

Appendix 31: Table on Stakeholder Participation at the Strategic Plan Formulation Stage by Respondent Position

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

		1 Never		3 Some		5 Some What		7 Very		Total	
		2 Low	What Low	4 Moderate	High	6 High	High			Count	Mean
Top Management	Top Management	0%	0%	9%	9%	0%	45%	36%	11	5.9	
	Middle Management	0%	9%	0%	9%	9%	45%	27%	11	5.6	
	Operational Staff	9%	0%	18%	27%	9%	9%	27%	11	4.6	
	External Stakeholder	10%	10%	10%	10%	20%	20%	20%	10	4.6	
Middle Management	Top Management	0%	3%	3%	0%	13%	38%	44%	39	6.1	
	Middle Management	0%	0%	0%	3%	8%	34%	55%	38	6.4	
	Operational Staff	0%	8%	10%	26%	18%	23%	15%	39	4.8	
Operational Staff	External Stakeholder	0%	10%	3%	26%	13%	38%	10%	39	5.0	
	Top Management	0%	0%	0%	25%	0%	0%	75%	4	6.3	
	Middle Management	0%	0%	0%	25%	0%	50%	25%	4	5.8	
	Operational Staff	0%	25%	25%	0%	25%	0%	25%	4	4.3	
	External Stakeholder	0%	25%	0%	50%	0%	25%	0%	4	4.0	