

Appendix 30: Table on Stakeholder Participation at the Strategic Plan Formulation Stage by Respondent Department

To what extent are the following stakeholders involved at the strategic plan formulation stage?

		1 Never	2 Low	3 Some What Low	4 Moderate	5 Some What High	6 High	7 Very High	Total	
									Count	Mean
Planning	Top Management	0%	5%	5%	5%	18%	23%	45%	22	5.9
	Middle Management	0%	0%	0%	0%	14%	32%	55%	22	6.4
	Operational Staff	0%	0%	9%	27%	18%	23%	23%	22	5.2
	External Stakeholder	0%	14%	0%	27%	18%	23%	18%	22	4.9
Core Business	Top Management	0%	0%	0%	0%	0%	67%	33%	12	6.3
	Middle Management	0%	0%	0%	0%	8%	50%	42%	12	6.3
	Operational Staff	0%	0%	8%	25%	25%	25%	17%	12	5.2
	External Stakeholder	0%	17%	8%	8%	17%	42%	8%	12	4.8
Information Technology	Top Management	0%	0%	0%	0%	0%	50%	50%	2	6.5
	Middle Management	0%	0%	0%	0%	0%	0%	100%	2	7.0
	Operational Staff	0%	0%	0%	0%	0%	50%	50%	2	6.5
Accounts	External Stakeholder	0%	0%	50%	0%	0%	50%	0%	2	4.5
	Top Management	0%	0%	17%	0%	0%	33%	50%	6	6.0
	Middle Management	0%	0%	0%	20%	0%	40%	40%	5	6.0
	Operational Staff	0%	33%	17%	17%	17%	0%	17%	6	3.8
Human Resources	External Stakeholder	0%	17%	0%	33%	0%	50%	0%	6	4.7
	Top Management	0%	0%	0%	8%	0%	31%	62%	13	6.5
	Middle Management	0%	8%	0%	15%	0%	31%	46%	13	5.8
	Operational Staff	8%	15%	23%	15%	8%	8%	23%	13	4.2
	External Stakeholder	8%	0%	0%	25%	8%	33%	25%	12	5.3