID-19 pandemic which is up to 72 percent in 2020, and as reported the statistics show a terrible increase in the poverty line impacts more than 90% of the Afghan population in 2021/2022, while more than 71% of the Afghan population lives in the rural area. Therefore, addressing the first goal of the SDGs Agenda 2030, the Afghan rural development sector's vision is to reduce poverty across the country. And this study aims to critically analyze the strategic formulation to implementation development processes within MRRD by addressing the drawbacks, to help practitioners and strategists increase their competencies to formulate and implement more effective and better strategic plans in the future.

Keywords: Strategy, Strategic Management, Strategic Planning, Strategy implementation, Public Sector, Practices, Rural Development Sector, MRRD.

I Introduction

The emergence of the New Public Management (NPM) and the necessity for management by objective (MBO) introduced by Peter Drucker in the 21st century, have been created a notable place and specific call for Strategic Management (SM) practices in the public sector.

In today's increasingly challenging and agile environment, it is most critical for the public sector to shift from classic strategic planning to an effective strategic management approach, in order to advance and reach successfully to the set objectives and achieved effectively the organizational goals and desired outcomes within the public sector.

Due to New Public Management reform and the need for agile changes, Strategic Management has become distinguished and noteworthy in the context of any public sector institution (Hansen, 2011).

Besides, F. R. David (2007), the author of famous strategic management concept and cases book series, defines Strategic Management generally as the art and science that help institutions to achieve their objectives by formulating, implementing, and evaluating cross-functional decisions.

The above definition is mostly applicable to the private sectors while Strategic Management in the public sector is the application of strategic thinking to lead the organization to the big picture and help the organization to adapt to change by formulating the organization's mission taking into account the external factors, developing a competitive strategy to achieve its mission and creating an organizational structure to manage resources effectively for carrying out its competitive strategy (Alan, 2003). Furthermore, one of modern definition of Public Strategic Management is that strategic management in the public sector is the strategizing approach of public organizations by incorporating the strategies formulation, strategies implementation, and continuous strategic learning that not only helps the public organization to achieve their

key objectives but also creates public value (Ferlie & Ongaro, 2015).

Considering the relevant and existing literature, there is a call for more research in the domain of Strategic Management practices in the public sector. Especially most of the literature on strategic management and strategic planning derives from western countries and some emerging economies and adopting those practices and models in developing countries, addressing the significance of the research, countries such as Afghanistan needs more studies and research to address the suitability, usefulness of those practices taking into account the context of Afghanistan, more precisely the rural development public sector of Afghanistan and suitability of specific strategic management models.

Add to this no proper research has been conducted on studying SM practices in Afghanistan's public sector so far. Also, this study will be the first to focus on the strategic management practices in the rural development sector, keeping in mind the Afghanistan National Peace and Development Framework, 2021-2025 as well as the Ministry of Rural Rehabilitation and Development strategic plan for 2017-2021. This research will contribute to new knowledge in the field of strategic management, as well as will benefit strategists, policymakers, and practitioners to increase their competencies to formulate and implement more effective and better strategic plans in the future.

The main objective of this research is to study Strategic Management Practices adopted by the Public Sector of Rural Development in Afghanistan. More, precisely this research has the following detailed two objectives:

1. To explore the Strategic Management Practices formulated for the progress of the Rural development sector of Afghanistan.
2. To critically analyze the effectiveness of the Strategic Management Practices implemented for the progress of the Rural development sector of Afghanistan.

Considering above mentioned objectives, this research seeks to answer the following questions:

1. How were Strategic Management Practices formulated within the Rural development sector of Afghanistan?
2. To what extent were the Strategic Management Practices within the Rural development sector of Afghanistan, were effectively implemented?

Also, the researcher within this study wants to test the following hypothesis:

H0: There is no significant difference in ensuring proper implementation of strategic objectives through effective internal communication among all grades within the Rural development sector of Afghanistan.

This paper is organized respectively as follow: a summary of literature review, background information of the intervention area, research methodology, findings and discussion, and finally conclusion followed by a list of references cited in the paper.

2 Literature Review

Scholars are agreed that strategic management both in the private and public sectors is broadly trying to provide answers for the following key questions by different approaches, models and tools:

- 1: Where the organization is?
- 2: Where the organization wants to go?
- 3: How the organization gets there?
- 4: How the organization makes sure that reaches the desired destination?

Marin (2012), emphasized that both public and private sectors require clear strategic planning, before this Kenville (2005), also claimed that public sectors as the private sectors for achieving their set goals need strategic planning, in contrast, the public sector should be careful with the strategic implementation stage.

Baile (1998) and Backoff et al., (1993) claimed that strategic planning from the private sector can be adapted to the public sector as there are similarities in between, but it should be carefully imported and from the private sector positive and successful strategic planning practices should be imported, nevertheless, there are still differences in the context of the private sector, more precisely strategy

implementation and evaluation stages in differ in comparison to the public sector.

In contrast, Cohen (2006) questioned the adoption of strategic planning practices from the private sector to the public sector, as he argues that the context, stakeholders, and targeted groups of public sectors are more complex in comparison to the private sectors so the same standards in both sectors are difficult to be applied.

Likewise, Stirbu (2011) argues that private sectors are proactive, fast to react to the external environment and changes, while public sectors are reactive, resistant to the external environment and changes.

Moreover, Kenville (2005) claimed that in the public sector there is limited control and freedom restricted by the public law, rules, and regulation, not much competition while in the private sector there is freedom and control to their businesses and future direction and there is a more competitive environment.

As it is clear from the literature that effective internal communication in a manner to encourages suggestion, feedback, concerns, and clarification will ensure the provision of appropriate information on the progression of operational and strategic objectives implementation and expected results within the employees, groups, and departments. This kind of internal interaction and communication will ensure the availability of needed information, also will help the employees to understand where the organization is headed to go, and how strategies have been developed considering the social environment. Correspondingly, forcing the strategic plan internally down the organization is considered a serious problem in implementing effectively the strategic plans. Forcing the strategic plan internally within the organization requires inspired leadership to manage change address the resistance, and share the message internally through workshops events, and celebrations, to pave the way for effective implementation processes (Poister, 2010). According to the official ranking and grading system at the public sector of Afghanistan, besides positions, employees are holding a specific grade, which could be summarized as; for the top managers' grade 1/ A, and Grade 2/ B, while for the middle manager's grade 3/ C and 4/ D, also for the first-line manager's

grade 5/ E, experts could come either under grade 3/C, 4/D or even under 5/E, moreover for the employee's grade 6/F and finally for the lower-ranking staff grade 7/G and 8/H is defined as per the labor law of Afghanistan¹. Thus, this research develops following hypothesis to be tested:

H0: There is no significant difference in ensuring proper implementation of strategic objectives through effective internal communication among all grades within the Rural development sector of Afghanistan.

Furthermore, there are different theories and existing resources addressing SM practices in the public sector, some of them could be summarized below as shown in Table 1, and Table 2:

Table 1

Table 2

3 MRRD background information

The total population of the country in 2020-2021 is estimated to be about 32.9 million persons of which around 71% (23.4 million) live in rural areas.² Afghanistan's human development indicator is ranked 169th under low HDI among the 189 countries.³ Besides insecurity the big challenges country has been facing is poverty, according to World Bank overview, the basic needs poverty rate was 55 percent at the time of the last household survey (2016/17) and have got worsened after the COVID-19 pandemic which has been stated by the World Bank that the poverty rate in Afghanistan is about to increase up to 72 percent in 2020, and after the international withdraws from Afghanistan and recent changes of fallen of government under the Taliban regime, as reported by the UNDP the statistics show terrible increasing of the poverty line to impact more than 90% of the population. Therefore, addressing the first goal of the SDGs Agenda 2030, the Afghan rural development sector's vision is to reduce poverty across the country.

Afghanistan National Development Strategy (ANDS) was developed in 2008 to provide an overall strategy in three main sections (i.e., security, government, and

social & economic development), followed by eight specific pillars and some cross-cutting issues, where the sixth pillar have been introduced agriculture and rural development sector. Within the framework of ANDS, Agriculture & Rural Development Sector Strategy (2008-2013) was developed jointly by the Ministry of Agriculture Irrigation and Livestock (MAIL) and the Ministry of Rural Rehabilitation and Development (MRRD). Afterward, MRRD has developed a strategic plan for the year (2017-2021) consisting of six main strategic areas. The Rural development sector of Afghanistan was supposed to revise its strategies at the end of December 2021 in the context of Afghanistan National Peace and Development Framework (ANPDF II) 2021 to 2025, but due to recent changes and collapse of the government, emerged of the new government under Taliban regime has impacted this process and not revised yet.

4 Research Methodology

This research is based on a descriptive design, and in this study cross-sectional data is used, while the research addresses the perceptions of respondents, knowing the fact that the perceptions of respondents may differ from what occurs in practice.

This research adopts structured interviews at an exploratory stage to sense the key issues in the strategic management practices of the public sector in Afghanistan before using a questionnaire to collect descriptive data.

The targeted population sample comprised top management, middle management, and first-line management officials, as well as the lower-ranking employees, from the rural development sector in Afghanistan, headquartered in the capital (Kabul). And the study aims to trace strategic management practices in the Rural development sector since 2010.

In total at the response rate of 90%, 230 questionnaires were distributed and, 205 questionnaires were returned, while 189 (80% male, 20% female) questionnaires were usable, nevertheless in some of these questionnaires, few questions were left

blank or unanswered while bearing in mind the Elbanna, 2009 statement that in such situation we can use the sample mean as a replacement, the return questionnaires were considered usable.

In this research, the quantitative data from the questionnaire is analyzed using SPSS software and the qualitative data from interviews is analyzed using MAXQDA. The researcher has followed all the necessary ethical procedures and processes to protect respondents' private and confidential information and responses.

In terms of quantitative data collection, the researcher has adopted a probability sampling technique, by using the standard random sampling (SRD) method to guarantee an equal probability of having any of the population as a participant.

At the same time, non-probability sampling is adopted for the qualitative data collection using structured interviews as the qualitative research instrument.

5 Findings and Discussion

It is worth noting that to analyze the data, both inferential and descriptive statistics were adopted in this study.

To address the first objective of the research, part one explores how the strategic plan was formulated by MRRD, and critically analyze the effectiveness of these practices for the progress of the Rural development sector of Afghanistan, and to address the second objective of the research, part two and part three explore the findings of the respondents' perception on the implementation of Strategic Management Practices adopted for the progress of the Rural development sector of Afghanistan and critically analyze the effectiveness of these practices to shift from strategic planning approach to effective strategic plan implementation. And, followed by the testing of the hypothesis.

Considering the research findings and the factor analysis test, bearing in mind the eigenvalue in total variance explained table output, the Scree Plot graph as well as the findings of the rotated component matrix table, there are main eight components that should be considered within this research.

5.1 Strategic Plan formulation within MRRD

Considering the variables related to the strategic plan formulation stage, and based on the study findings related to this stage, the findings of the research reported that the achievement and/or applying level of proper strategic plan formulation within the MRRD under scrutiny is 73.98.

For developing an effective strategic plan within the public sector, there are main elements that should be developed properly, these elements could be summarized as vision, mission, organizational values, strategic objectives, operational objectives, and performance indicators. These elements are the essential part of strategic plan development, that would not only help employees to see where the organization is heading, but also create enthusiasm, emotions, and excitement among employees and inspire them to be engaged effectively in the strategic planning process, moreover would help the top management to daily operations and to influence the behavior and the attitude of the staff and enhance the organization's reputation (Joyce, 2015; Poister, 2013).

Considering the above research findings of proper strategic plan formulation within MRRD, it is clear from this research findings that the respondents did remarkably agree that the elements of the strategic plan within the MRRD developed well.

At the same time, it is clear from the findings that some departments lacked developing well these elements.

It is worth mentioning that a successful strategic management approach requires considering and effective involvement of all internal and external stakeholders, to develop a sound strategic plan (Plant, 2009).

Also, the findings of the involvement of the internal and external stakeholders within the rural development sector of Afghanistan in the strategic planning process is reported that more than half of the respondents were agreed on the involvement of lower grade staff, internal local advisors in the process of the strategic plan, while 2/3 of the respondents were agreed on the involvement of external stakeholders, private sector, international advisors, and strategy practitioners and experts in the process of the strategic plan formulation process. The findings of the research also declared that

the rural development sector of Afghanistan, struggling to pave the way for the involvement of the lower grade staff in the process of the strategic plan formulation development process, meanwhile there is a gap in balancing the internal and external stakeholders within the MRRD strategic plan formulation practices processes.

It is worth saying that budgeting is focal to effective organizational operations, therefore each department should have clarified its annual budget plan aligned with operation and action plans (Kabir, 2007).

Furthermore, the findings of the research revealed that most of the respondents were agreed that MRRD has reserved sufficient financial and technological resources, as well as developed a planning manual for the process of strategic formulation development. While the findings also show a gap in developing subdivisions' operational plans and fixed budget allocation by top management within the MRRD to support effective strategic plan formulation process.

5.2 Strategic Plan Implementation within MRRD

Considering the variables related to the strategic plan implementation stage, and based on the study findings related to this stage, the findings of the research reported that the achievement and/or applying level of proper strategic plan implementation within the MRRD under scrutiny is 66.04%.

Ensuring effective communication among all employees within the public sector as well as external stakeholders is the key to successful strategic planning implementation.

Considering the above research findings of proper strategic plan implementation within MRRD, it is clear from this research findings that the respondents did not remarkably agree on the proper strategic plan implementation process within the MRRD. As the data shows the rural development sector of Afghanistan struggling to ensure a relationship between groups of formulation and implementation as well as forcing the strategic plan internally.

Moreover, the findings of the research reported that the lower grade staffs have a solid commitment toward a vision in

comparison to the top management, while the middle management has the commitment toward vision on average in comparison to the top and lower grade staffs.

5.3 Strategic Management Approach – Implementation focused

According to Plant 2009 and Poister et. all 2010, nowadays it is essential for public organizations to shift from the classic strategic planning approach to the strategic management approach if they want to achieve their desired objectives and want to be successful in the future.

Therefore, it is required to assess under scrutiny the relationship of variables associated with strategic planning formulation and implementation with the proper implementation of strategic and operational objectives within the MRRD. For the purpose to explore correlation in between the variables to be considered while adopting better strategic management practices and putting their endeavors into transiting from classical approach to the strategic management approach for the progress of the Rural development sector of Afghanistan.

The findings of the research on strategic plan formulation practices within the MRRD as shown in Table 3, reported that there is a weak and moderate positive Pearson correlation between most of the variable's correlation between the variables and the proper strategic and operational objectives implementation. While no negative correlation among the variables associated with the strategic plan formulation within the MRRD is reported.

Table 3

Likewise, the findings of the research on strategic plan implementation practices within the MRRD as shown in Table 4, reported that there a weak and moderate positive Pearson correlation between most of the variables and even a strong positive Pearson correlation between the variable and the proper strategic and operational objectives implementation. While no negative correlation among the variables associated with the strategic plan

implementation within the MRRD is reported.

Table 4

And finally addressing the hypothesis testing, following the literature review clarification, also as it has been observed that organizational grades influence marinating effective internal communication within the public sector. As the middle managers and first-line managers are believed to have more influence rather than other lower grade employees. So, the researcher within this study wants to test the below hypothesis whether this theory, is correct or not.

H0: There is no significant difference in ensuring proper implementation of strategic objectives through effective internal communication among all grades within the Rural development sector of Afghanistan.

H1: There is significant difference in ensuring proper implementation of strategic objectives through effective internal communication among all grades within the Rural development sector of Afghanistan.

And as result, the null hypothesis is accepted, which means there is enough evidence to support that there is no significant difference in ensuring effective internal communication among all grades within the Rural development sector of Afghanistan. And we can conclude that there is no significant difference among the different within MRRD to ensure effective internal communication and every grade is equally responsible to ensure this effectiveness regardless of the grade they hold.

6 Conclusion

Although it is essential for public organizations to shift from the classic strategic planning approach to the strategic management approach in order to achieve the desired objectives effectively and if they want to be successful in the future. Nevertheless, very few public organizations have developed such an approach, because to transit from strategic planning to strategic management, requires some crucial initiatives that are undeniable.

At the same time to shift from a strategic planning approach to strategic management, it is crucial for the public sector to focus not only on the strategic formulation process but more precisely on the implementation processes, meanwhile, to focus properly on core operational and strategic objectives.

The findings of the research reported that considering the factor analysis there are main 8 components that could be considered while studying the strategic management practices from strategic planning to implementation for the progress of the Rural development sector of Afghanistan.

The findings of the research also reported that the applying level of proper strategic plan formulation within the MRRD is 73.98%, and applying level of proper strategic plan implementation within the MRRD is 66.04

The findings of the research declared that the rural development sector of Afghanistan, struggling to pave the way for the involvement of the lower grade staff in the process of the strategic plan formulation development process, meanwhile, there is a gap in balancing the internal and external stakeholder within the MRRD strategic plan formulation practices processes.

Additionally, considering this study's findings on proper strategic plan implementation within MRRD, it is clear from this research findings that the respondents did not remarkably agree on the proper strategic plan implementation process within the MRRD. And, the data shows that the rural development sector of Afghanistan struggling to ensure a relationship between groups of formulation and implementation as well as forcing the strategic plan internally.

Likewise, the findings of the research reported that the lower grade staffs have a solid commitment toward a vision compared to the top management, while the middle management has a commitment toward vision on average compared to the top and lower grad staff.

This study reported that there is a moderate correlation among most of the variables considered on strategic planning and strategic implementation process within the rural development sector of Afghanistan,

these variables are closely related and should be considered as key to success and crucial to shift from strategic planning to strategic management approach.

Addressing the hypothesis, the research findings report that there was enough evidence to support that there is no significant difference among the Grade 3/C, 4/D, 5/E, and 6/F within MRRD to ensure effective internal communication.

It is recommended for future research to study the strategic plan evaluation focuses on the performance management process by the top management and leadership elements needed for shifting to strategic management within the rural development sector of Afghanistan.

This paper claims to be a contribution to new knowledge, as no study has been conducted in the field of strategic management within the rural development sector of Afghanistan. Furthermore, the present paper primary intended contribution is to help address the sparseness of empirical evidence on strategic management practices within the public sector considering the strategic planning process to the strategic implementation process, so as to increase the ability and competencies of the practitioners and strategists to formulate and implement more effective and better strategic plans in the future.

Table 1: Approaches for public strategic planning and public strategic management

Approaches for Public Strategic Planning			Approaches for Public Strategic Management		
Name of the Framework/ approach	Short Description	Reference	Name of the Framework/ approach	Short Description	Reference
Harvard Policy Model	Best fit between the organization and its environment through SWOT	Andrews 1980; Nutt & Backoff, 1992;	Integrated Units of Management	Links inside and outside environments	Van Dooren and Bouckaert, 2015
Strategic Negotiation	Acknowledges that power is shared in many public situations and negotiation are required to reach agreements	Pettigrew, 1973; Allison, 1971; Innes, & Booher, 2018	Strategic Issues Management	The various issues are likely to be on different time frames, involve different communities and politics, apart from all other issues	Behn, 1988
Logical Incrementalism	Applicable when organizations use some sort of strategic planning to establish broad purposes and logical incrementalism to reach their goals	Quinn 1980; Gray & Purdy, 2018	Contract Approach	Allows both the center and individual units to focus on what is important, both are empowered to do their jobs better.	Sandfort & Moulton, 2015
Strategic Issues Management	Separated from annual strategic planning processes, since important issues emerge too quickly to be handled	Bryson, et.al, 2002; Ackerman & Eden, 2011	Collaboration Approach	Being used to govern and manage in shared-power, multiorganizational environments	Klijn et. al, 2010

Stakeholder Management	Assumes that key decision-makers can reach reasonable agreement on key stakeholders	Freeman, 1984; Walker et al., 2010	Portfolio Management	Portfolio methods are quite flexible in the interests' dimensions and the resulting matrix.	Bryson & Edwards, 2017
SP as a framework for innovation	Emphasis on encouraging innovations and creating a more entrepreneurial culture within the organization	Osborne & Brown, 2012; Ansell & Torfing, 2014	Goal or Benchmark	Designed to gain reasonable agreement on overarching goals, indicators, or benchmarks	Bryson, J. M. (2018)
Competitive Force Analysis	Includes specific elements between agencies to Porter's five forces.	Vining, 2011; Hansen & Ferlie 2016	Hybrid Approach	A mixture of all six types	Bryson, J. M. (2018)

Table 2: Current models and schools of thought for strategic management practices in the public sector

Current Models for Strategic Management in the Public Sector		
Name of the Model	Short Description	Reference
Bryson's Model	The entire strategic management process is prescribed in main 10 steps, where steps one to step eight addressed planning and steps 9 and 10 addressed implementations.	Bryson 2011, p. 43-47
Mulgan's Model	This framework considered 3 field of actions (i.e., field with multiple variables, complex field and fields of chaos), by addressing the simple system, complicated system, complex system and chaotic system.	Mulgan 2009, p. 75-114
Agility Model	Explained certain list of activities to be supported by strategic sensitivity, resource fluidity and collective engagement.	Määttä, 20117; Doz and Kosonen, 2014

Schools of thought on Strategy in the Public Sector

Name of the School	Short Description	Reference
Design School	Concentrate on SWOT analysis, strategic management phases, new concepts and values.	Strategy Safari: The complete guide through the wilds of strategic management (2nd Edition) 2nd Edition by Henry Mintzberg, Bruce Ahlstrand and Joseph B. Lampel, 2008.
Learning School	Beside SWOT, adds steps with checklists and tools for every main processes.	
Cultural School	Focus on organizational culture, and use for missionary, rich culture and strengthening strategy type of organizations.	

Political Power School	Divided in two sub schools: Micro-political school that focus on what is going on inside the organization, and Macro political school focus on dealing with outside of the organization versus use of organizational power.
Environment School	Organizations must cope with environment they work with by considering the contingency theory, population ecology, institutional theory and compatibility to norms

Table 3: Strategic Plan Formulation Correlation

Variables	Proper Strategic Objectives Implementation		Proper Operational Objectives Implementation	
	Pearson Correlation	p – value Sig. (2 – tailed)	Pearson Correlation	p – value Sig. (2 – tailed)
1. clear vision	.457	.000	.465	.000
2. clear mission statement	.387	.000	.357	.000
3.clear organizational values	.408	.000	.363	.000
4.clear strategic objectives	.447	.000	.413	.000
5.clear operational objectives	.306	.000	.355	.000
6. clear performance indicators	.404	.000	.303	.000
7.clearly prioritized performance indicators	.517	.000	.437	.000
8.Lower grades staff involvement	.388	.000	.324	.000
9.local advisors' involvement	.398	.000	.413	.000
10. International and external advisors' involvement	.412	.000	.301	.000
11. private-sector involvement and partnership	.251	.000	.197	.000
12. invitation of employees for a workshop	.366	.000	.383	.000
13.All stakeholders involvement	.418	.000	.375	.000
14.Strategy practitioners and experts' involvement	.318	.000	.365	.000
15. Key external stakeholders' involvement	.208	.000	.236	.000
16. having sufficient financial resources	.489	.000	.405	.000
17. having sufficient technological resources	.479	.000	.423	.000

18. structured procedures using a planning manual.	.418	.000	.385	.000
19. new ways of providing good services	.454	.000	.455	.000
20. operational plans for each department	.376	.000	.443	.000
21. assigning fixed financial budget	.245	.000	.268	.000
22. allocating the needed resources	.405	.000	.260	.000

Table 4: Strategic Plan Implementation Correlation

Variables	Proper Strategic Objectives Implementation	Proper Operational Objectives Implementation
	Pearson Correlation n	p – value Sig. (2 – tailed) *
1. internal communication among all employees.	.333	.354
2. effective communication with the public.	.270	.206
3. collaboration between most departments.	.243	.225
4. relationship between formulation and implementation	.096	.163
5. relationship with key external stakeholders.	.518	.345
6. Top management forces the strategic plan internally	.306	.251
7. well understanding the SP before significant actions	.417	.434
8. enough trainings and capacity building programs	.623	.531
9. Divisional managers knowledge and technical skills	.523	.621
10. Lower-level employees' familiarity with SP	.473	.472
11. the lower-level employee's duties and responsibilities	.350	.355
12. vision alignment with lower staff operations.	.354	.334
13. linkage between SP and the decision-making process.	.393	.466
14. integration of processes, structures and sources	.476	.380
15. implementation support by top management	.433	.461
16. implementation support by middle management	.354	.400
17. encouraging success by reward	.313	.251
18. having proper organizational structure	.254	.261

19.having enough staff	.535	.430
20. enough time for strategy implementation	.127	.119
21. control over the implementation stage	.122	.092
22. no competition between activities.	.128	.155
23. lower-level staff commitment on objectives	.264	.353
24. effectively implementation	.520	.422
25. Top management commitment to vision	.505	.499
26. Middle management commitment to vision	.166	.341
27. lower grades staff commitment to vision	.147	.186
28.Top management commitment to results	.431	.533
p – value Sig. (2 – tailed) * is 0.000 for all 28 variables considering Proper Strategic and Operational objectives implementation		

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