

### Appendix 43: Table on Barriers to Strategic Planning Processes in the Zambian Public Sector by Respondent Position

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

		2				6				Total	Count	Mean
		1	Hardly	3	4	5	Very	7				
		Never	Ever	Rarely	Moderate	Often	Often	Always				
Top	Inadequate Financial Resources	0%	9%	0%	9%	27%	27%	27%	11	5.5		
Management	Inadequate Communication of SPs	0%	0%	10%	30%	40%	20%	0%	10	4.7		
	Inappropriate Organisation Culture	10%	0%	30%	30%	20%	10%	0%	10	3.8		
	Inappropriate Management & Leadership Style	10%	10%	20%	40%	20%	0%	0%	10	3.5		
	Inadequate Alignment of Processes to SPP	0%	9%	27%	27%	0%	36%	0%	11	4.3		
	Frequency of Political Interference and Vested Interest	0%	0%	30%	10%	20%	20%	20%	10	4.9		
	Inadequate Involvement of Key Stakeholders	0%	0%	27%	27%	18%	18%	9%	11	4.5		
	Inadequate Enforcement Mechanisms	0%	0%	18%	18%	27%	27%	9%	11	4.9		
	Inadequate Communication During the SPP	9%	0%	36%	18%	18%	18%	0%	11	3.9		
	Bureaucracy	0%	9%	18%	27%	18%	18%	9%	11	4.5		
	Development of SPs Taking too Long	9%	0%	18%	18%	18%	36%	0%	11	4.5		
Middle	Inadequate Financial Resources	3%	0%	3%	18%	26%	36%	15%	39	5.3		
Management	Inadequate Communication of SPs	5%	3%	19%	41%	19%	5%	8%	37	4.1		
	Inappropriate Organisation Culture	3%	10%	23%	28%	15%	15%	5%	39	4.1		
	Inappropriate Management & Leadership Style	11%	18%	32%	21%	8%	8%	3%	38	3.3		
	Inadequate Alignment of Processes to SPP	5%	13%	24%	37%	18%	3%	0%	38	3.6		
	Political Interference and Vested Interest	16%	5%	27%	24%	11%	11%	5%	37	3.6		
	Inadequate Involvement of Key Stakeholders	3%	15%	31%	46%	5%	0%	0%	39	3.4		
	Inadequate Enforcement Mechanisms	5%	10%	21%	41%	15%	8%	0%	39	3.7		
	Inadequate Communication During the SPP	8%	16%	38%	27%	8%	3%	0%	37	3.2		
	Bureaucracy	0%	3%	24%	27%	30%	8%	8%	37	4.4		
	Development of SPs Taking too Long	0%	5%	5%	51%	19%	14%	5%	37	4.5		
Operational Staff	Inadequate Financial Resources	0%	0%	0%	0%	50%	50%	0%	4	5.5		
	Inadequate Communication of SPs	0%	0%	0%	25%	50%	25%	0%	4	5.0		
	Inappropriate Organisation Culture	0%	0%	0%	67%	33%	0%	0%	3	4.3		
	Inappropriate Management & Leadership Style	0%	25%	25%	25%	25%	0%	0%	4	3.5		

Inadequate Alignment of Processes to SPP	0%	0%	50%	25%	25%	0%	0%	4	3.8
Political Interference and Vested Interest	25%	0%	0%	75%	0%	0%	0%	4	3.3
Inadequate Involvement of Key Stakeholders	0%	25%	25%	25%	25%	0%	0%	4	3.5
Inadequate Enforcement Mechanisms	0%	0%	50%	0%	25%	25%	0%	4	4.3
Inadequate Communication During the SPP	0%	25%	25%	25%	0%	25%	0%	4	3.8
Bureaucracy	0%	0%	0%	50%	25%	25%	0%	4	4.8
Development of SPs Taking too Long	0%	0%	0%	25%	75%	0%	0%	4	4.8

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