

## APPENDICES

### Appendix 1: Interview Prompt Sheet

HERIOT WAT UNIVERSITY

DOCTORATE OF BUSINESS ADMINISTRATION

INTERVIEW PROMPT SHEET

PRIVATE AND CONFIDENTIAL

**Research Topic:** An assessment of the Extent and Nature of Adoption of Strategic Planning Processes in the Zambian Public Sector.

---

Thank you for your contribution to my research. Throughout this research, you will be kept anonymous and your views will not be traced to you. A copy of the transcript will be availed to you prior to analysis and inclusion in the thesis.

Ministry Name: \_\_\_\_\_

Respondent's Department: \_\_\_\_\_

Respondent's position (Top Magt, Middle or operational staff: \_\_\_\_\_

Respondent's Sex: \_\_\_\_\_

Interview date: \_\_\_\_\_

#### SECTION 1: GENERAL RESPONDENT INFORMATION

1. How long have you been with this ministry?
2. How long have you been at your current staff level?
3. How long have you been involved in strategic planning for this ministry?

#### SECTION 2: STRATEGIC PLANNING PROCESS CHARACTERISTICS

##### Comprehensiveness

4. What areas of both the internal and external environment do you monitor as part of your SPP?
  - What information about the internal environment do you monitor and develop assumptions for?
  - What information about external environment do you monitor and develop assumptions for?
  - Where do you get this information (Sources) and how is the information gathered?
  - How is this information analysed?

- Are there any management tools that you use for data collection and analysis? If so tell me about them.
5. Tell me about the process you use to come up with strategies for inclusion in the SP (Alternative generation, evaluation and choice)?
  6. Tell me about the scope of your ministry's SP in terms of the areas of your ministry that are included in the SP.
  7. How does your SPP affect the following organisational processes (If so, how)?
    - The budgeting process.
    - HR recruitment process.
    - HR Individual Performance evaluation.
    - Annual planning
  8. What is your assessment of the extent of harmonisation that exists between your ministry's SP and those of other ministries whose mandates relate to yours and how is this harmonisation achieved?
  9. How does your ministry monitor the implementation of your strategic plan?
    - Who monitors your planning process?
  10. What are the implications (penalties) on planners of non-compliance with the planning process?
    - Who enforces compliance with the planning process?

#### **Formality and Flexibility**

11. In what form is your strategic plan presented (Written or not)?
12. What guides your strategic planning process (What documentation is used)?
13. How does your ministry ensure the responsiveness of your ministry's strategic planning to changing environmental conditions (SP reviews)?

#### **Role and structure of planning unit.**

14. Tell me about the structure of your ministry's planning department (staffing composition, level in organisational structure and how it works vis-à-vis other departments)?
  - What are your views regarding the appropriateness of your current structure?
15. What roles are played by the planning department in your SPP?
  - Do you foresee any changes in role to be played by your planning department in the coming years and if so what changes and why?

#### **Stakeholder participation**

16. Who do you consider to be the key stakeholders of your ministry (Top management, Middle management, Operational staff and External stakeholders)?
17. Kindly describe for me the role played by each stakeholder group in your ministry's SPP vis-à-vis formulation, implementation and monitoring and review stages.
  - How does your ministry determine the extent to which each stakeholder group participates in the SPP?
  - Going forward, do you foresee any changes in the role played by these key stakeholder groups in SP in order to enhance its effective?
  - Tell me about your experience with conflict resulting from stakeholder vested interest and how do you manage this?
  - What role is played by the MDD in your SPP?
  - What is your assessment of the role played by the MDD (How can the MDD serve you better?)
18. Are there any management tools you use to manage your stakeholders, if so what are they?

### **Changes in Strategic Planning**

19. Do you think strategic planning has improved in your ministry in the past few years?
  - How has it improved or not improved?
  - What are the reasons for the improvement or non-improvement?
20. What changes would you propose to your SPP?
21. What other issues do you feel I should know about SP in your Ministry?

### **SECTION 3: BARRIERS TO STRATEGIC PLANNING.**

22. What do you consider to be the main challenges preventing effective implementation of SP in your ministry?
23. Looking back, has there been any changes over the past years in terms of barriers to the effective use of strategic planning, if so, what has the change been?
24. What measures has your ministry put in place to address these barriers?
25. Going forward, what do you see to be the main barriers to SPP in your ministry?
  - What measures do you propose your ministry should take to address these challenges

### **SECTION 4 GENERAL MINISTRY INFORMATION.**

26. How many employees are employed by this ministry (Male and female)?

27. What is your assessment of the level of qualification of people employed by the ministry (academic and/or professional)?
28. What is your assessment of the state of your ministry's environment (Stability and complexity)
29. How are your ministry's operations distributed throughout the country (Geographic distribution)?
30. How are decisions made in your ministry (Decentralisation /Decision flow)?
  31. From this list, what are the key industries serviced by your ministry (Provide interviewee with list of CSO industry classification?)
32. Has your ministry adopted strategic planning?
  - If yes
    - When was it adopted and?
    - What were the key driving forces that led to the adoption of SPP?
    - How would you describe your planning system? (Rational or Emergent)?
  - It not
    - What are the reasons why your ministry has not adopted it?
    - What mechanisms do you use to guide the operations of your ministry (e.g. procedural manuals)?

#### **SECTION 6: ANY OTHER ISSUES**

33. Are there any other issues your consider important on strategic planning in your ministry

**Thank you**