

**STRATEGY IMPLEMENTATION: A CASE STUDY OF THE NORTHERN
UGANDA REHABILITATION PROGRAMME (NUREP) IMPLEMENTED BY
THE NUREP PROGRAMME MANAGEMENT UNIT IN THE OFFICE OF
THE PRIME MINISTER OF THE GOVERNMENT OF UGANDA**

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**A management research proposal presented in partial fulfillment of the
requirements for the award of a master's degree in business administration at the
University of Nairobi School of Business**

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DECLARATION

This research project is my original work and has not been submitted for a a degree waward in any other university.

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This project has been submitted for examination with approval as a university supervisor

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DEDICATION

To all those who urged me to finish the race.

ABSTRACT

Strategy implementation is a key stage in the strategic management process. Research however shows that many organizations are unable to implement their strategies effectively. Effective strategy implementation has therefore become a major challenge to organizations. A review of literature shows that the subject of strategy implementation has largely been neglected. Traditionally the focus has been on the strategy formulation process as the key to achieving implementation success. However recently there has been a growing awareness that the high failure rate of strategies in organizations is not due to poor planning but is a result of poor implementation. Effective implementation is therefore a must if organisation goals are to be met. Although research on the topic is very limited, several studies exist on factors that contribute to effective implementation. The majority of these studies however have been carried out in corporations.

The purpose of this case study was to find out how the implementation of the Northern Uganda Rehabilitation Programme (NUREP) was carried out effectively. NUREP is a government of Uganda programme sponsored by the European Union (EU). The programme operates within the framework of the Government of Uganda 2007 Strategic Plan (Peace, Recovery and Development Plan). The strategic plan is aimed at stabilization and economic recovery in Northern Uganda, after more than a decade of war in the region. The objective of the study was to establish the factors that influenced implementation at NUREP.

Face to face interviews were conducted using structured questionnaires. A total of 10 people were interviewed from the NUREP Programme Management Unit (PMU), Office of the Prime Minister, the supervisory body of NUREP, Gulu district, and NUREP implementing partners. Written transcripts of the data collected were then made. Data was then analysed using content analysis and with the aid of a computer software package (NIVIVO 9). The key findings of the research were then summarized using various tables.

The results of the research showed that the successful implementation of NUREP was a result of several factors. The main factors however were people related factors, such as staff commitment, involvement of people, good working relations with stakeholders particularly local governments, and a competent Programme Management Team. Implementation controls were also found to have played an important role and. The study also identified several implementation barriers. Again the majority of the barriers were people related eg. misunderstandings, lack of programme ownership, and

inadequate capacities of some employees. The other frequently mentioned barrier was political interference.

There were several limitations in this research. Firstly the interviewees only included senior managers from NUREP as most of the other employees had left, as the programme was coming to a closure. Secondly NUREP activities covered a wide range of districts in Northern Uganda, however due to time and cost constraints, interviews were only possible at the Gulu District Office. Also for the same reason only two of NUREP's implementing partners also in Gulu were interviewed. Also the fact that the interviews took place towards the end of the year, meant that many people could not be reached as this is usually a busy time in most organizations. The results of this research may therefore not be generalized. The findings however are nevertheless important in closing the existing knowledge gap on the topic of strategy implementation.

There are several managerial recommendations and recommendations for future research relating to this research. One recommendation is that the possibility of including senior managers from the Programme Management Unit in the planning or design phase of future programmes should be explored. There is also need to involve and consult as many stakeholders as possible prior to the planning of future programmes. The interests, expectations and level of participation of stakeholders including areas of potential conflict should be clearly identified. There is also need to ensure that people with the necessary skills are recruited for the job. Implementation requires much time and it is therefore crucial that sufficient time is allocated to the entire process.

The recommendations for future research are twofold. Firstly studies relating to the role of people in strategy implementation have tended to concentrate on top and middle managers. Few studies exist on how lower level employees and stakeholders external to an organisation influence the implementation process. More research is therefore needed in this area. Further existing studies on strategy implementation focus on organizational aspects. There is need to explore other factors other than organizational factors.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The number of organizations unable to implement their strategic goals successfully is alarming. The results from a study, *White paper of Strategy implementation of Chinese Corporations in 2006*, revealed that strategy implementation was the most significant challenge facing all kinds of corporations at that time. The study further showed that 83 per cent of the surveyed companies failed to implement their strategy smoothly, and that only 17 per cent felt they had a consistent strategy implementation process. In the U.S.A. many companies spend millions of dollars in strategy formulation but only half of them are able to implement their strategies successfully. 70% of 10 CEOs who fail, do so not because of bad strategy, but because of bad execution (Charan & Colvin, 1999). In yet another study of 200 companies in the Times 1000, 80% of directors said they had the right strategies but only 14% were implementing them well, (Cobbold & Lawrie, 2001). In Africa, poor implementation of strategies particularly in the public sector is a major factor that has contributed to the weak performance of these organizations and is undoubtedly a major impediment to achieving development goals on the continent. Many government projects either stall or are abandoned due to poor implementation. Clearly strategy implementation is a real challenge to organizations. However if any organisation is to achieve its goals, efficient strategy execution is a must and hence the need for organizations to master the art of implementing strategy.

1.1.1 Strategy Implementation

Strategy implementation has been defined as the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Ried,1989, as cited in Schaap, 2006). According to Higgins (2005), strategy implementation is a process involving almost all the management functions, i.e. planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation. Implementation is the actions initiated within an organization and its relationships with hands- on experience and action oriented human behavioural activity that calls for executive

leadership and key managerial skills (Dekluver & Pierce, 2003, as cited in Schaap, 2006). Strategy implementation has also been viewed as the stage of strategic management involving the use of managerial and organizational tools to direct resources towards achieving outcomes (Thompson & Strickland, 1996).

Many researchers agree that implementing strategy is a difficult task. Hrebiniak (2006) argues that although formulating a consistent strategy is a difficult task for any management team, making the strategy work is even more difficult. According to Thompson (1996), implementing strategy is difficult because of the different managerial activities involved, the different ways to tackle each activity, resistance to change, the people management skills required, the need to secure commitment as well as the cooperation needed from the various parties involved. However even while acknowledging the fact that implementation is a difficult process, researchers are keen to point out that many organizations spend too much resources and time crafting strategy, but devote less resources and time to strategy implementation. In this era of economic downturn, dwindling resources coupled with fierce global competition, organisations cannot afford the high cost implications and other drawbacks associated with failed implementation. Implementation therefore must take center stage if organisations are to succeed or even survive. The purpose of this research paper is therefore to examine how the implementation of the Northern Uganda Rehabilitation Programme (NUREP) was carried out effectively. NUREP activities were carried out within the framework of the Government of Uganda 2007 Strategic Plan, Peace, Recovery and Development Plan (PRDP) aimed at stabilization and economic development of the Northern region of Uganda.

1.1.2 Northern Uganda Rehabilitation Programme (NUREP)

Northern Uganda has suffered a series of conflicts for over 20 years. The conflicts devastated the area making it Uganda's poorest region. As a result of the war many people fled their homes seeking refuge in internally displaced camps (IDP camps). However due to peace initiatives, calm has returned to the region and many people have begun returning to their homes. Northern Uganda however is characterized by poor infrastructure, and a lack of basic social services. Poverty rates are the highest in the country. In reaction to this the Government of Uganda Strategic Plan 2007, the National Peace, Recovery and Development Plan (PRDP) was

established. The plan aims at stabilization and economic recovery in the north through a set of coherent programmes in one organizing framework that all stakeholders will adopt when implementing their programmes in the region. It is within this framework that the Northern Uganda Rehabilitation Programme (NUREP) was started by the Government of Uganda and the European Union in 2006. NUREP operates within the PRDP policy. The programme is funded by the European Union (EU) and is under the supervision of the Office of the Prime Minister (OPM).

The aims of the Northern Uganda Rehabilitation Programme as cited in NUREP's Inception Report, 2007 are to strengthen the self reliance and protection of local populations in Northern Uganda, rehabilitate social infrastructure and improve the capacity of Ugandan stakeholders to respond to conflicts and disasters. According to the report, NUREP's overall objective is to restore and preserve peace and create an enabling environment in Northern Uganda by increasing the effectiveness of actors for conflict resolution and peace-building; strengthening respect for and enforcement of human rights and the rule of law; improving coping mechanisms of IDPs; diversifying and increasing livelihood opportunities for local people and improving the provision of basic services and competence of local governments at all levels. NUREP's purpose is to promote reconciliation and reduction of regional disparities through development.

The main beneficiary as indicated in NUREP's Inception Report is the civilian population in Northern Uganda who have been seriously affected by the war. The target groups are IDPs, women and children. However instead of focusing on specific groups, the programme aims at rebuilding communities, facilitating the voluntary return of IDPs and creating adequate conditions for sustainable development. NUREP also offers assistance to the Office of the Prime Minister (OPM), local governments and local civil society organizations in the beneficiary districts through training, capacity building and technical advice.

The overall responsibility for the implementation of the NUREP Financing Agreement lies with the Implementing Institutions. These are: the National Authorising Authority in the Ministry of Finance, Planning and Economic Development; the European Commission, and its representative

in Uganda (the Delegation of the European Commission to Uganda); the Office of the Prime Minister; NUREP National Steering Committee; NUREP Programme Management Unit.

The implementation of the NUREP activities is carried out by Implementing Partners. The implementing partners can be: a District Local Government; Community Based not-for-profit Organisation (CBO); National not-for-profit Organisation (NGO); International not-for-profit Organisation (INGO); Private for-profit Company. An Implementing Partner is formally contracted to execute a defined action for NUREP by the Contracting Authority or its delegated authority, the OPM, under rules and regulations of the 9th EDF (European Development Fund). The District local governments also support the NUREP implementation by providing technical services for design, supervision and monitoring of NUREP interventions. These tasks are defined in an MoU between the NUREP Programme Management Unit and the District local governments.

The day-to-day management and implementation of the programme is delegated to a Programme Management Unit in the Office of the Prime Minister. The Programme Management Unit consists among others, of a Programme Manager, two Regional Coordinators, and a Finance Manager. The Programme Manager and Finance Manager are based in Kampala in the coordinating office while the two Regional Coordinators are based in Gulu and Moroto respectively. These offices are responsible for the implementation of programme initiatives in their respective areas. The Gulu office is in charge of the Acholi and Lango regions while the Moroto office is in charge of the Karamoja and Teso regions. A small sub-office in Soroti has been created to cater for the post floods programme in the Teso region. The senior managers comprising the Programme Management Unit are recruited by Cardino Agrisystems Ltd, a third party service provider for NUREP. The supervision of the Programme Management Unit (PMU) falls under the supervision of the Office of the Prime Minister (OPM) of the Government of Uganda.

The Programme structure consists of a finance and administration department, grants office, engineering office, community development office and a peace building and conflict resolution section. The finance and administration department is in charge of finances. The grants office handles the administrative and contractual issues of the grantees and offers support to the Regional Offices with regard to grants procedures. Each of the Regional offices has an

Engineering Office. This office is responsible for the selection and appraisal of construction projects, development of specifications, bills of quantities and tender documents, tender evaluation and supervision and certification of works in collaboration with local government engineers. The work of the community department is to identify, select and monitor activities of grantees which deal with community through their grants. The Peace Building and Conflict Resolution section is based in the Moroto office. This section assists the Regional Coordinators' office in designing peace building and resolution programs and activities that are to be integrated into the Karamoja and Teso programs.

The financing of the various projects is carried out in three ways. Funds are made available to international and local NGOs through a grant agreement. Funding is also done through imprest based Programme Estimates by the Programme Management Unite. Lastly funding is also available through service, work and supply contracts, with local contractors and suppliers of goods and services.

1.2. Statement of the Problem

Strategy implementation is the act of translating actions into plans to achieve organisation goals. Effective implementation however has proved to be a major challenge to most organizations. Statistics show that only few companies are able to execute their strategies successfully. This is a worrying trend since a substantial amount of limited resources goes to waste when implementation fails. Furthermore organizations exist for a specific purpose and if they are unable to fulfill this purpose, their existence becomes questionable. Traditionally, there has been much more emphasis on the topic of strategy formulation than that of strategy implementation. The result has been that managers have perfected the art of formulating strategies but are faced with challenges when it comes to implementation. This is in spite of the fact that strategy formulation and strategy implementation go hand in hand. Strategy formulation automatically follows implementation. There is however a growing recognition that the most important problems in the field of strategic management are not related to strategy formulation but rather to strategy implementation (Flood, Dromgoole, Carrol, & Gorman, 2000). And that the high failure rate of organisational initiatives is a result of poor implementation. That more research is needed in the field of strategy implementation has been noted by several researchers. (Atinkson, 2006)

argues that studies on strategy implementation are few and considered less “glamorous” than those of strategy formulation.

Strategy implementation although a key process in meeting organizational goals is under-researched. Available literature on the topic has tended to focus on organisational aspects that either impede or promote the process. These studies either focus on a single variable (Govindarajan, 1988; Lehner, 2004; Forman & Argenti, 2005; Alexander, 1985) while others (Beer & Eisenstat, 2000; Skivington & Daft, 1991; Okumus, 2001; Nobel & Mokwa, 1999) study multiple variables. Scholars have also developed various of strategy implementation frameworks. However these models have been criticized for not relating the variables in a sufficiently informative way. That there is need for a deeper understanding of the implementation process is evident on the large number of organizations that fail when it comes to effective implementation of strategies. The aim of this research paper is to examine how the implementation of NUREP was carried out successfully. NUREP is a government run programme which makes it an interesting case to study since most studies (Wernham, 1985; Qi, 2005; Alexander, 1985; Okumus, 2001) on strategy implementation are based on private and state corporations.

1.3 Research Objectives

The objective of the study is to identify the factors that influenced implementation at NUREP.

1.4 Importance of the Study

The study will firstly help bring the topic of strategy implementation into focus by highlighting its role in meeting strategic goals. Secondly the study will help identify important organizational issues that must be considered before and during the implementation process. Further it will help identify problems that may occur during the implementation phase and the possible reasons for their occurrence. The results of the study will be beneficial to the following:

1. Corporate organizations
2. Non-governmental organizations
3. Government institutions

1.5 Scope and Limitations of the Study

The study covers NUREP's initiatives in Northern Uganda from 2006 to 2009. There are several limitations to this research. Firstly the context in which the research was conducted may limit the generalization of the findings. As interviews were conducted towards the closure period of NUREP, interviews were only possible with senior managers from the Programme Management Unit. As a result the views of other employees were not captured. Also NUREP activities were undertaken in several districts in Northern Uganda and in collaboration with several implementing partners. However due to cost and time constraints, only one official from Gulu district and persons from two implementing partners also in Gulu were interviewed. Another limiting factor was that the interviews were carried out towards the end of the year. This meant that most people could not be reached, as this is usually a very busy period in most organizations. In spite of the above limitations, the research is still worthwhile in contributing to existing knowledge on strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Strategy Implementation

Implementation is a key stage of the strategic management process, but one which has been relatively neglected (Noble, 1999b; Dobni & Luffman, 2003; Bantel & Osborn, 2001). Several scholars (Hrebiniak, 2006; Thomson & Strickland, 2003) agree that implementation is a difficult management task. According to Hrebiniak this explains why many organizations fail when it comes to implementing strategy. Raps (2004) argues that traditional concepts of strategy implementation overemphasize the structural aspects. According to him the implementation process is a “no boundaries” set of activities that does not concentrate on the implications of only one component, such as the organisational structure. Strategy implementation requires an integrative approach which not only considers the organisational structure but also soft facts such as the cultural aspects and human resource perspective. Crosby (1991) has defined the process of implementation as consisting of two major parts. The first involves the development of an action plan. The action plan includes details on what, who, when and how the actions necessary to carry out the strategy will be done. The second part of implementation consists of actions aimed at marshalling and applying resources. In the context of policy change, these changes may include changes in organisational structure, shifts and reclassification of personnel, establishment of new routines, tasks, and procedures, installation of new incentive systems, and retooling production for new products or services. It may also include marketing of new services or creation of demand among new beneficiaries or consumers, development of new financing mechanisms, organizing coalitions to maintain political, budgetary, and beneficiary support, and developing collaborative mechanisms with cooperating organizations.

2.1.1 Strategy Implementation Tasks

Ryszard Barnat proposes a general framework for implementation including several tasks. He argues that there are six tasks that managers must do for implementation to be effective. These are building a capable organization, establishing a strategy supportive budget, installing internal administrative support systems, devising a system of rewards and incentives linked to objectives, creating a fit between culture and strategy and exercising strategic leadership.

The first task has to do with building a capable organization. The organization structure must be aligned to the strategy. Building a capable organization also involves getting people with the necessary skills, building core competencies and competitive capabilities and putting together a strong management team. Responsibilities must be assigned for accomplishing key implementation tasks.

The second task involves establishing a strategy supportive budget. If a firm is to achieve its strategic objectives, top management must provide the people, with equipment, facilities, and other resources to carry out its part of the strategic plan. He further argues that once the strategy has been decided, formal plans must be developed. The tasks should be arranged in a sequence comprising a plan of action within targets to be achieved at specific dates.

Installing internal administrative support systems is another important task. Internal systems are defined as policies and procedures to establish desired types of behavior, information systems to provide strategy-critical information on a timely basis and the necessary inventory, material management, customer service, cost accounting and other administrative systems needed to give the organization important strategy-executing capability. These systems must be capable of supporting the manager's work as well as monitoring strategic progress. The fourth task involves devising a system of rewards and incentives linked to objectives. People and departments of the firm must be influenced through incentives, constraints, control, standards, and rewards to accomplish the strategy.

Creating a fit between culture and strategy is another task that must be considered. The concept of fit is seen as an approach that assumes that each organisational dimension such as structure, reward systems, and resource allocation process must constitute an internally consistent organisational form. A significant body of research (Kotter & Heskett, 1992; Lee & Yu, 2004; Sorenson, 2002) clearly indicate that organization culture and particularly the extent to which it is aligned or not aligned with strategy is the single most important factor in determining effective strategy implementation. Strategies implemented in an organisation should support the culture of the organisation (David, 2003). A strategy supportive corporate culture causes the organization to work hard toward the accomplishment of strategy. The final task is exercising strategic

leadership. Strategic leadership consists of obtaining commitment to the strategy and its accomplishment. It also involves the constructive use of power and politics in building consensus to support the strategy.

2.1.2 Drivers of Strategy Implementation

The strategy formulation process has been identified as a key determinant of effective strategy implementation. Scholars (Hrebiniak, 2006; Alexander, 1985; Allio, 2005; Kim & Mauborgn 1993) have stressed the importance of good strategy formulation and successful strategy implementation. Good implementation starts with good strategic input (Allio, 2005). Good execution cannot overcome the shortcomings of a bad strategy (Hrebiniak, 2006). Macmillian and Tampoe (2001) argue that a good strategy is judged by the results achieved and not the process. The process must match the business needs, culture and specific issues of the context, it must be original, creative and easy to implement.

Organisation structure is also seen as a key element for successful implementation. Chandler (1962) defines structure as having two aspects, firstly the lines of authority and communication between the different administrative offices and officers and, secondly the information and data that flow through these lines of communication and authority. According to him such lines and data are essential to ensure the effective coordination, appraisal, and planning necessary in carrying out the basic goals and policies and in knitting together the total resources of the enterprise. The structure of an organisation must be aligned to strategy for implementation to succeed. This view is supported by Drazin & Howard (1994) (as cited in noble 1999b). Different strategies have different requirements regarding an adequate organisation structure (White, 1986; Olson, Slater & Hult, 2005). Schaap (2006) also agrees that adjusting organizational strategy according to perfect strategy can lead to effective implementation.

Peng and Littljohn (2001); Forman and Argenti (2005); Schaap (2006) have shown that communication does affect implementation. Based on interviews with 21 presidents and governmental agency heads, Alexander (1985) found that communication is mentioned more than any other single variable promoting successful strategy implementation. The content of the communication involves clearly explaining what new responsibilities, tasks and duties need to be performed by affected employees.

The human resource factor of strategy implementation has also been identified as crucial. The success of strategy implementation depends critically on the human or people side of management, and less on organisation and systems related factors (Viseras, Baines & Sweeney, 2005). Alexander (1985) found that the three major problems in human resource is that employees have insufficient capabilities to perform their jobs, lower-level employees are inadequately trained, and departmental managers provide inadequate information, leadership and direction. Lack of shared knowledge between lower level management and non-management is a barrier to successful implementation (Noble, 1999b). Another problem is the lack of involvement of employees in the implementation process. David (2003) argues that to ensure successful implementation both managers and employees should be involved in the implementation decision and that adequate communication between all parties is important.

Another important variable is consensus. For implementation to succeed firms must achieve consensus both within and outside their organisation. Floyd & Woodrige (1992a) define strategic consensus as agreement among top, middle and operating management levels on the fundamental priorities of the organisation. Also successful implementation means that a sense of commitment must prevail during the whole process. Noble & Mokwa (1999) mention three dimensions of commitment, organisational commitment, role commitment and strategy commitment. Organisation commitment is defined as the extent to which a person identifies with and works towards organisation-related goals and values. Strategy commitment is the extent to which a manager comprehends and supports the goals and objectives of a market strategy role. Role commitment is the extent to which a manager is determined to perform his individual implementation responsibility well, regardless of his beliefs about the overall strategy. According to Guth & MacMillian (1986), low and negative management commitment is a result of three factors: low perceived ability to perform successfully in implementing strategy; low perceived probability that the proposed outcomes will result, even if individual performance is successful; low capacity of the outcome to satisfy individual goals or needs.

According to Raps (2004) assessment or control of the implementation processes is a key task for managers. A control system is needed to provide management with information on whether strategic initiatives can be executed or are being executed as intended. He argues that control

systems focus on critical issues. One such critical issue is time, which according to him managers often underestimate. Because it is difficult to estimate an appropriate time, time-intensive activities should be identified and harmonized with the time capacity. This can be done through fine-tuning with the affected divisions and their managers. An extra buffer for unexpected incidents should be calculated in addition to the probable time frame. Raps recommends the balanced scorecard (BSC) and supportive solutions such as IT to help in implementation.

Organisation culture is also an important implementation variable. Each organisation possesses a culture Raps (2004). Culture is defined as a system of beliefs and values. Culture determines the extent of cooperation, degree of dedication, and depth of strategic thinking within an organisation. Employees must be motivated. Unfreezing of the organisation and cultural values is important if dramatic change is to be understood. The major task of top management as regards culture is to set the cultural tone, pace and character and to ensure that it is in line with the strategic changes that are being implemented.

2.1.3 Barriers to Strategy Implementation

Beer and Eisenstat (2000) identified six killers of strategic implementation: top-down laissez-faire senior management style; unclear strategy and conflicting priorities; an ineffective senior management team; poor vertical communication; poor coordination across functions, business or borders; inadequate down-the line leadership skills and development. Hrebiniak (2006) on the other hand argues that there are five main obstacles to executing strategy. One of these obstacles is the fact that managers are trained to plan and not execute strategy. Hrebiniak attributes this to the fact that execution is not taught in most business schools. Another problem relates to how strategy formulation and strategy implementation are handled. Although planning and execution are two separate parts of the strategic management process they should be treated as interdependent. Planning affects execution. The execution of strategy affects changes to strategy over time. The implication of this according to Hrebiniak is that those responsible for implementation should be part of the strategy formulation process. In addition planning and doing should be seen as simultaneous. Managers should think about implementation at the same time they are formulating strategies. Managers perception that strategy implementation is below them and that it should be left to lower level employees is another barrier identified. Also the

fact that implementation is a process that takes longer than formulation is another obstacle. The longer timeframe makes managers lose focus and control of the process. Also the large number of people involved in strategy implementation makes it difficult to link objectives with day to day objectives and concerns of personnel at different organisational levels and locations. Other challenges identified included the inability to manage change effectively, poor or vague strategies, not having a model to guide implementation efforts, poor or inadequate information sharing, unclear responsibilities and accountability and working against power culture.

Al-Ghamdi (1998) studies to determine the extent to which strategy implementation problems recurred in the Saudi Petrochemical Industry identified seven problems. These include inadequate training and instruction given to lower level employees. The fact that people are not measured or rewarded for executing the plan, implementation taking more time than originally allocated. Other problems included the fact that changes in responsibilities of key employees were not being clearly defined. Competing activities distracting attention from implementation process including deviation from the original plan or objective and lack of understanding of the role or organizational structure and design in the execution process were other barriers.

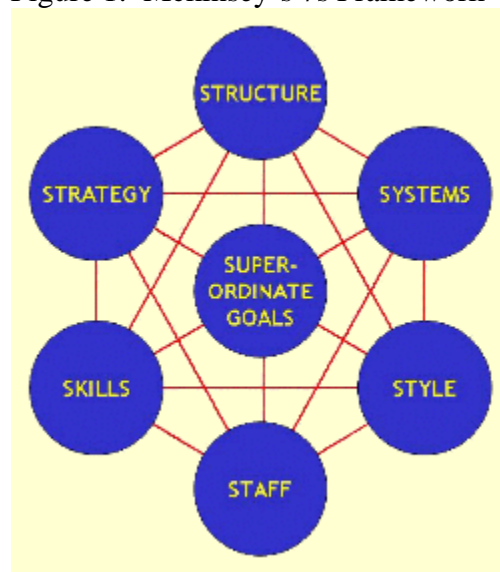
Lack of leadership particularly leadership from top management has been identified as one of the major impediments to successful strategy implementation (Alexander, 1985; Beer & Eisenstat, 2000; Kaplan & Norton, 2004; Hrebiniak, 2005). Hitt, Ireland & Hoskisson (2007) define strategic leadership as the ability of leaders to anticipate, envision, maintain flexibility and to empower others to create strategic change as necessary. Pearce & Robinson (2002) argue that the chief executive officer is the catalyst in strategic management and is the person that is most closely identified with and ultimately accountable for a strategy's success. Freedman & Tregor (2003) argue that whether strategy implementation will be successful or not will ultimately depend on the reluctance or incompetence of the strategic leaders of the organisation in crafting the process for implementing strategic change. Yukl (1989) in a study on Air New Zealand identified several barriers to strategy implementation. Among these were organisation culture, strategy formulation, resource allocation, environmental uncertainty, organisation structure and communication. In addition to these, leadership and power were identified as additional barriers. Leadership is one's influence in the internal and external elements to an organisation to ensure

the organisation's efficiency, consistency and receptivity to the environment (Yukl, 1989). Power is the leader's political skills, abilities to gain resources support and approval from others.

2.1.4 Strategy Implementation Frameworks

There are several approaches to strategy implementation. Mckinsey's 7s framework is perhaps the most known. The framework proposes seven factors that managers need to take account of, for implementation to succeed. These are strategy, structure, systems, style, staff, super-ordinate goals and skills. Strategy is defined as a set of actions needed to start with and which must be maintained. Structure has to do with how people work or are organized. Systems define all the processes and information that link people together. Style has to do with how managers behave. Staff relates to the people in the organisation. Superordinate goals are described as the longer-term vision and everything valued by staff that shapes the destiny of the organisation. Finally skills have to do with the dominant attributes or capabilities that exist in an organisation. The framework provides a good guideline on factors to consider when implementing strategy. However the framework has been criticized because it does not show how all the factors are interrelated.

Figure 1: Mckinsey's 7s Framework



Source: Peters and Waterman (1982)

Higgins (2005) developed an 8s framework for strategy implementation. The framework is a revision of the McKinsey's 7s framework. The skills component of the McKinsey's framework is substituted by resources. Higgins also adds strategic performance to help focus on strategy execution process.

Bourgeois & Brodwin (1984) discuss five approaches to strategy implementation. These are commander model, organisational model, collaborative model, cultural model and the crevice model. According to the commander model, the strategic leader is seen as a thinker, a planner. The leader concentrates on the strategy formulation or supervises a team to do so. He/she does not take an active role in the implementation process but passes on the implementation of the chosen strategy to his/her subordinates. The organisational model follows the commander approach. After decisions have been made, the leader then makes the necessary changes in structure, personnel, information and reward systems to facilitate successful implementation. In the collaborative model management is involved in strategic decision-making. The leader employs group dynamics and brainstorming to get the views of managers in the strategy decision-making process. The next model is the cultural model. According to this model, the strategic leader concentrates on establishing and communicating a clear organisation purpose and mission. Lower levels of employees are allowed to plan their work activities according to the mission. The crevice model differs from the others in that the strategy comes upwards from the bottom. Strategy becomes the sum of all the proposals that surface throughout the year from lower level managers and others at the bottom of the organisation. The leader acts as a judge and evaluates all the strategy proposals and makes a selection among them.

Noble (1999a) framework for strategic implementation is organized around four key stages of implementation, pre-implementation, organizing the implementation effort, managing the implementation process, maximizing cross-functional performance. These implementation phases consist of five managerial levers: goals; organisation structure, leadership, communication and incentives. Noble argues that the management of these factors changes in every stage and that considering these factors with each major phases provides a useful way to improve implementation.

Table 1. Noble’s (1999a) Strategic Framework

	STAGES			
LEVERS	Pre-implementation	Organizing the implementation efforts	Managing the implementation process	Maximizing cross-functional performance
Goals	Ensure that all managers are aware of strategic goals of firm	Introduce goals of the strategy being implemented incl. fit within firm’s broader strategic vision	Maintain the flexibility to adapt goals based on environmental changes	Develop and focus on common goals to encourage cross-functional cohesiveness
Organisati on structure	Ensure that functional areas have the slack resources needed to be able to contribute to an important effort	Establish a formal implementation unit and ensure its visibility throughout the firm	Ensure equal representation by all affected functional areas	Temporarily suspend key implementation team members normal responsibilities to allow them to focus on the important effort
Leadership	Develop employees knowhow & appreciation of multiple functional areas	Establish a “champion” who has both official cross-functional authority & general respect in the firm	Ensure that leaders show equal attention to all functional-level concerns	Balance visible and charismatic leadership with a maintenance of autonomy for functional-level implementation efforts
Communication	Maintain regular cross-functional communications to foster understanding and appreciation	Discuss and resolve important details early in the process	Update implementation team frequently on progress and changes in the process	Communicate implementation progress across the entire organisation to foster buy-in
Incentives	Reward the development of cross-functional skills	Develop time & performance-based incentives for implementation team while lessening traditional functional incentives	Adjust incentives as strategy & environmental conditions change during implementation	Establish visible and consistent cross-functional rewards for successful implementation efforts

Source : Noble’s (1999a) Strategic Framework

Okumu’s (2001) framework is an extension of Pettigrew’s (1985) implementation variables. Okumu’s implementation variables are grouped into four. The first is content (strategic decision, multiple project implementation). The second variable is context and includes both internal context (organisation structure, organisation culture, organisation learning) and the external context (environmental uncertainty in the general and task environment.) The third group is process (operational planning, resources allocation, people, communication, monitoring and feedback, external partners.) The fourth variable is outcome which includes tangible and intangible outcomes of the project. Brenes, Mena & Molina (2008) on the other hand mention five factors that are important for strategy to succeed. The factors include strategy formulation, systematic execution, implementation control and follow-up, CEO’s leadership and suitable, motivated management and employees and finally corporate governance.

2.2 Strategic Leadership and Strategy Implementation

2.2.1 Introduction

Hitt et al. (2007) have defined strategic leadership as the ability of the leader to anticipate, envision, maintain flexibility and empower others to create strategic changes necessary. Leadership is key for the long-term direction, stability and survival of the enterprise (Ireland & Hitt, 2005). Strategy execution requires adept leadership to convincingly communicate reasons for the new strategy, overcome pockets of doubt, secure commitment, build consensus and enthusiasm and to put all implementation pieces in place and for coordination (Thompson, Strickland, & Gamble, 2007). Freedman and Tregor (2003) argue that whether strategy implementation will be successful or not will ultimately depend on the reluctance or incompetence of the strategic leaders of the organisation in crafting the process for implementing strategic change.

2.2.2 Strategic leadership roles

According to Hitt et al. (2005), as a result of the competitive global nature in the 21st century, strategic leadership can be effective through the configuration of six activities. These include determining the firm's purpose or vision, developing human capital, exploiting and maintaining core competencies, establishing balanced organisational controls, sustaining an organisational culture and emphasizing ethical practices. These six activities are discussed next.

With regard to a leader's activity of determining the firm's purpose or vision, Hitt argues that the task of giving direction to an organisation rests entirely on the leader. He refers to a recent survey of 1450 executives from 12 global corporations which revealed that out of 21 competencies, the ability to articulate a tangible vision, values and strategy was found to be the most important. Jooste & Fourie (2009) identified five leadership actions that characterize strategic leadership. These include determining strategic direction, establishing balanced organizational controls, managing the organisation's resource portfolio successfully, sustaining an effective organisation culture and emphasizing ethical practices. Among these five leadership actions, determining strategic direction was found to play the most important role in effective strategy implementation.

Another leadership task is that of developing human capital. Human capital is defined as the knowledge and skills of the entire workforce. Strategic leadership views organisation members as a key resource. There is greater involvement when organisational members get the opportunity to increase their knowledge base. Investments in the employees results in a creative, well-educated workforce.

Strategic leaders must establish balanced organisation controls. Simons (1994) defines organisation controls as the formal information based procedures that strategic leaders and managers use to frame, maintain and alter patterns of organisational activities. Controls are said to influence and guide work in such a way that objectives are achieved. Top managers are responsible for two types of control, internal control, strategic control and financial control. Strategic controls require exchange of information among CEO, top management, team members and organisational citizens. By focusing on performance based outcome, financial controls encourage the performance of short term goals. There must be a balanced set for strategic and financial control.

Strategic leaders must be capable of sustaining the organisational culture. Culture provides the context within which strategies are formed and implemented. Organisation culture is defined as being concerned with decisions, actions, communication patterns and communication networks. Hitt argues that in the global economy strategic leaders capable of shaping their organisation culture will become a valued source of competitive advantage.

Strategic leadership also involves emphasizing ethical practices. Ethical practices serve as a moral filter through which potential courses of actions are evaluated (Lozano, 1996; Milton-Smith, 1995). According to Hitt, effective leadership in the 21st century will be characterized by ethical honesty, trust and integrity as the basis for decision-making. Strategic leaders with these values inspire employees and develop an organisation culture in which ethical practices are the behavioral norm. The commitment of a strategic leader to pursuits in which legal, ethical and social concerns have been taken into account is seen to be morally correct and economically efficient.

A final task of leaders involves exploiting and maintaining core competencies. Core competencies are defined as the resources that give a firm competitive advantage. Hitt argues that in the 21st century the ability to develop core competencies will be linked even more positively with the firm's success. However agreement must exist as to the resources and capabilities that make up the core competencies so that appropriate actions to exploit them may be designed.

2.2.3 Leadership traits

Northouse (2001) summarized several studies and came up with six traits of leaders which seem to be associated often with people's perceptions of effective leadership. The first trait is determination. According to Northouse, determination has to do with the desire to get the job done and includes characteristics such as initiatives, persistence, dominance and drive. Individuals with these characteristics are proactive and have the capacity to persevere when faced with obstacles. The second trait is integrity. Integrity has to do with personal honesty and being trustworthy. Individuals who have a strong set of principles and take responsibility for their actions exhibit integrity. The third trait is intelligence. Intelligence has to do with the possession of effective perception, judgment, reason, communication and decision-making skills relative to the needs of the situation and the group. Self-confidence is another leadership trait. According to Northouse, a leader who has self-confidence is sure about his/her capability and competence and is confident in using this capability in the leadership situation. Another trait identified is sociability. Leaders with this skill are described as friendly, outgoing, courteous and diplomatic. They have good interpersonal skills and create co-operative relationships with their followers. The last trait has to do with attention to detail. Peters & Waterman (1982) argue that leaders have to be comfortable with detail as well as broader issues. This can be shown by their ability to carry out the detailed tasks that they require their subordinates to carry out or at least showing an understanding of the relevance of these tasks and identification and empathy with, and respect for the routines of the subordinates.

2.3 Conclusion

The literature revealed that the subject of strategy implementation is under-researched and that an alarmingly high number of organizations are unable to implement their strategies successfully. Several studies have been conducted in both state and private organizations on factors influencing the implementation process. Existing studies on strategy implementation focus on organizational aspects and their impact on the implementation process. The majority of studies focus on factors that either promote or impede the implementation process. The literature review also looked at factors that are considered important barriers to effective implementation. Various models and frameworks developed over the years on how to execute strategy successfully were also discussed. The last section of the literature review looked at the role of strategic leadership in the implementation process. Strategic leadership was found among others to be important in giving direction to an organisation during the implementation process. Several key roles of a strategic leader as well as important leadership traits were also discussed.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The design of the research was in form of a case study. According to Feagin, Orum, and Sjoberg (1991), a case study is an ideal methodology when a holistic in depth investigation is needed. A case study as a research method is an empirical inquiry that investigates a contemporary phenomenon within its real life context, when boundaries between phenomenon and context are not clearly evident, and in which multiple sources of evidence are used.

3.2 Data Collection

Data was gathered using both primary and secondary sources.

3.2.1 Secondary data

Secondary data was obtained from external and internal sources. External sources of data included a review of literature on the subject of strategy, strategic management, strategy formulation and strategy implementation. Information in the literature review was sourced from books, journals, magazines, academic papers including internet based sources. Internal sources of information was collected from the organisation itself. The sources included organisational documents such as the inception report, quarterly progress reports, and organisation website.

3.2.2 Primary data

Primary data was collected by means of a structured interview. Structured interviews involve the use of pre-determined questions and recording techniques by the person conducting the interview. One advantage of this data collection method is that samples can be controlled more efficiently as there is no missing returns and non-response remains generally low (Kothari, 2004). Initially the researcher's intention was to interview the NUREP Programme Management Unit (PMU) and persons from the Office of the Prime Minister (OPM) only. However to make the research more comprehensive, more people were included in the interviews. A total of ten people were interviewed. These included senior managers from the PMU. The Programme Management Unit was selected because it is charged with the day to day implementation of NUREP. Others interviewed included two persons from the Office of the Prime Minister

(OPM). One was a member of the NUREP Steering Committee from the OPM office in Kampala. The other was from the OPM office in Gulu and was responsible for monitoring NUREP activities in that region. The Office of the Prime Minister (OPM) is the supervisory body of NUREP. Two NUREP implementing partners in Gulu were also interviewed. One was GUSCO, in Gulu which had won a grant to implement activities involving rehabilitation of former abducted children and former child soldiers. The other implementing partner was CARITAS also in Gulu, which was involved in the implementation of peace initiatives in the area. Finally one official from Gulu district was interviewed. The views of the district were important as the activities that were being undertaken by NUREP were carried out according to the district development plans. Also the districts were involved in monitoring various NUREP activities in their respective districts.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Data analysis

The method for analysis of this data was content analysis. Content analysis allows data to be organized using an objective coding scheme. The method is usually used to examine contents of communications such as transcripts of interviews and written documents (Berg, 1998; Marshall & Rossman, 1989). Content analysis involves examining written documents followed by an objective analysis using specific themes that had been set. The themes are used to classify the identified themes from interviews or any other communication into relevant categories (Janis, 1965). The data collected from the interviews was captured on a tape recorder. Written transcripts of this information were made and the data imported to a computer package for further analysis.

The use of computer aided software packages in analyzing data can be very useful. Initially the researcher intended to use a software package called NUD*IST (Numerical Unstructured Data Indexing Searching and Theorising) however an updated version of this software package called NVIVO 9 was used. NVIVO 9 contains very many features which are useful in analyzing data. The researcher analyses data by determining categories to which themes the data fall into. These categories are called nodes. Nodes relating to each other can be linked together as key and sub-nodes. Once information is gathered, NVIVO 9 has the ability to develop these categories into a tree diagram representing major categories, minor categories and sub categories. The software package is very helpful especially when one has large amounts of information. Once the data was analyzed and categorized, the findings were summarized using various tables.

4.2 Results

The results of this research are based on responses given to six themes. These themes are strategy formulation versus strategy implementation, importance of strategy implementation, strategy implementation tasks, drivers of strategy implementation, strategic leadership and strategy implementation and barriers to strategy implementation. The results of the findings are discussed below.

4.2.1. Strategy formulation Versus Strategy Implementation

The main aim of this section was to get participants' views on the strategy formulation process. Respondents were asked whether strategy implementation is more important than strategy formulation, whether they were involved in the planning of the programme and whether they thought all the relevant stakeholders had been involved. Responses received from participants on whether strategy formulation is more important than strategy implementation were divided. Most participants said that strategy formulation is more important than strategy implementation. The majority of senior managers from the PMU however said that both the processes of strategy formulation and implementation are important and that they go hand in hand. One respondent however from this group said that although both processes are important, more emphasis should be placed on the formulation process.

I think the two go hand in hand, ahm because with a clear identification of your process and methodology to implement the programme, you get at least your implementation becomes effective and efficient, in other words you achieve your goals in a very effective, quicker manner and systematic manner, ahm but however I must note that to me it's the formulation that determines or impacts the implementation. If the formulation is not properly thought out well, planned out, it may impact adversely on the implementation in terms of wasteful of resources in terms of delaying implementation, in terms of poor identification of needs, in terms of the final implementation output....

Table 2. Sample comments Is strategy formulation more important than strategy implementation

Respondents	Comments	Theme
Programme Manager CARITAS	You see when you get it clear, right from the word go, that means during implementation of course there will be challenges, but the moment the way to follow and the end result is clear you can always maneuver through the challenges to take you where you want to go.	Strategy formulation versus strategy implementation
Senior Manager PMU	I would say both are important because one is supposed to help achieve the other, ja so both of them are important.	Strategy formulation versus strategy implementation
Social Worker GUSCO	.. in my experience I would say the prior planning is more important..	Strategy formulation versus strategy implementation

The findings revealed that non of the respondents were involved in the planning of NUREP as the process was undertaken by the European Union a few years prior to the formation of NUREP. Respondents from the PMU were however asked whether they thought all the stakeholders had been involved. This question was only directed to the PMU because the researcher felt they would be in a better position to answer it. The majority of respondents felt that all the relevant stakeholders had been involved. Others however felt that more people should have been involved. Below is a sample of some of the responses.

Table 3. Sample comments Do you think anyone else or party should have been involved in the formulation process.

Respondents	Comments	Theme
Senior Manager PMU	No I think it was, I think it was inclusive enough.	Strategy formulation versus strategy implementation
Senior Manager PMU	... before the financing agreement was signed based upon which the programme was implemented , there was consultation of stakeholders in the regional, in the districts to brief them on the planned activities, the methods of implementation, approaches of implementation but at the same time ahm, I must note that there was no consensual final blueprint that was agreed on by the stakeholders, it was just a one way consultation process.	Strategy formulation versus strategy implementation
Senior Manager PMU	I think the only gap would be, is to give provision to review the programme immediately towards the inception phase..	Strategy formulation versus strategy implementation

4.2.2 Importance of Strategy Implementation

This section was intended to get participant’s perceptions on the strategy implementation process. Participants were asked whether they thought the process of strategy implementation was important. All participants thought that the process was important. Below are some of their comments.

Table 4. Sample comments How important is the strategy implementation process

Respondents	Comments	Theme
Senior Manager PMU	Ja definitely strategy implementation is a very important process.... I think you need to design out an implementation process that involves the people, I mean the various material the people the capital and the finances that you need to adequately ahm go through the process of achieving what you planned to do.	Importance of strategy implementation
Senior Assistant Secretary OPM-Gulu	Implementation process is very important because that is where you really know what you want to do and where you're going and what are the problems involved in the implementation because if you do not know the importance of the process well you may not succeed.	Importance of strategy implementation
Programme Manager- CARITAS	Mmm the implementation process is of course it's like, a means towards the end result ..	Importance of strategy implementation

Senior managers from PMU were asked whether they felt it was important to involve non-management employees in implementation decision-making. All respondents felt that it was important and that all their employees were involved through participation at various staff meetings.

Table 5. Sample Comments Do you think it is important to involve non-management employees in the implementation decision-making

Responses	Comments	Theme
Senior Manager PMU	Of course I think this is a team work process, one to ensure that everybody understands, we started out with the goal of the programme, you need to ensure that everybody is included, two to ensure that you are on the right path in terms of implementation and that everyone is aware in terms of the expectations of the programme. I think it is important to involve everyone whether senior or non-senior or managerial and non-managerial and number three is that you own up the team should own up the results so uuh when you try to segregate or exclude some of the staff they do not have the acceptance of the entire process a... they look at it as a top management implementation modality..	Importance of strategy implementation
Senior Manager PMU	I would think that most people had a good idea of what we were doing and also having an input in what was right and what was wrong and whether we should take this or that route to achieve something ..	Importance of strategy implementation

All participants were asked whether they felt all the relevant stakeholders had been included in drafting the implementation plans. The majority were of the opinion that the relevant stakeholders had been involved. One participant however said that it is not possible to involve all stakeholders but that the most important stakeholders, which were the districts, had been involved. Others on the other hand thought that the process was not all-inclusive. One of the participants who felt that more people should have been involved had this to say:

NUREP as a programme had its problems about the EDG regulations and to me it seems that not all the stakeholders were put in at the beginning of the implementation of NUREP, ah the government side seemed to have lagged behind and acted really as a recipient of support they did not take NUREP as part of the programme of government. It is at the implementation when

we were getting at the core that the government began to accept that wait a minute this was not so much I think the correct way to do things, we could have improved and no wonder the successor programme took a little longer time to take off because there were more robust negotiations with government and the European delegation to ensure that matters that were left out in the previous programme were synchronized.

Table 6. Sample comments Do you think anyone else should have been included in the drafting of the implementation plans

Respondents	Comments	Theme
Programme Manager CARITAS	I think the process was quite comprehensive.	Importance of strategy implementation
Focal Person District Gulu	Yes we involved every stakeholder even the community they were consulted. The politicians went to the community and consulted them both physically and then even on radio.	Importance of strategy implementation
Senior Manager PMU	I would rate an average of 60% in terms of inclusiveness based on the participants or persons that we were suppose to be engaged in the entire process ja.	Importance of strategy implementation
Senior Manger PMU	Well all stakeholders would also be a little bit of a tall order of course you can't; we can't involve all stakeholders but ahm to me the most important stakeholders have always been the districts and why because the districts are a low enough administration level ja to understand what is actually needed and going on in their constituency whereas if you look at the Ministry in our case OPM it is, it's probably too far away from the action to really know what needs to be done..	Importance of strategy implementation

4.2.3 Strategy Implementation Tasks

Respondents were asked to give examples of tasks they thought were important for implementation to succeed. The tasks that were mentioned were diverse. They include, establishing management and coordination structures, establishing clear roles and responsibilities, developing organisational documents such as manuals; establishing governance systems; establishing clear communication, reporting, monitoring and evaluation policies, establishing procedures for review and evaluations, and staffing. The other tasks mentioned were ensuring the availability of resources, establishing a clear implementation plan, reviewing programme before implementation, launching of projects and establishing control mechanisms.

4.2.4 Drivers of Strategy Implementation

In this section respondents were asked whether they thought the implementation of NUREP was a success and if yes, what they believed were the key factors that had contributed to the success. All participants felt that the programme was a success.

Table 7. Sample comments Was NUREP successful

Respondents	Comments	Theme
Focal Person Gulu District	Yes very successful, very successful because you can see very many things which they have done...	Drivers of strategy implementation
Senior Assistant Secretary OPM-Gulu	Yes it has been successful I would say 90% successful.	Drivers of strategy implementation
Senior Manager PMU	I would say yes basing on the comments that we have received from the beneficiaries ..	Drivers of strategy implementation

The factors that contributed to the success of the programme were diverse. The majority of the factors that were mentioned had to do with the people factor in implementation. These factors

include an effective team, staff commitment, independence of PMU in choosing contractors, supervising and monitoring them; experience; support from stakeholders particularly the government and EU; continuous dialogue with beneficiaries; good working relations with the districts and implementing partners; consultations with stakeholders; sensitivity to culture of beneficiary communities and the involvement of people in the implementation process. The other factors had to do with controls. They include continuous review processes, strict programme guidelines, and effective monitoring and evaluation of activities. Other factors mentioned were good leadership, transparency, resource availability, delegation of implementation to implementing partners which made implementation easy, good leadership, and the fact that there was peace in the areas of operation.

4.2.5 Strategic Leadership and Strategy Implementation

Participants were asked whether they thought leadership was important during the implementation process. Respondents were also asked to define the role of a leader and the traits or characteristics of a good leader. The majority of participants were of the opinion that leadership is very important during the implementation process. Some of their thoughts were captured as follows:

Table 8. Sample Comments Importance of leadership during the implementation process

Respondents	Comments	Theme
Member, Steering Committee OPM- Kampala	Leadership is a very important factor in the implementation process because without leadership you lose focus. A leader should be able to help, eh do a stakeholder mapping to tell, to tell us who does what role and distributes the roles between members so that everything that is being done has some kind of accountability.	The role of leadership in strategy implementation
Senior Manager PMU	I think leadership is very important because leadership provides the guidance and coordination to ensure that the team achieves its results, ahm if a leader is committed if a leader is dedicated if a leader is, has the moral values that are embedded into his team and the leader is highly focused and committed I think as a team you realize the results..	The role of leadership in strategy implementation
Programme Manager CARITAS	Mmm I think leadership is a very strong factor to determine success or failure, because like in our team if there are difficulties in understanding or in the field, they always look at someone above for them to blame or they seek for guidance and that means that if the leader does not also have very clear focus that means he can mislead the whole team .	The role of leadership in strategy implementation

Participants were also asked to mention leadership roles that they felt were important. The roles mentioned were diverse. The most frequently mentioned roles included providing guidance, coordinating activities, monitoring and evaluating activities, resource mobilization and resource allocation, and team building. The other roles included committing teams to goals, mobilizing people, delegating, supervising, reporting, allocating roles and responsibilities, helping to focus team; understanding interests of various stakeholders, exploring opportunities in the

environment, mobilizing people, showing commitment and confidence in the job, and displaying high moral values.

Respondents were also asked to identify some traits of leadership which they felt are important. The leadership traits mentioned were diverse. However the traits that were mentioned most included team player; ability to listen; integrity; effective communicator; sociable; focused; intelligent, motivator and open.

4.2.6 Barriers to Strategy Implementation

Respondents were asked to mention the barriers they experienced most often. The most commonly identified barrier was political interference. However the majority of the barriers were people related. These barriers included the demanding of sitting allowances from some district officials and community members; problems between Gulu district officials and some implementing partners regarding monitoring of activities; lack of programme ownership on the part of the government; misunderstandings among various stakeholders; high staff turnover experienced by some implementing partners; disorientation between the various stakeholders; unqualified staff; poor working relations between OPM and the PMU; initial disagreements as to the kind of support NUREP was providing, and problems with contractors. Other problems included adverse weather conditions, remoteness of some areas and difficulty of the working terrain, difficulties in mobilizing people because programme collided with the onset of IDPs returning home from IDP camps, security issues and lack of important data on population as a result of the war.

4.3 Discussions

4.3.1 Introduction

The objective of this research was to establish the factors that contributed to the successful implementation of NUREP. Existing studies on the topic of strategy implementation have shown that there are several factors that are key to effective implementation. Most of these studies however have centered around private or public corporations. The researcher therefore felt the need to establish the factors that are responsible for successful implementation in other forms of organisations. To answer this question, participants were asked a set of questions grouped into

six themes. The themes included strategy formulation versus strategy implementation, importance of strategy implementation, strategy implementation tasks, drivers of strategy implementation, strategic leadership and strategy implementation and barriers to strategy implementation.

4.3.2 Strategy Formulation versus Implementation

Strategy formulation is often considered more important than the process of strategy implementation. According to Eisenhardt & Zbaracki (1992) and Miller (1997), strategy formulation is often seen as the core of strategic management. The results of this research support these findings. More than half of the respondents said that strategy formulation is more important than strategy implementation. Interestingly however most of the senior managers from the Programme Management Unit felt that both processes are important and that they go hand in hand. This view is consistent with studies which emphasize the importance of both processes in achieving effective implementation. Thompson & Strickland (1996) and Hrebiniak (2006) as an example have argued that strategy implementation and strategy formulation are two important, independent but interrelated processes.

Research has shown that involving employees and other stakeholders in the formulation process enhances the chances of success in the implementation process. Scholars (Locke, Latham & Erez, 1988; Robertson, Moye & Locke, 1999) have argued that individuals who are involved in setting a goal work harder to achieve it. The findings of this research however showed that this was not the case at NUREP. Although most participants said that all the relevant stakeholders had been involved in the planning phase, none of the NUREP employees, including the Programme Management Unit were involved. Lack of involvement of employees in the planning phase can cause lack of commitment to the achievement of goals. The failure to include NUREP employees, however may be explained by the fact that the programme was developed around two to three years before the formation of the Programme Management Unit.

4.3.3 Importance of Strategy Implementation

Participants showed strong support for the importance of strategy implementation in achieving the set out goals. The findings support various studies (Mankins & Steele, 2005; Kaplan &

Norton 2001; Lewis et al, 2007) that strategy implementation is key in achieving strategic goals. A study by Becket et al (2001), as an example showed that a 35% improvement on strategy implementation was associated with a 30% improvement in shareholder value. The study further showed that a similar improvement in the suitability of the strategy had no effect on the organisation performance. The study concluded that effective strategy implementation is more important than the strategy content itself.

The findings of this research showed that involving employees in implementation decision-making was considered important. Some participants said that involving employees in the implementation process ensured commitment to the achievement of goals and that it brought about a sense of ownership. Another reason given was that if people are not included in the process, the process would not gain acceptance. The findings are consistent with previous studies which have emphasized the importance of employee involvement in achieving organisation goals. Studies by Hambrick & Cannella (1989) for example, showed that early involvement in the strategy process by a wide and deep range of organisational members is a predictor of implementation success. Supporting this, Harrington (2006) found that involvement of employees leads to a higher level of implementation success. Most participants also felt that all the other relevant stakeholders had been involved. This shows that involvement of stakeholders was also considered important and is consistent with views by Floyd & Wooldrige (1992) that participation of all levels of stakeholders is important for effective implementation.

4.3.4 Strategy Implementation Tasks

The tasks that were found to be important for effective strategy implementation were diverse. They include: establishing management and coordination structures; establishing clear roles and responsibilities; developing organisation documents such as manuals; establishing governance systems; establishing clear communication, reporting, monitoring and evaluation policies; establishing procedures for review and evaluations; ensuring that resources are sufficient, recruiting staff; establishing a clear implementation plan; establishing control mechanisms. The majority of the tasks mentioned have also been found to be important in several implementation frameworks (eg. Okumus, 2003; Qi, 2005; Thompson and Strickland, 2003).

The findings identified other tasks that were not mentioned in the literature review. These are reviewing programmes before implementation and programme launch, planning for changes, ensuring acceptance of projects, ensuring flexibility in the implementation process, and consulting with stakeholders.

4.3.5 Drivers of Strategy Implementation

The results of this research confirm past studies (Cook & Ferris, 1986; Martell, Gupta & Carrol, 1996; Schuler & Jackson, 1987; Peters & Waterman, 1984) that people are a key driver of strategy implementation. The majority of the factors that were found to have contributed most to the effective implementation of NUREP were people related. These include, staff commitment, involvement of people, experience, an effective PMU team, consultations with various stakeholders, support from the Government and EU, good working relations particularly with local governments, independence of the Programme Management Unit in choosing contractors, good implementing partners, and sensitivity to the culture of beneficiaries).

The findings also support previous studies that good leadership, effective communication and controls are key implementation drivers. Studies by Colins (2001), Useem (2001) and Kirkpatrick & Locke, 1991 have found that strong leadership is a key driver of strategy implementation. Rapert, Velliguette & Garretson (2002) and Heide, Grohnaug & Johannsen (2002) emphasized the importance of effective communication in achieving implementation success. The importance of controls has also been identified in several studies eg. (Brenes, Mena & Molina, 2007; Pettigrew, 1985; Skivington & Daft, 1991). Peljahn (2007) for example found that management control systems influence the implementation and monitoring of strategies and provides feedback for learning and information.

There were other factors that were not discussed in the literature review. These include transparency, good planning, team spirit, peace, sufficient resources, the fact that the programme was demand driven, and the fact that most of the implementation decisions were delegated to implementing partners, simplifying the implementation process.

4.3.6 Strategic Leadership and Strategy Implementation

Participants showed strong support for leadership as an important factor in effective implementation. The findings are consistent with past studies (eg. Maritz, 2003; Kaplan and Norton, 2004), that leadership is important in ensuring that organization strategies are effectively implemented. Supporting this Hitt (2007) contends that it is only through effective strategic leadership that organizations are able to implement strategy successfully. Thompson & Strickland (2003) argue that strategic leaders are required to drive the strategy forward and constantly improve on how implementation is carried out.

Respondents mentioned several leadership roles they felt were necessary in achieving implementation success. The roles included providing guidance, coordinating activities, monitoring and evaluating activities, resource mobilization and allocation, providing a vision, emphasizing ethical practices, and understanding interests of various stakeholders. The other roles included, team building, delegating, supervising, reporting, allocating roles and responsibilities, helping to focus team, exploring opportunities in the environment, mobilizing people; showing commitment and confidence in the job. The majority of the roles mentioned have also been found to be important in other studies. Studies by Bass (2007) as an example found that maintaining a system of ethical values and understanding interests of a multitude of stakeholders are important leadership roles. Ehlers and Izenby (2004) found that employee motivation, providing a vision among others are key leadership roles. Thompson & Strickland (2003) discussed several roles of a strategic leader among them was the role of monitoring activities through regular contacts with employees at all levels of the organisation and taking corrective action and exercising continuous improvement to improve strategy implementation.

The results from the research showed that the most frequently mentioned leadership traits were team player; ability to listen; integrity; effective communicator; sociability; focus; intelligence, motivator and open. All of this are consistent with findings from other studies. The traits of integrity, intelligence, and sociability for example were identified as important leadership traits in studies by Northouse (2010) and Kirkpatrick & Locke (1991). Also Mack (1993) found that effective listening is an important leadership characteristic. Supporting this Lucia (1997) contends that effective leaders hear what others have to say and empathize with their issues. In

a survey of more than 200 managers and leaders on what effective leaders do to make them effective, Axley (1996) found that the ability to communicate well among others was mentioned most.

4.3.7 Barriers to Strategy Implementation

Respondents mentioned several barriers that affected the implementation process. The most frequent mentioned barriers were people related. These include, insufficient capabilities of some NUREP employees, poor working relationships between OPM and PMU, problems with contractors, management problems at one of NUREP regional offices at the start of the programme, lack of programme ownership on the part of the government, the demanding of sitting allowances from some district officials and community members in one of the NUREP projects, and high staff turnover at some implementing partners which made accessing some information difficult since the responsible employees had left. The majority of people related barriers in this study concern the various NUREP stakeholders. People related barriers identified in past studies (Alexander, 1985; Hrebeniak, 2005; Beer & Eisenstat, 2000) however have tended to focus on organisation employees, i.e. top managers. The findings of this research are therefore significant because they show that organisation stakeholders also can act as a major barrier to implementation.

This research also identified other barriers that were not mentioned in the literature review. One barrier that was mentioned frequently was political interference. According to Morris (1994), most projects in developing countries are prone to political influence. Few studies however exist on political interference as a barrier to implementation. Other barriers were identified which were beyond the control of NUREP. These included poor road networks, unfavorable weather conditions, bureaucracy, lack of important data eg. number of boreholes in a particular area because of the war, long distances needed to reach some communities using motorbikes in some projects and difficulties in mobilizing people at the initial stages of the programme as they were leaving the IDP camps and returning to their homes. The findings support studies by Alexander (1985) and Wheelen & Hunger (2005) which showed that uncontrollable factors external to an organisation can act as implementation barriers.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings

The findings of this research showed that the process of strategy formulation was considered more important than the implementation process. However participants still showed strong support for the strategy implementation process as key step in achieving goals. The tasks that were found necessary for effective implementation to take place included among others, building an organisation structure, establishing an implementation plan and controls. The main factors that were specifically mentioned as having contributed to the successful implementation of NUREP were people related eg. staff commitment and involvement of people in the implementation process. The findings also showed that effective leadership is key in enhancing the chances of implementation success. This study also identified several barriers that were experienced during the implementation process. Key among them were political interference and people related barriers.

5.2 Conclusions

The subject of strategy implementation has often been underestimated. This is in spite of the fact that strategy implementation is key in the realization of organisation goals. Research has shown that many organizations are unable to implement their strategies successfully. Also studies show that managers are much better at formulating strategies than implementing them. The strategy formulation process has often been more important than the implementation process in achieving goals. However with the high failure of strategies in organizations there is a growing recognition of that most strategies fail not because of poor planning but as a result of poor implementation. Effective strategy implementation has therefore become a key concern to many organizations.

The purpose of this research was therefore to contribute to existing knowledge on the topic of effective implementation. A case study on Northern Uganda Rehabilitation Programme (NUREP), a Government of Uganda programme, was conducted to establish how it was

implemented successfully. The objective was to identify factors that influenced the implementation process. The research showed that a number of key factors were responsible for the effective execution. Some of the factors included people related factors such as a competent PMU team, involvement of employees and other stakeholders in the implementation process, good working relationships with stakeholders particularly the districts, and support from key stakeholders i.e. the Government of Uganda and the European union. Research has shown that people are the process owners and involving them in the implementation decision-making process increases the levels of implementation success. Organisation controls, particularly the effective monitoring and evaluation of activities was also a key contributing factor. The findings showed that effective leadership was considered key in achieving goals. Leadership was found to be important in providing guidance, monitoring and evaluating activities among others.

In addition to the drivers of strategy implementation, this research also identified a number of implementation barriers. The major barriers were also people related. They included barriers such as misunderstandings, lack of programme ownership, inadequate capabilities of some NUREP employees, and management problems. The other important barrier mentioned was political interference. The findings also showed that uncontrollable factors external to an organisation can also impede the implementation process.

The conclusion of this research is that people are a key factor in the implementation process. On the other hand people also pose the greatest barrier to effective implementation. In view of this it is important that people are managed well to ensure their commitment in the implementation process. Another conclusion of this research is that although there seem to be a number of factors, such as the human resource factor, the type of leadership, and effective communication, that seem to be important in every implementation situation, many more factors depend on the context in which implementation is taking place. As Thompson & Strickland (1996) have pointed out, implementation is context related and therefore must be customized

5.3 Recommendations

This research has several recommendations for managers and for future research.

5.3.1 Managerial recommendations

1. There is need for more extensive consultations with stakeholders before the programme design. These consultations should not only involve national and local government agencies and donor organizations but should be extended to the grassroots levels. This would limit potential conflict of interests, misunderstandings and contribute to a greater sense of programme ownership.
2. There is need to clearly identify the interests of stakeholders, their expectations, how they are expected to participate and areas of potential conflict.
3. An efficient recruitment system is necessary to ensure that people with the right skills are recruited.
4. It is crucial that sufficient time is allocated to the implementation process.

5.3.2 Recommendations for future research

A review of literature on the topic of strategy implementation shows that there are many studies on how top and middle managers influence the implementation process. However few studies exist on how non-management employees and other stakeholders external to an organisation influence the implementation process. Also existing studies on strategy implementation focus on organizational aspects. There is need for research on how other factors external to an organisation influence the process of implementation.

5.3.3 Limitations of the study

Although the implementation of NUREP involved several implementing partner organizations, local governments from various Districts and officials from the Office of the President (OPM), interviews were only possible with a limited number of persons. Also as NUREP was coming to a closure during the time the interviews were conducted, it was not possible to include the non-management NUREP employees in the interviews, as the majority of them had left. As such this study may not be generalizable. This research is also limited to one case study. More studies similar to the NUREP case should be considered.

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Appendix 1: Letter of introduction

Dorothy K. Maingi
P.O. Box 37100
Kampla- UGANDA

02.October, 2010

The Programme Manager
Mr. Reint Bakema
Northern Uganda Rehabilitation Programme (NUREP)
P.O. Box 5244
Kampala - UGANDA

Dear Mr. Bakema,

RE: Request to carry out Research on NUREP

This is a formal request to carry out a research project on NUREP. The title of the research is *Strategy Implementation: A case study of the Implementation of the Northern Uganda Rehabilitation Programme (NUREP) by the Programme Management Unit in the Office of the Prime Minister of the Government of Uganda*. The research is solely intended for academic purposes and is a partial fulfillment of the requirements for the award of a master's degree in business administration at the University of Nairobi School of Business in Kenya.

The aim of the research will be to examine how the Programme Management Unit managed to implement the Northern Uganda Rehabilitation Programme successfully. The objective of the study will be to identify factors that influenced the implementation process.

The results of the research may prove beneficial to the Programme Management Unit and the Office of the Prime Minister in general as it may help highlight possible areas of strengths and weaknesses in the implementation process, which could be useful in the implementation of future projects. A copy of the research findings will be made available to you as soon as the research project is completed.

Yours faithfully

Dorothy Maingi

Appendix 2: Letter of Approval



NORTHERN UGANDA LIVELIHOODS ENHANCEMENT PROGRAMME (ALREP – KALIP)

Kampala Liaison Office

Office of the Prime Minister, Postel Building 8th Floor, box 341, tel +256 (0)414 258 372

Dorothy K. Maingi
P.O. Box 37100
Kampala
Uganda

Reference: NULEP/Kla/10/000/rjb
Date: 8 November 2010
Subject: Request to carry out research on NUREP

Dear Dorothy,

Refer to your letter of 2nd October, in which you request to carry out a research project on NUREP, titled '*A case study of the implementation of the Northern Uganda Rehabilitation Programme (NUREP) by the Programme Management Unit in the Office of the Prime Minister of the Government of Uganda.*'

We are pleased to let you know that we have no objections against your proposal, and that we are looking forward working with you. However, the following conditions apply:

- Please submit to us the code of conduct for research projects of the university, and explain how these will apply to your project;
- The research shall comply with the visibility rules of the GoU and EU, which shall be credited for their collaboration;
- You will acknowledge the NUREP PMU in your dissertation and subsequent publications and presentations of your research;
- All costs related to the execution of this research shall be borne by you;
- The research shall be entirely technical without any implicit or explicit political connotations or references;
- NUREP, Cardno Emerging Markets (UK) Ltd., the European Union or the Government of Uganda cannot be held liable for any injury to yourself, or damage to you property sustained during the execution of this research;
- A copy of the research findings shall be made available to the PMU.

If you agree to the above, please inform us in writing to the address above.

We wish you a successful research project.

Emmanuel Nyiybgira

National Programme Coordinator

Appendix 3-List of Participants

List of Participants

	Name	Position	Office/Organisation
1.	Mr. Reint Bakema	Programme Manager	NUREP -Kampala Liason Office
2.	Mr. Ronald Kasozi	Finance Manager	NUREP-Kampala Liason Office
3.	Mrs Helen Fowler	Regional Coordinator- Moroto office	NUREP-Kampala Liason Office
4.	Mr. Adolf Gerstl	Regional Coordinator- Gulu Office	NUREP Regional Office, Gulu
5.	Mrs Beatrice Arach	Deputy Regional Coordinator Gulu Office	NUREP Regional Office, Gulu
6.	Mr. Benon M. Kigenyi	Member, Steering Committee	OPM-Kampala
7.	Mr. Fabious Oteino	Senior Assistant Secretary	OPM-Gulu
8.	Mr. Alfonse Oboni	Focal Person	Gulu District
9.	Mr. Jacob Okello	Social Worker	GUSCO
10.	Mr. David Okello	Programme Manager	CARITAS

Appendix 4- Interview Guide (PMU)

STRATEGY IMPLEMENTATION: A CASE STUDY OF THE NORTHERN UGANDA REHABILITATION PROGRAMME IMPLEMENTED BY THE NUREP PROGRAMME MANAGEMENT UNIT IN THE OFFICE OF THE PRIME MINISTER OF THE GOVERNMENT OF UGANDA

1. Background Information of respondent

How long have you worked for NUREP

What type of position do you hold

Have you had previous experience in these position

How many years of experience

What is your educational background

2. Strategy formulation versus Strategy Implementation

What is the overall goal of NUREP

Are all employees aware of this goal

Is strategy formulation more important than strategy implementation

What is the reason for your answer

Were you involved in the strategy formulation process

Who else was involved in this process

Were those intended to implement the strategy included in the strategy formulation process

Do you think anyone else or party should have been included

Why do you think so

Do you wish to add some comments

3. Importance of Strategy implementation

How important is the strategy implementation process

What is the reason for your answer

Do you think enough time was spent planning for the implementation process

Were you involved in this process

Who else was involved in drafting the implementation plans

Do you think that anyone else should have been included in the process

Why do you think so

Do you think that non-management employees should be involved in the implementation planning phase

Are all employees made aware of the outcome of implementation plans

4. Strategy Implementation tasks

What are some of the factors or issues that must be put in place before the start of the implementation process

Why are these factors important

Is there something you would like to add

5. Drivers of strategy implementation

Has NUREP been successful in implementing it's strategies

What are the key factors that have contributed to this success

How was continued success ensured

Is there anything else you would like to add

6. The role of Leadership in strategy Implementation

How important is leadership in the implementation process

Who do you think is most responsible for the implementation process

What is the role of a leader in the implementation process

How would you define the characteristics of a good leader

7. Barriers of strategy implementation

What are were some of the frequent problems experienced during the implementation process

How were they addressed

What do you think were the reasons for these problems

Do you think these problems could have been avoided during the implementation planning phase

Are there any other comments you would wish to add

Appendix 5-Interview Guide (OPM)

STRATEGY IMPLEMENTATION: A CASE STUDY OF THE NORTHERN UGANDA REHABILITATION PROGRAMME IMPLEMENTED BY THE NUREP PROGRAMME MANAGEMENT UNIT IN THE OFFICE OF THE PRIME MINISTER OF THE GOVERNMENT OF UGANDA

1. Background Information of respondent

What is the relationship between OPM and NUREP

What is your role as far as NUREP is concerned

How long have you been working in this capacity

What is your educational background

2. Strategy formulation versus Strategy Implementation

Is strategy formulation more important than strategy implementation

What is the reason for your answer

Were you involved in the strategy formulation process of NUREP

Do you wish to add some comments

3. Importance of Strategy implementation

How important is the strategy implementation process

What is the reason for your answer

Were you involved in this process

Who else is involved in drafting the implementation plans

Do you think that anyone else should have been included

Why do you think so

Do you think enough time is spent planning for the implementation process

4. Strategy Implementation tasks

What are some of the factors or issues that must be put in place before the start of the implementation process

Why are these factors important

Is there something you would like to add

5. Drivers of strategy implementation

Has NUREP been successful in implementing its programmes

If yes, what do you think are the key factors that have contributed to this success

How was continued success ensured

Is there anything else you would like to add

6. The role Leadership in strategy Implementation

How important is leadership in the implementation process

Who do you think is most responsible for the implementation process

What do you think the role of a leader is in the implementation process

How would you define the characteristics of a good leader

7. Barriers of strategy implementation

What are some of the frequent problems experienced during the implementation process

How were they addressed

What do you think were the reasons for these problems

Do you think these problems could have been avoided in the implementation planning phase

Are there any other comments you would wish to add

Appendix 6-Interview Guide (District)

STRATEGY IMPLEMENTATION: A CASE STUDY OF THE NORTHERN UGANDA REHABILITATION PROGRAMME IMPLEMENTED BY THE NUREP PROGRAMME MANAGEMENT UNIT IN THE OFFICE OF THE PRIME MINISTER OF THE GOVERNMENT OF UGANDA

1. Background Information of respondent

What position do you hold

How long have you been working in this capacity

What is the relationship between your district and NUREP

What was your role as far as the implementation of NUREP programmes was concerned

What is your educational background

2. Strategy formulation versus Strategy Implementation

Is strategy formulation more important than strategy implementation

Was the district involved in the strategy formulation process of NUREP

Do you think all stakeholders were involved

Do you wish to add some comments

3. Importance of Strategy implementation

How important is the strategy implementation process

What is the reason for your answer

Do you think enough time was spent planning for the implementation of NUREP activities

Were you involved in this process

Who else is involved in drafting the implementation plans

Do you think that anyone else should have been included

Why do you think so

4. Strategy Implementation tasks

What are some of the factors or issues that had be in place before starting the implementation of the NUREP funded activities

Why are these factors important

Is there something you would like to add

5. Drivers of strategy implementation

Would you say that the implementation of the NUREP activities was successful

If yes what do you think are some of the major factors that contributed to the success

6. The role Leadership in strategy Implementation

How important is leadership in the implementation process

Who do you think is most responsible for the implementation process

What do you think the role of a leader is in the implementation process

How would you define the characteristics of a good leader

7. Barriers of strategy implementation

What are some of the frequent problems experienced during the implementation process

How were they addressed

What do you think were the reasons for these problems

Do you think these problems could have been avoided in the implementation planning phase

Are there any other comments you would wish to add

Appendix 7-Interview Guide (Implementing Partners)

STRATEGY IMPLEMENTATION: A CASE STUDY OF THE NORTHERN UGANDA REHABILITATION PROGRAMME IMPLEMENTED BY THE NUREP PROGRAMME MANAGEMENT UNIT IN THE OFFICE OF THE PRIME MINISTER OF THE GOVERNMENT OF UGANDA

1. Background Information of respondent

What does your organisation do

How was your organisation involved with NUREP

What was your role as far as the implementation of the NUREP project was concerned

How long have you been working in this capacity

What is your educational background

2. Strategy formulation versus Strategy Implementation

In your opinion what is more important strategy formulation or strategy implementation

What is the reason for your answer

Do you wish to add some comments

3. Importance of Strategy implementation

How important is the strategy implementation process

What is the reason for your answer

Do you think enough time was spent planning for the implementation of the NUREP project

Were you involved in this process

Who else is involved in drafting the implementation plans

Do you think that anyone else should have been included

Why do you think so

4. Strategy Implementation tasks

What are some of the factors or issues that must be put in place or looked into before the start of the implementation process

Why are these factors important

Is there something you would like to add

5. Drivers of strategy implementation

Was the implementation of the NUREP programme successful

What do you think are some of the factors that contributed to this successful implementation

6. The role Leadership in strategy Implementation

How important is leadership in the implementation process

Who do you think is most responsible for the implementation process

What do you think the role of a leader is in the implementation process

How would you define the characteristics of a good leader

7. Barriers of strategy implementation

What are some of the frequent problems experienced during the implementation of the NUREP project

How were they addressed

What do you think were the reasons for these problems

Do you think these problems could have been avoided in the implementation planning phase

Are there any other comments you would wish to add

