

Appendix 42: Table on Barriers to Strategic Planning Processes in the Zambian Public Sector by Respondent Department

How often has your ministry experienced the following challenges in strategic planning?

		1 Never Ever	2 Hardly	3 Rarely	4 Moderate	5 Often	6 Very Often	7 Always	Total		
										Count	Mean
Planning	Inadequate financial resources	0%	0%	0%	18%	32%	27%	23%	22	5.5	
	Inadequate communication of SPs	0%	5%	19%	38%	29%	5%	5%	21	4.2	
	Inappropriate organisation culture	0%	9%	23%	32%	23%	14%	0%	22	4.1	
	Inappropriate management & leadership style	9%	23%	23%	23%	14%	9%	0%	22	3.4	
	Inadequate alignment of processes to SPP	0%	14%	23%	32%	27%	5%	0%	22	3.9	
	Political interference and vested interest	24%	5%	24%	14%	10%	19%	5%	21	3.6	
	Inadequate involvement of key stakeholders	0%	14%	36%	32%	14%	5%	0%	22	3.6	
	Inadequate enforcement mechanisms	5%	14%	5%	50%	18%	9%	0%	22	3.9	
	Inadequate communication during the SPP	5%	9%	50%	27%	0%	9%	0%	22	3.4	
	Bureaucracy	0%	5%	27%	32%	23%	5%	9%	22	4.2	
Development of SPs taking too long	0%	0%	5%	50%	23%	14%	9%	22	4.7		
Core Business	Inadequate financial resources	0%	8%	8%	33%	8%	25%	17%	12	4.8	
	Inadequate communication of SPs	18%	0%	27%	27%	9%	9%	9%	11	3.7	
	Inappropriate organisation culture	17%	17%	17%	17%	8%	17%	8%	12	3.7	
	Inappropriate management & leadership style	18%	18%	27%	18%	9%	9%	0%	11	3.1	
	Inadequate alignment of processes to SPP	17%	8%	33%	25%	8%	8%	0%	12	3.3	
	Political interference and vested interest	17%	0%	42%	25%	17%	0%	0%	12	3.3	
	Inadequate involvement of key stakeholders	8%	8%	17%	58%	8%	0%	0%	12	3.5	
	Inadequate enforcement mechanisms	8%	8%	42%	17%	17%	8%	0%	12	3.5	
	Inadequate communication during the SPP	17%	8%	42%	17%	17%	0%	0%	12	3.1	
	Bureaucracy	0%	0%	25%	25%	33%	17%	0%	12	4.4	
Development of SPs taking too long	0%	17%	17%	33%	25%	8%	0%	12	3.9		
Information Technology	Inadequate financial resources	0%	0%	0%	50%	0%	50%	0%	2	5.0	
	Inadequate communication of SPs	0%	0%	0%	50%	0%	50%	0%	2	5.0	
Information Technology	Inappropriate organisation culture	0%	0%	50%	50%	0%	0%	0%	2	3.5	
	Inappropriate management & leadership style	0%	100%	0%	0%	0%	0%	0%	2	2.0	
	Inadequate alignment of processes to SPP	0%	0%	0%	50%	0%	50%	0%	2	5.0	
	Political interference and vested interest	0%	0%	0%	50%	0%	50%	0%	2	5.0	
	Inadequate involvement of key stakeholders	0%	0%	50%	0%	0%	0%	50%	2	5.0	

	Inadequate enforcement mechanisms	0%	0%	0%	50%	0%	0%	50%	2	5.5
	Inadequate communication during the	0%	0%	100%	0%	0%	0%	0%	2	3.0
	SPP									
	Bureaucracy	0%	0%	50%	50%	0%	0%	0%	2	3.5
	Development of SPs taking too long	0%	0%	0%	50%	0%	50%	0%	2	5.0
Accounts	Inadequate financial resources	17%	0%	0%	0%	17%	67%	0%	6	5.0
	Inadequate communication of SPs	0%	0%	0%	60%	40%	0%	0%	5	4.4
	Inappropriate organisation culture	0%	0%	33%	33%	33%	0%	0%	6	4.0
	Inappropriate management & leadership style	0%	0%	60%	20%	20%	0%	0%	5	3.6
	Inadequate alignment of processes to SPP	0%	0%	20%	80%	0%	0%	0%	5	3.8
	Political interference and vested interest	0%	0%	0%	60%	40%	0%	0%	5	4.4
	Inadequate involvement of key stakeholders	0%	17%	33%	50%	0%	0%	0%	6	3.3
	Inadequate enforcement mechanisms	0%	0%	33%	67%	0%	0%	0%	6	3.7
	Inadequate communication during the	20%	40%	0%	40%	0%	0%	0%	5	2.6
	SPP									
	Bureaucracy	0%	0%	0%	20%	60%	20%	0%	5	5.0
	Development of SPs taking too long	0%	0%	20%	40%	40%	0%	0%	5	4.2
Human Resources	Inadequate financial resources	0%	0%	0%	0%	38%	38%	23%	13	5.8
	Inadequate communication of SPs	0%	0%	8%	38%	31%	15%	8%	13	4.8
	Inappropriate organisation culture	0%	0%	18%	36%	18%	18%	9%	11	4.6
	Inappropriate management & leadership style	8%	8%	31%	38%	8%	0%	8%	13	3.6
	Inadequate alignment of processes to SPP	0%	15%	38%	15%	15%	15%	0%	13	3.8
	Political interference and vested interest	0%	8%	33%	17%	0%	17%	25%	12	4.6
	Inadequate involvement of key stakeholders	0%	15%	38%	31%	8%	8%	0%	13	3.5
	Inadequate enforcement mechanisms	0%	0%	31%	8%	31%	31%	0%	13	4.6
	Inadequate communication during the	0%	15%	23%	23%	23%	15%	0%	13	4.0
	SPP									
	Bureaucracy	0%	8%	8%	31%	15%	23%	15%	13	4.8
	Development of SPs taking too long	8%	0%	0%	38%	15%	38%	0%	13	4.7