Appendix 44: Example of Coded Interview Transcript

Question	Ministry C Interview Transcript	Code Key (Colour)
Respondent sex	Male	• Female • Male
Respondent position level	Middle Management	• Top Management • Middle Management • Lower Management
Respondent department	Planning and Information	• Planning & Information • Ministry Core Business • Human Resources
How long have you been with this ministry?	This is my second month actually. *(Have you worked in any other Government ministry?)* Yes, I worked in the Ministry of Home Affairs for nine years. *(In which department were you under?)* Planning Department. *(Can I safely say that you have been in the Planning Department for about nine years?)* Yes.	• 0-5 • 6-10 • 11-15 • 16-20 • > 20
How long have you been at your current staff level?	*Can I safely say that you have been in the Planning Department for about nine years?)* Yes.	• 0-5 • 6-10 • 11-15 • 16-20 • > 20
How long have you been involved in strategic planning for this ministry?	This is my second month actually.	• 0-5 • 6-10 • 11-15 • 16-20 • > 20
Has your ministry adopted strategic planning	Yes we do	• Yes • No
What were the key driving forces that led to the adoption of SPP	In order to have a long term focus of what it needs to achieve and since resources are scarce, so that it can prioritise what it should achieve in the next five years or in short, to give direction to the institution	• To have long term focus Need to be systematic • To prioritise • To guide/ (direction) and coordinate ministry activities

What areas of the internal environment do you monitor as part of your SPP?	One of them is human resources and the other internal environment aspect is the equipment that officers are given to assist them execute their duties	• Human resources • Tools and Infrastructure • Stakeholders • cross cutting issues • Organisational structure
Are there any management tools that you use for data collection and analysis?, if so tell me about them	They use the Mackenzie 7S model, SWOT analysis and Pastel analysis to help us get the priority areas in terms of the objectives.	• SWOT • PESTLE • Mackenzie 7s • Balanced scorecard • stakeholder mapping
Tell me about the process you use to come up with strategies for inclusion in the SP (Alternative generation, evaluation and choice)	Let me start by mentioning that our strategic planning development process is guided by the Management Development Division (MDD). Usually, when a ministry is about to develop a strategic plan, they send it questionaries' for it to use in the engagement process with the stakeholders and clients. So, firstly, we identify our stakeholders and clients then later engage them. This way, we find out what they expect from us. Afterwards, we have internal consultations. For example, in this ministry, we now have four departments so we have to consult them on how the ministry should move forward. Once we have done that, it is our tradition to hold meetings with departments, which is from the internal perspective, and the MDD facilitates such meetings. They use the Mackenzie 7S model, SWOT analysis and Pastel analysis to help us get the priority areas in terms of the objectives.	• Consultative process (Internal stakeholder involvement) • Consultative process (External stakeholder Involvement)
Tell me about the scope of your ministry's SP in terms of the areas of your ministry that are included in the SP	In terms of the broad coverage, it is quite adequate. In this ministry, there are a lot of things that are being done away from the strategic plan. This means that, maybe, the consultative process did not adequately address all the issues or, maybe, the level of involvement from the initial stages of the process could have been questionable.	• Broad scope • Not broad
Does your SPP affect the following organisational		

processes (If so, how)?		
HR recruitment process	With regards the recruitment process, again, there is a weak link. I believe that once a strategic plan is developed, there is need to develop an organisational structure that will assist in implementing the strategies identified. However, that does not happen. Like currently, the ministry is severely understaffed contrary to the recommendations and structure proposed in the strategic plan. *(Why do you have this misalignment?*) This is because the strategic plans are not realistic in that they are not tied to the available human and financial resources. If they were, it was going to be easy to tie the organisation structure and budgeting process to the strategic plan. Usually the strategic plans tend to be overambitious. *(Is a feasibility study carried out to determine whether it is possible to implement a strategic plan?)*No, I have not experienced that in my nine years of planning. Only maybe at one time when I was in the Ministry of Home Affairs, we attempted to do that, but it never fed into the strategic planning process.	• Strong Alignment-Budget preparation • Medium Alignment - Budget preparation • Weak Alignment-Preparation • Strong Alignment-Budget Execution • Medium Alignment - Budget Execution • Weak Alignment - Budget Execution
HR Individual Performance evaluation	I have seen performance appraisal forms, but I have never seen anyone get appraised on that basis. *(Are the forms that you saw able to measure one's contribution towards the achievement of the strategic plan?)* Yes, the forms themselves can capture that information, but it is not institutionalised and people can only use those forms when it comes to promotion. So, appraisals are not done monthly or annually. Those forms are only referred to when someone is about to be promoted or confirmed	• Strong Alignment-Budget preparation • Medium Alignment - Budget preparation • Weak Alignment-Preparation • Strong Alignment-Budget Execution • Medium Alignment - Budget Execution • Weak Alignment - Budget Execution
What do you consider to be the main challenges preventing effective implementation of SP in your ministry	The budget ceiling does not first of all allow you to take up all the strategies that you should have addressed in that particular year. Worse enough, you find a situation where people are doing budgeting, but are not using the strategic plan. So, there is a weak linkage between budgeting and the strategic plan. With regards the recruitment process, again, there is a weak link. Like currently, the ministry is severely understaffed contrary to the recommendations and structure proposed in the strategic plan. The staffing levels and sometimes the skills in the ministry do not support the full implementation of strategic plans. For example, we may want to focus on women empowerment, but then we do not have special skills within the ministry of potential women who can empower other women. So, sometimes, we have to depend on the external stakeholders to bring people with special skills who can train the women in different areas. I think we need to address the issue of staffing levels and skills in the ministry. ***What is your***	• Inadequate financial resources • Inadequate staffing numbers • Political interference and vested interest • Lack of appreciation of SPS by Ministers and PSs (Changes in Ministers and PSs) • Inadequate inter-ministerial co-ordination • Inadequate alignment of organisational processes to SPPs

	assessment of the extent of communication during the strategic planning process and of strategic plan within the ministry? Does it pose as a challenge or barrier? I think it depends on the organisation or culture a particular ministry adopts. For example, in our ministry, we have senior management and departmental meetings. We also have Friday Information Sharing Meetings. If, for instance, I want to talk about strategic planning, I can talk about it in such meetings when all the members of staff are available. Where I am coming from, we did not have such a platform of sharing informatio*n. So, it depends on the culture of the ministry, but, of course, communication is vital.*	
What measures has your ministry put in place to address these barriers	Like I said, we are committed to ensure that our planning gets on the right track. So, the ministry has been filling the vacancies in the Planning Department. We also have volunteers that we work with in the ministry. One is directly attached to the Planning Department, the other one to the Monitoring and Evaluation Department and the last one to the ICT Department. So, we are trying to ensure that we have people that help us. If we have sufficient numbers and become more focused, then we can start championing matters of strategic planning. Actually, the issue of reviews is coming out of the desire to have a long, medium and short term plan on how we can move forward. *You talked about inadequate alignment between the strategic planning process and other processes. What are you doing about that barrier?* Let me give you a practical aspect of how we are trying to align these processes. In the review what we will have next month, we want to come up with next year's integrated work plan. Since next year will be the last year of the strategic plan, we will look through whatever we have not done and then we will try and see if we can achieve at least even 20 per cent of what we should have achieved in this strategic plan by the end of next year. So, the reviews will definitely assist us have sufficient information to be aligned with our annual budgets. I think, for me, the current methodology is okay. *Are there any changes you would propose to your ministry's current strategic planning process?* We just need to improve on the aspect of consultations and we need to engage the members of staff more and make them realise the importance of strategic planning. There are times when we want to engage people in strategic planning process by holding a workshop, but they just focus on getting an allowance. S*o, we need to educate people so that they can appreciate the importance of planning forward. That way, they will fully apply themselves to this process*	• Sourcing funding from donors (other sources) • Introducing legislation to manage co-ordination issues • Filling staff vacancies • Institutionalising monitoring and reviews • More engagement of stakeholders is SPP • Aligning organisational process to SPP