ADDIS ABABSA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

COLLEGE OF NATURAL AND COMPUTITIONAL SCIENCE

DEPARTMENT OF SPORT SCIENCE

ASSESSING THE STRATEGIC PLAN OF ETHIOPIAN FOOTBALL FEDERATION

Henok Abebe

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This Thesis will submit to the Department of sport science in Partial Fulfillment of the Requirements for the Degree of Master of sport science

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To be conducted as Partial Fulfillment of the Requirements for the Degree of Master of Science in Sport Science complies with the regulation of the university and meets the accepted standards with respect to originality and quality.

Approved by the Board of Examiners

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Table of Contents

LIST OF TABLES

ABBEREVATIONS

EFF: -Ethiopian football federation

NSFs:-National sport federations

SPFP: - strategic planning formation process

Abstract

The Ethiopian football federation is responsible body for all regulatory football processes and professional leagues in Ethiopia including the Ethiopian premier league, Ethiopian higher league, Ethiopian first league and the Ethiopian women's premier league along with the second tier of the women's professional football league. To run all activities of the federation it has the strategic plan.Strategic plan for sport federations show the direction where we are and where we want to be, without strategic plan we cannot able to achieve the objectives and goals of the sport federations. The main purpose of the study was to assessing the strategic plan of Ethiopian football federation. Total populations of the study were 84 but the researcher was select 54 employees of Ethiopian football federation as a sample by using comprehensive sampling technique.The data collection instruments were: questionnaire, interview, and document analysis. Based on the result the researcher forwarded the following findings: - The strategic plan of Ethiopian football federation is formed by different expertise who have enough awareness about strategic plan formation and it is approved by general assembly members of the federation, the Ethiopian football federation is applying standard procedures on its strategic plan formation process, and he major barriers on Ethiopian football federation strategic plan are employees' resistance to change, lack of financial resource, weak performance management system political influence, political instability, linkage to country's strategic plan and rapid technology development.And finally, the researcher recommended:- the Ethiopian football federation strategic plan developed by expertise is better to the federation to develop advanced strategic plan, applying standard strategic plan procedures on the federation's strategic plan is help the federation to show the direction where are now and where want to be the future and lastly the governed body must find a solutions for major challenges of the federation's strategic plan.

Key words: - *Strategic plan, Performance, Football federation and Sport.*

CHAPTER ONE

INTRODUCTION

Background of the study, statement of the problem, objectives of the study, basic research questions, significance of the study, delimitation of the study, limitation of the study, operational definition, and organization of the study are included in the introduction part of the study.

1.1. Background of the Study

Strategic Planning is a systematic process used to improve performance of an organization by prioritizing its use of resources according to identified goals. According to Pettigrew, Howard, and Whittington, (2006), strategic planning defines an organization's purpose, direction, choices, changes, governance, structure, and performance in terms of their industry, market, social, economic, and political contexts. Organizations from both For Profit and non Profit sectors are increasingly embracing the practice of strategic planning in anticipation that this will translate to improved performance (Arasa&k'obonyo, 2012). Rabin, Miller and Hildreth (1989) agree with previous research findings that strategic planning concept is linked to improved organizational performance. The scholars allude to the fact that success in organizational performance can be achieved through an effective application of strategic planning which gives attention to detail, and adoption of regular and exact habit by those in management. However, application of strategic planning has been varied across organizations and has also yielded conflicting performance results. Different organizations lay emphasis on different components of strategic planning. All organizations including National Sport Federations (NSFs) subscribe to some form of planning. The variations in strategic planning therefore arise from the extent of formality of the process in an organization. Whereas, most studies on strategic planning-performance relationship tend to concentrate on formal strategic planning, it suffices to recognize that many organizations use the two in association with some critically leaning more towards informality. Perhaps the central reason for this inclination in the studies can be attributing to the ease of measurability of formally established strategic planning steps (Learned, Christensen, Andrews &Guth, 1965; Ansoff, 1965; Pearce & Robinson, 1987; Mintzberg&Lampel, 1999; O'Regan&Ghobadian, 2002). No studies seem to have established whether in Ethiopian football federation strategic planning and the effect either can be having on performance of the federation. However, this paper looks at formal the effects of strategic planning in the performance of Ethiopian football federation.

The Ethiopian football federation is the governing body of football in Ethiopia. It organizes all tiers of the national football league and national team. It was one of the founding members of the confederation of African football (CAF).

The Ethiopian football federation is responsible for all regulatory processes of all professional leagues in Ethiopian including the Ethiopian premier league, Ethiopian higher league, Ethiopian first league and the Ethiopian women's premier league along with the second tier of the women's professional football league. To run all activities of the federation it has the strategic plan.

Strategic planning can be defined as the process of using systematic criteria and rigorous investigation to formulate, implement and control strategy and formally document organizational expectations (Higgins and Vincze, 1993; Mintzberg, 1994; Pearce and Robinson, 1994).

Strategic planning consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favorable outcome for a company. This is quite different from tradition tactical planning that is more defensive based and depends on the move of competition to drive the company's move. This study goes beyond the observation of some research that questioned the existence of direct casual relationships between the effects of strategic planning on football federation's performance. One of the major purposes of strategic planning is to promote the process of adaptive thinking or thinking about how to attain and maintain firm environment alignment (Ansoff, 1991).

Executives of sport organizations can compete in the market more successfully and achieve better activity results in a shorter time period with fewer expenses when the process of organization management includes application of strategic planning activities: determination of vision and mission, creation of specific and real goals, constant environmental analysis, consideration of strengths and weaknesses of the organization, formation of concrete activity strategies and detailed plans for their realization, permanent control and evaluation of the implementation process, as well as revision of strategies.

Probably there is no organization that would not apply strategic planning activities in the organization at least partially. Some organizations are successful in the implementation of the strategy, while others are not because there are barriers in the strategic planning.

The barriers for strategic planning activities are lack of time and experience, insufficient knowledge of about activities of strategic planning, unwillingness to share strategic plans and ideas with employees and with the others, indefinite environment, the size of business, type of industry, internal barriers for implementation, cycles of business lifetime and the level of development (Vasiliauskas, 2004; Volovikov, 2011).

This research was focusing on the strategic planof the Ethiopian football federation. On this research the researcher was interested to assessing the strategic planofEthiopian football federation.

1.2. Statement of the problem

In recent years the Ethiopian football federation spends most of its time to understanding and responding to changes and problems instead of anticipating and preparing for them.

For example, in the competition year of 2010 E.C, the Ethiopian premier league was suspended indefinitely after a referee was attacked during a match between WelwaloAdigrat University F.C and Defense Force S.C. This coming on the heels of a similar incident a month earlier in which spectators swarmed on to a football field during a match between Woldia S.C. and FasilKenema F.C. injuring two match officials and coaches. In the competition year of 2011E.C, again the games were suspended because of spectators swarmed, and another different issues and even in the same year the two premier league clubs accomplished the competition year without playing one remaining game. The game was between St George and WelwaloAdigrat University. The federation ability to make a decision is also has controversy; it makes different decisions to the similar incidents. Another problem of the Ethiopian Football Federation (EFF) is lacks the system of maintaining an effective information flow. It seems no body in the federation knows who is responsible to get this done. Shifting blames on one another is what the people working there prefer every time they are challenged by the media.

Most of the recent years incidents are similar in Ethiopian football but the federation cannot effectively control and make a solution to the similar incidents. This seems that there are effects on the strategic plan of the Ethiopian football federation. Now a day, the Ethiopian football federation performance, brand, loyalty, and integrity are under question mark within its stake holders and the peoples who are interested in Ethiopian football.The above reasons are inspire the researcher to make a study on to assessing the strategic plan ofEthiopian football federation.

1.3. Basic Research Questions

- How is developed the strategic plan of Ethiopian football federation?
- Does the Ethiopian football federation apply standard procedures on its strategic plan formation process?
- What are the major challenges in the implementation of strategic plan on Ethiopian football federation?

1.4. Objectives of the Study

1.4.1. General objective

The general objective of this study wasassessing the strategic plan of Ethiopian football federation.

1.4.2. Specific objectives

- To examinethe developed strategic plan of the Ethiopian football federation.
- To assessing the strategic plan procedures of Ethiopian football federation.
- To investigate the major challenges on the implementation of strategic plan on Ethiopian football federation.

1.5. Significance of the study

Strategic planning is the management activity that gives the sport organization the best chance to achieve these goals .The strategic planning process also helps the organizations uncover ways to improve performance. It can, for instance, spark insights about how to restructure the organizations so that it can reach its full potential, developing new products, expanding operations, reaching into new services, solving organizational problems. A well-designed strategic plan will dictate how organizations are respond to opportunities and challenges of every color, shape and size.

This study would contribute to:

- ➢ Help Ethiopian football federation to develop advance strategic plan in the future which enhance performance of the federation.
- ➢ Provide other sport federations to assess their strategic plan.

- Give awareness to Sport clubs in developing advance strategic plan in order to improve their performance.
- Serve as a basic resource or material in future local studies on sport organizations of strategic plan.

1.6. Delimitation of the Study

In the context of Ethiopia there are above 20 sport federations (i.e. Football federation, bicycle federation, box federation, volley ball federation, gymnastic federation, athletics federation, etc.). But, the researcher scope of the study was the Ethiopian football federation, in the content of strategic planning process, barriers and obstacles to the strategic planning process, and strategic plan document within 54 samples of the Ethiopian football federation permanent and professional employees. It is believed that the Ethiopian football federation than others, because of knowing the background of Ethiopian football federation and has a long time experience. The researcher believe this experience help to him; get a reliable data from the employees, collect the necessary data at the necessary time, and manage money and time from unnecessary depleted.

1.7. Limitation of the Study

The study had the following limitations: unavailability of sufficient local studies related to the assessment of strategic plan and performance of the football federation was the serious challenge to supplement the present study in the Ethiopian football federation strategic planning context; before starting the main study, it was difficult to distribute the questionnaire for respondents because of the pandemic and the researcher do not use pilot study to strengthenthe instruments because of using all samples of the study.

However, to minimize the severity of the above limitations: the researcher has used the existing related study results which had been conducted in other countries; the researcher had also tried to distribute and collect the data by means of one employees of the organization who were volunteer to help the researcher and regarding to check reliability of the instruments the questionnaire was do evaluated by expertise before distributed the instruments to the selected samples.

1.8. Definition of operational terms as used in the research document

Federation:a league or association formed by federating, especially a government or political body established through federal union.

Football:a game played by two teams of eleven people, where each team tries to win by kicking a ball into the other team's goal.

Performance:means continually achieving the preferred results in a manner that is as effective and efficient as possible.

Sport:an activity involving physical exertion and skill in which an individual or team competes against another or others for entertainment.

Strategic plan: Isa document used to communicate with the organization its goals the action needed to achieve those goals and the other entire critical element developed during the planning exercise.

1.9. Organization of the Study

This study is divided in to five chapters. The first chapter deals with introduction, back ground of the study, statement of the problem, objectives, scope of the study, significance of the study and organization of the study.

Chapter two briefly explains the review related literatures. Chapter three explores the research design, study area, source of data, population of the study, sampling procedure, data collection instrument, and data collection procedures. The fourth describes about results of the study, and in the last chapter (chapter five) the researcher would be wrote the summary, conclusion, and discussion part of the research.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. OVERVIEW OF STRATEGIC PLANNING

The intention of this chapter was to dig deep into define of strategic planning, the component parts of the strategic planning formation process (SPFP), to define the evaluation criteria for the strategic plan document, and to identify the barriers or potential barriers to the planning process. Therefore, this chapter is divided into four sections: section one describes about strategic planning define, section two describes the steps of the strategic planning formation process; section three details the quality criteria for the strategic plan document; and section four determines the external and internal organizational barriers to the planning process as noted in the covered literature.

2.1.1. Strategic planning

Strategic planning alludes to a managerial process, which can be broadly defined as “the process of determining the mission, major objectives, strategies and policies that govern the acquisition and allocation of resources to achieve organizational aims” (Pearce, Freeman & Robinson, 1987, p. 658). Stonehouse and Pemberton (2002, p. 2) define strategic planning as, ‘the devising and formulation of organizational level plans which set the broad and flexible objectives, strategies and policies of a business, driving the organization towards its vision of the future.”These definitions of strategic planning stress the importance of environmental scanning, organizational assessment for the purpose of formulating, implementing and evaluating strategies to enhance organizational effectiveness and efficiency with a view to achieve stated organizational objectives (David, 1986).

The concept of strategic planning is one which is evolutionary in nature. This is aptly highlighted by the seeming constant change in name of the concept itself and the nuances that these different and divergent labels spring forth. Strategic planning has previously and variously been called long range planning, corporate planning and is now synonymous with strategic management (Hussey, 1997).

French (2009), attempts to draw a timeline between the adoptions of these various terms. He posits that in the post- Second World War era it was felt that organizations needed to increase their planning horizons to accommodate longer business planning cycles of between 2 to 3 years. Thus the term “long- range planning” or “long term planning” were adopted into management lexicon eventually evolving into strategic planning which formed part of a larger body of theory described as “business policy.' Business policy would then eventually evolve and become present day strategic management.

Strategic planning could be formal or informal. Formality in strategic planning refers to the degree to which participants, responsibilities; authority and discretion in decision making are specified (Pearce & Robinson, 2002). Formal strategic planning usually ends up with a document, the strategic plan. A strategic plan is a comprehensive statement about the organization’s mission and future direction near- term and long term performance targets and how management intends to produce the results to fulfill the mission, given the organization’s situation (Thomas & Strickland, 1999).

The informal approaches to strategy are characterized by executive bargaining and negotiation, building of a coalition and practices of through. Informal strategic planning is usually intuitive and under the influence of a visionary figures (Hax&Majluf, 1991).

2.1.2. The Strategic Planning Process for the Sport Sector

According to the literature, in order for the strategic planning process to be effective, three general and integral stages are identified. The first stage is strategy formulation; the second stage refers to strategy implementation and the final stage concerns strategy evaluation (Kriemadis, 1992, 1997; Bryson & Alston, 2005; Allison & Kaye, 2005; Acur&Englyst, 2006; Slater, Olson, &Hult, 2006; Plant, 2009).

2.1.2.1. Strategy Formulation

In this section, the steps of the strategic planning formation process (SPFP) are covered comprehensively. These include: initiating and agreeing on the strategic planning process; organization mandate; vision development and communication; mission development and communication; environmental assessment; strategic issues; strategies and plan development; and monitoring and evaluation. Although the steps are presented in this order, it's important to mention that the strategic planning process is not a linear process. The steps may overlap, or they may happen in parallel, or the whole process may even go back and forth (Bryson, 2004, p. 52). For each step of the SPFP, the definition of main elements, the purpose of conducting the steps in relation to the whole planning process, as well as the expected benefits, will be covered.

2.1.2.1.1. Initiating and agreeing on the strategic planning process

The strategic planning process starts with recognizing the need for strategic planning; once the need is recognized and the importance of strategic planning is conceptualized, then an initial agreement about the overall strategic planning effort should be developed as well as an agreement on the main steps of the planning process. The aim of this step is to agree that strategic planning is needed and desirable, and that all participants are 'on board', committed and supportive of the planning process and its various sequence of steps. In other word agreement on the; 'plan to plan' (Steiner, 1979). As this step requires the agreement of main players including external stakeholders, stakeholder analysis will be of benefit at this early stage to determine who should be part of the agreement process (Bryson, 2004, p. 35). The involvement of various stakeholders will improve the quality of the strategic plan. As noted by Hamel and Prahalad (1994), organizations need to consider input from all stakeholders in order to produce a quality strategic plan. This is particularly true for public sector organizations. Rainey (1997) states that, the key to success in public and non-profit organizations are the satisfaction of key stakeholders'.

In this first step, the agreement on the strategic planning process should specify: the reason or intent of the strategic undertaking; the planning steps; the desired deliverables; the roles and responsibilities of group participants; and the agreement to provide adequate resources to complete the strategic planning process (Young, 2002). Others such as Sherman, Rowley and

Armandi (2007) state that at pre-planning phase, the assessment of organization structure, leadership, and culture should be done.

A number of benefits are expected from the initial agreement step. These are: First, recognition of the purpose and worthiness of the planning process by the main participants in the process, which will lead to a broad sponsorship and legitimacy (Schein, 1997). The second expected benefit is the creation of a communication mechanism across the organization, such as a strategic planning task force or coordinating committee which will coordinate, communicate, and solve issues relating to the planning process. Without such mechanisms, conflicts during the planning process may arise (Borins, 1998). The third benefit of the initial agreement comprises an outline of the general sequence of steps to be followed while strategically planning ahead. Procedural rationality of the process means that the procedure used in planning is rational, coherent, and follows a series of steps where each step relates to prior and consecutive steps (Eden and Ackermann, 1998). A fourth benefit of initial agreement is the political support of key decision-makers regarding strategic issues that may arise during the process, and the coalitions around those issues (Mintzberg and Westley, 1992). A fifth benefit from the initial agreement is the access to the resources needed for planning. Financial resources are needed to implement strategies and plans. Although this may seem far ahead, the implementation phase still has to be considered at the initial stages for the planners to plan according to the allocated budget. However, financial resources are not the most important resources needed for strategic planning: the time and dedication of decision-makers are more important (Bryson, 2004, p. 70). The last benefit expected from this first step of strategic planning is setting the stage for major changes in the organization. If planning requires major changes in the organization, the initial agreement among main players will facilitate the groundwork needed for major strategic change such as changing basic technology, altering coalitions, or even having a different set of skills and capabilities (Bryson, 2004, p. 70).

2.1.2.1.2. Clarifying organizational mandate

An organizational mandate clarifies what the organization formally and informally is required to do or not to do by external parties. Formal requirements are usually codified in the constitutional framework of laws, regulations, charters, and articles of incorporation that govern an organization's operations. In addition, organizations must also meet a variety of informal mandates embodied in the norms or expectations of key stakeholders. Further, an organization's mandate clarifies what is forbidden by the organization. This is equally important as the formal and informal requirements of the mandate (Nelson and French, 2002).

This step in the strategic planning process has two benefits: first, clarity about what is mandated, what is explicitly and implicitly required or forbidden. The clarity of what is required by the organization will enhance planners' ability to structure clear goals. The more specific and clearer the goals, the more likely they will be achieved (Nutt, 2002). The second expected benefit is the possibility of developing new strategic initiatives to serve public value in areas not explicitly forbidden. Once decision-makers know what's not forbidden by the mandate and not covered in current practices, new initiatives can be generated (Bryson, 2004, p. 101).

2.1.2.1.3. Establishing an effective vision

An organization's vision is described by authors in a variety of ways. For example, Parikh and Neubauer (1993) define vision as „an image of a desired future state of an organization'. Kouzes and Pozner (1996) described four attributes of vision: ideality, uniqueness, future orientation and imagery. Despite the fact that authors make various statements while defining an organization's vision, two concepts are usually found in the definition of vision: „desirability" and „future orientation (O'Brien and Meadows, 2000).

In developing an effective vision, a number of benefits are expected to emerge. These benefits can be summarized into six benefits as found in the literature. These are: first, the vision helps organizational members and stakeholders understand the overall direction of the organization and why and how things should be done (Bryson, Gibbons and Shaye, 2001). In a survey study conducted by O'Brien and Meadows (2000), it was found that clarifying organizational direction was noted as the main reason for having a vision statement. Second, the vision will provide guidance to the organization's members about what is expected from them, how they fit into the whole picture, as well as providing a framework for innovation in pursuit of organizational purposes (Collins and Porras, 1997). Another expected benefit proposed by Kouzes and Posner (1996) is that a well-developed vision statement provides an effective substitute for leadership since employees are able to manage themselves when given clear guidance on the organization's direction. Fourth, in association with the third benefit, an agreed-upon vision may contribute to a significant reduction in the level of organizational conflict. Once the employees understand the overall direction of the organization, disputes over certain issues can be resolved, judged by their importance to organizational purpose (Thompson, 2001). Fifth, a well-articulated vision would help people recognize the current or potential barriers to realizing that vision. Recognizing barriers is the first step in overcoming them (Bryson, 2004, p. 228). The last benefit noted in the literature is that a well-developed vision will provide a core framework if the organization is to purposefully yet flexibly respond to changes in its environment. In other words, a good vision will enable the organization to hold tightly to its core while being willing to change (Collins and Porras, 1997).

A final point to make here as noted by Bryson (2004) is that for the vision statement to yield the benefits listed above it should be well developed and articulated and should be widely circulated and communicated among internal organizational members and external key stakeholders. A vision of success will have little effect if organizational members are kept in the dark.

2.1.2.1.4. Mission statement

While the vision statement is a broad description of the desired future state of an organization, the mission statement refers to the organization's intended specific contributions to the realization of vision. According to Thaw (1997), an effective mission statement addresses the following concerns: Why does the organization exist? What are the main organizational activities? And to whom are the organization's services and products intended to serve? Galloway (1990), states that an organization's mission statement is a broad but succinct definition that explains the reasons for an organization's existence. For a government department, the reasons for an organization's existence are stated in the organization's mandate. Therefore, for a government department, the mission statement is most commonly derived from the department's legislative base.

A number of benefits were found in the literature as a result of developing and communicating an effective mission. The most important benefit is focusing attention on what is truly important for the organization to reach its destination. An agreement on an organizational mission that embraces social desirability and purpose will strengthen the organization's internal and external legitimacy (Suchman, 1995). The second important benefit as stated by Hamel and

Prahalad(1994) is the clarification of organizational purpose. Clarifying organizational purpose will lead to a reduction in conflicts among decision-makers, and will enhance a more effective leadership, which is the third expected benefit. The clarity of an organization's purpose will help leaders articulate an effective organizational structure, develop aligned systems, and distribute resources according to the organization's intended aims (Bryant, 2003; Schein, 1997). Another expected benefit from this step is the attention of decision-makers to the organization's philosophy, values, and culture that support the organization's mission. For example, the developed strategies should be in line with organizational philosophy, values, and culture; therefore, an organization's mission unifies purpose across tangible and intangible organizational intentions (Schein, 1997; Johnson and Scholes, 2002).

2.1.2.1.5. Assessing the environment

Assessing the environment was noted in the literature as one of the main steps in the strategic planning formation process (SPFP); this is due to the fact that no public organization exists within a vacuum. The environment in which an organization operates has become more complex, more rapidly changing, and more demanding (Ghosh and Nee, 1983). As stated by Drucker(1969), we are living in 'an age of discontinuity'. It is therefore vital that an organization be aware of the internal and external forces that may shape its future (Galloway, 1990).

The monitoring, evaluating and disseminating of information from the external environment to key personnel within an organization is known as environmental scanning (Wheelen and Hunger, 1984). Hambrick (1981) states that environmental scanning refers to the managerial activity of learning about events and trends in the organization's environment. Environmental scanning can yield a number of benefits for decision-makers within the organization, for example, it will help in detecting environmental signals. However, this is only part of the scanning process as assessing its strategic implications requires a forecast of the expected rate of change, or a forecast of the impact of the change (Bowden, 1985). In addition, scanning provides managers with information about events and trends in their relevant environments, which facilitates opportunity recognition (Bluedorn, Johnson, Cartwright and Barringer, 1994). Also Barringer and Bluedorn (1999), state that scanning is a method to reduce uncertainty. Scanning can help managers cope with uncertainty, but only if they realize that uncertainty can only be reduced, not eliminated.

In order to assess the external and internal organizational environment as one of the main steps in the SPFP, strategic tools are used. According to Clark (1997), strategy tools are concepts, analytical frameworks, techniques and methodologies that assist strategic managers in making informed decisions. The importance of strategic tools is highlighted in the literature by a number of authors, for example, Clark (1997) believes that strategic tools are an enabling mechanism to improve strategic thinking, whereas Liedtka (1998) supports the use of strategic tools as a key corporate planning mechanism. Osbourne and Gaebler (1992) link the importance of formal strategic mechanisms such as plans and tools to creating an intuitive sense in organizational direction. Bryson (1988) describes the importance of strategic tools as an aid to strategic issue identification (strategic issues are covered in the following step). It is also important to use strategic tools due to the cognitive limitations of managers. Simon (1955) highlights the limitations of human cognition and the bias or subjectivity in the process of strategic decision-making, where managers try to rationalize the irrational, that is, the environments in which they operate. Finally, Quinn (1980) sees an important use of strategic tools in focusing the attention of stakeholders on strategic issues to gain their commitment.

Different types of strategic tools can be used to achieve some of the above-mentioned benefits. Clark (1997) highlights fifteen strategic tools that might be applied in core strategic tasks. In a study on strategic tools in the UK, Gunn and Williams (2007) found that the main strategic tools used are: SWOT analysis, benchmarking and critical success factor analysis. Within the Middle Eastern context, Elbanna (2010) conducted a study on the use of strategic planning tools in UAE and found that the three most used strategic planning tools are pro forma financial statements, cost benefit analyses, and SWOT analyses. Elbanna added that the high use of pro forma financial statements and cost-benefit analysis might be a sign of short-term business planning rather than strategic planning. Aldehayyat and Anchor (2008) investigated the use of strategic planning tools and techniques in Jordanian organizations and found that the most used techniques are financial analysis, PEST or STEP analysis, Porter’s five forces analysis and analysis of key (critical) success factors. They also noted that the use of strategic planning tools and techniques related more to the size of company and less to the age.

2.1.2.1.6. Strategic issues identification

Issues management is a continuous process concerned with the identification of issues that may impact the strategic directions of the organization, the likelihood of their occurrence and the development of appropriate responses to these issues. Furthermore, the issues management process is one component of the strategic planning process (Lozier and Chittipeddi, 1986).

This definition implies that there are three stages in the issues management process: (1) scanning the external environment to identify strategic issues; (2) analysing these issues for their strategic impact and probability of occurrence; and (3) developing suitable responses for managing them.

This step in the strategic planning process identifies strategic issues based on the strategic analysis conducted in the previous step. The developments of appropriate responses to strategic issues are left to the following step ‘development of strategies and plans’. The issues covered under this step are those with strategic implications, as Freeman (1984) pointed out: ‘The key to success for issue management must be its ability to surface and track real issues that affect the strategic direction of the corporation or business unit’ (p. 221). Perrott (2008) describe strategic issues as an events or forces (with either positive or negative effects) either inside or outside an organization that are likely to alter its ability to achieve its objectives. In response to the above, the following definition of strategic issue was adopted: An external development which could impact the organization’s performance to which the organization must respond in an orderly fashion over which the organization may reasonably expect to exert some influence (Ashley, 1983, p. 11).

The expected benefits of identifying an organization’s strategic issues are: focusing attention on what is truly important to the organization; clarifying the problems or potential problems that the organization may face (Bryson, 2004, p. 155); and promoting organizational change. The identification of strategic issues will justify organizational required changes (Fiol, 2002).

2.1.2.1.7. Strategies and plan development

Following the previous step, this step addresses the third stage in the issue management process, which is developing suitable responses for managing strategic issues. The effectiveness of conducting the previous step will affect the outcomes of this step, such as the development of appropriate strategies and the evaluation of alternative strategies. The contribution of issues management to the strategic planning process is to provide updated and organized information on relevant external and internal issues (Lozier and Chittipeddi, 1986).

As described by Poister (2003) and by Millar, Simeone, and Carnevale (2001), every organization evidences some sort of pattern or logic across its purposes, policies, programs, and resource allocations although it may not be a good pattern or logical. The task of strategy formulation involves highlighting what is good about the existing pattern, what is bad about it, and modifying it when necessary to bridge the gap between the organization and its environment (Mintzberge, 1987; Nutt, Backoff, and Hogan, 2000). Despite the fact that every strategy is almost always both emergent and deliberate (Mintzberg et al., 1998), the intention of this step in the SPFP is to focus on developing deliberate strategies that deal with strategic issues identified in the previous step. In addition, the purpose of this step, as stated by Bryson (2004, p. 186), is to create a set of strategies and associated plans that will effectively link the organization to its environment to achieve organizational goals and vision.

Research indicates that a number of benefits are expected to emerge from this step. These are: first, clarity of the path the organizations take to create public value. When strategies and plans are developed, this will clarify and justify the means used to overcome various strategic issues (Kotter, 1996). Second, enhancing organizational learning and early implementation of strategies will enable an early detection of the suitability of strategies used, and the ability to revise strategies before being fully implemented (Patton, 1997). Third, enhance organization members' commitment and create emotional bonding to the new reality (Fiol, 2002). Fourth, improve communication across the organization. Strategy development requires a high level of coordination between various units from which new channels of communication may emerge. Fifth, constructing a coalition with external stakeholders to facilitate the implementation of strategies and plans (Bryson, 2004).

2.1.2.1.8. Monitoring, evaluation and control

Over the past decade, performance measurement in public organizations has gained a lot of interest among researchers and practitioners in various fields, such as the design of the measurement system, its implementation, the use of the system, and the content of the measurement systems (Rantanen, Kulmala, Lo¨nnqvist and Kujansivu, 2007).

Even though balanced performance measurement is applicable in both private and public organizations, there appears to be a general view that public and private organizations are different from a measurement point of view (Brignall and Modell, 2000). This could be mainly due to the fact that, in the public sector, there are many stakeholders that have different and conflicting requirements (Brignall and Modell, 2000; Wisniewski and Olafsson, 2004). This creates two problems for the performance measurement system. First, taking account of all stakeholders may result in producing a multitude of performance measures that satisfy no one (Wisniewski and Stewart, 2004). Second, it may be difficult to set targets or to make decisions based on the measurement results because some of the stakeholders have conflicting objectives (Lawton, McKevitt and Millar, 2000). In addition to the two fundamental problems, other specific challenges have been identified. For example, Pollanen's (2005) study showed some obstacles that can hamper the acceptance of performance measures in the public sector. These are mistrust of measurement; lack of credibility and usefulness; lack of standards and timeliness; substantial investment of time and resources; and resistance by public officials and employees. In addition, Bourne, Mills, Wilcox, Neely and Platts (2000) have identified three challenges in the implementation of performance measures. These are: the resistance to measurement; IT infrastructure support; and distracted top management commitment occurring between the design and the implementation phases.

Despite the previous challenges and problems, a number of benefits are expected to emerge from aligning performance management systems with organizational strategy. These benefits have been highlighted by a number of authors such as (Dyson, 2000; Kaplan and Norton, 1996b; Simons, 2000). Some of these benefits are: communicating strategic priorities; monitoring and tracking the implementation of strategy; evaluating outcomes; alignment of short-term actions with long-term strategy; and promoting integration among various organizational processes. Moreover, performance measurement system is expected to focuses change efforts and permits organizational learning (Kaplan and Norton, 1992).

Significant progress has been made in the area of linking the design and development of performance measurement systems with organizational direction through the employment of a particular approach such as: the balanced scorecard approach (Kaplan and Norton, 1992); the results and determinants framework (Fitzgerald, Johnston, Brignall, Silvestro and Voss, 1991); the performance prism (Neely, Adams and Crowe, 2001); and strategy maps (Kaplan and Norton, 2000, 2004).

There is also a recognition in the literature that, as strategy changes, whether deliberate or emergent (Mintzberg et al., 1998), whether driven by changes in the external or internal environment, performance measures need to be reviewed and if necessary changed to ensure alignment with strategy (Bourne et al., 2000; Parker, 2000). If this is not done then there is a danger that performance measurement could become irrelevant or counterproductive (Wholey and Hatry, 1992).

A final point to make is that the monitoring and evaluation of plans and strategies as a result of performance management systems occur during and after the implementation of plans and strategies. However, this step has been considered as one step in the SPFP since the outcomes of evaluating the strategies will be used as an input to develop and formulate strategies and plans for the coming period. As stated by Bryson, while describing the „strategy change cycle' approach, the desired outcome of this step is to maintain good strategies, modify or eliminate less successful ones, and evaluate policies, plans, and projects to decide on the appropriate course of action for the coming period (Bryson, 2004, p. 266).

2.1.2.1.9. Implementation of strategies and plans

The implementation of strategies and plans completes the cycle of strategic planning. The previous steps of the SPFP result in an effective formation process. However, this is not enough to realize the strategic goals. The implementation of the developed programs, projects, and action plans will bring life to strategies and create tangible values (Bryson, 2004, p. 238). Bryson also added that the implementation process will also allow for adaptive learning and such learning will lead to a better understanding of SPFP, which will feed into the new round of strategic planning. In addition Glaister, K, Dincer, O, Tatoglu, E, Demirbag, M, and Zaim, S (2008) found that a strong and positive relationship was formed between formal strategic planning and firm performance, through implementation, firm performance can be evaluated and assessed and corrective actions can be made.

The other benefit from implementation is creating public value: this is the most important outcome and the aim of the whole strategic planning exercise. Effective implementation moves the value proposition embodied in the strategic plan from being a hypothetical story to being a true story (Moore, 2000). Another important benefit is the ability to evaluate the strategies and plans (Patton, 1997). The fourth expected benefit is increased support for the leaders and the organization (Burns, 2003). When strategies and plans are successfully implemented and benefits are realized, this increases the legitimacy and confidence of employees and community with leadership and the organization in general. In addition, individuals involved in effective implementation will experience heightened self-esteem and self-confidence (Schein, 1997).

From the above it is important to note that although the steps are presented in order, the strategic planning process is not a linear process. The steps may overlap, or they may happen in parallel and the whole process may even go back and forth (Bryson, 2004, p. 52; Kaplan and Norton, 1996a). However, the steps of the planning process are strongly related to each other. Some steps cannot be initiated before others and, further, some steps in the planning process depend on the findings of preceding steps (Bryson, 2004). One of the benefits of first step is an outline of the sequence of steps to be followed. Procedural rationality means that the planning process is rational, coherent, and follows a series of steps where each step relates to the prior and following steps (Bryson, 2004; Eden and Ackermann, 1998). The development of vision and mission statements is also highly associated with each other and with other steps in the planning process. Lipton (1996) defines vision as a combination of mission, strategy and culture. The following three steps in the planning process (assessing the environment, identifying strategic issues, and the development of strategies and plans) constitute the issue management process and are highly associated (Bowden, 1985; Bluedorn et al., 1994). Once strategic issues are identified, the organization's members develop appropriate strategies and plans to address those issues (Lozier and Chittipeddi, 1986).

The strategic planning formation process and each step within the process will lead to significant benefits to the organization as described earlier. The strategic plan document produced is one of those benefits expected from a well-performed SPFP. In the next section the strategic plan document will be covered comprehensively.

2.1.3. Strategic plan document

One of the main objectives of this study, as noted earlier, is the assessment of the strategic planning formation process output, which is the strategic plan document produced. In order to assess the quality of the strategic plan document, it's necessary first to shed light on some important aspects of the strategic plan document. In the following sections the relationship between the strategic plan documents (SPD) and planning, the definition of SPD, the main parts of the documents, the planning horizon, as well as the evaluation criteria for a quality strategic plan, are covered.

2.1.3.1. Strategic plan document and planning

What is a strategic plan? And how is it related to strategic planning? According to Thompson (1990), a strategic plan 'concerns the number and variety of product markets and service markets that the organization will compete in, together with the development of the necessary resources (people, capacity, finance, research and so on) required to support the competitive strategies'. Thompson goes on to explain that strategic plans relate to the whole organization, cover several years, are concerned with the future needs of the organization, and are generally not highly detailed.

A plan as quoted by JO McKinsey in Steiner is 'the tangible evidence of the thinking of management, it results from planning' (Steiner, 1969, p. 8). Thompson (1990, p. 14) states that one of the results of a strategic planning exercise is the production of a planning document. A second result is that those involved in the planning exercise gain a strong appreciation of the organization, its strengths, opportunities, alternatives, vision and so forth.

The plan is not always seen as the most valuable output. In fact, and as Thompson (1990, p. 14) argues, the planning document is the less valuable output of the planning exercise. Moreover, Porter (1987, p. 11) states that planning had become unfashionable by the 1980s. As a result, the outcome of planning was often a plan that in reality had little impact on actual management decisions, and therefore was not implemented.

In addition, Sawyer states that 'formal systems are only a means to an end – they do not cause planning to occur, and can prevent it when their emphasis is too much on form instead of substance' (Sawyer, 1983). The end product of the planning process is often a huge document filled with reams of analysis and meticulous details that are frequently not read, acted on, or used. This lack of focus and clarity is particularly harmful to strategic planning, as „preparation of the document" begins to override the development of good strategy. This can be seen in organizations where the meeting of planning deadlines is more important than making sound strategic decisions. Therefore, for the strategic plan to be a valuable output of the planning process, the planning process should imbue managers and employees in general to think strategically. A strategic plan then, becomes a document that is in essence, an input to detailed planning by others (Mellalieu, 1992).

Planning and the ability to think strategically by planners, managers and employees alike, feed into the strategic plan document. However, planning has its drawbacks. Plans are seldom perfect and may divert attention away from problems or opportunities not identified by the planners (Loasby, 1967). As Mintzberg (1994b) suggests, plans not only identify what the organization should focus on, but what it should not be focusing on as well.

A final point to make here is that, having a formalized planning process does not necessarily lead to planning; neither does it necessarily lead to the production of a plan (Mintzberg 1994, p. 32).

Despite the fact that the strategic plan document is not the most valuable output of the strategic planning formation process, neither is it a definite output, it is tangible evidence that includes most of the planning efforts. The document is expected to provide well-justified answers to the strategic questions by stakeholders and should be used as a basis for communication. The definition, content, importance, and evaluation criteria of the strategic plan document will be covered next.

2.1.3.2. Strategic plan content

The content of a strategic plan document varies across organizations. Some organizations include most or all parts of a formal strategic plan document, such as vision and mission statements, values, strategic issues, assumptions, objectives, strategies, and KPIs, other organizations include just a few. According to the requirements of the Government Performance and Results Act 1993 (GPRA), a strategic plan should include a mission statement, a description of the agency's long-term goals and objectives, and strategies or means the agency plans to use to achieve these future goals and objectives.

Finally, an effective strategic plan should also include the assumptions that management holds about the operating environment, the most critical issues facing the organization, and a set of action plans for addressing critical issues (Whelan and Sisson, 1993).

2.1.3.3. Planning horizon

Planning horizons affirm the essentiality of time as the principal dimension in strategic planning. The plan gives a sense of direction to the organization as it continues in time. Thus strategic planning is clearly embedded in the phenomenon of time flow (Das, 1991).

A firm's planning horizon refers to the length of the future time period that decision-makers consider in planning. The rationale for a given planning horizon is that it should be long enough to permit planning for expected changes in strategy and yet be short enough to make reasonably detailed plans available (Das, 1991).

For most firms, this period corresponds to the length of time necessary to execute the firm's routine strategies (Camillus, 1982). According to Rhyne (1985), the planning horizon for individual firms can vary from less than one year to more than ten years depending on environmental, organizational and managerial factors (will be covered next). For example, a long' planning horizon (more than 5 years) may be optimal for conservative firms that are not predisposed to continually look for opportunities to introduce new products or services as a result of environmental change (Covin, 1991). Das (1986, p. 69) argues that a five-year planning horizon is probably most common among organizations having strategic planning systems.

2.1.3.4. Determinants of planning horizons

Harrison (1995) argued that determinants of the planning horizon are influenced by a number of factors. He proceeds by stating that the establishment of the planning horizon for a given organization is centered on the answers to two interrelated questions:

(1) How far into the future does the organization need to plan?

(2) How far into the future is management willing and able to plan?

The answer to the first question depends on six organizational factors. These are:

- Product life cycle: The planning horizon should be long enough to accommodate the longest product life cycle in the organization; the rationale behind this is that the planning horizon should be best suited to the important future decisions necessary to attain the strategic objectives (Ebert and Piehl, 1973).
- Industry or sector: An organization's planning horizon depends on the industry in which the organization operates, for example, information technology organizations or organizations dependent on high technology need a shorter planning horizon to accommodate high rates of technological change (Das, 1991, p. 56).
- Lead time: The temporal interval between formulating and establishing a strategic objective and its expected maturity is called lead time. Lead time should be sufficient to accommodate all the future decisions that must be made to attain the strategic objectives. It should be long enough to give management the flexibility needed in adjusting the strategic objectives to unanticipated environmental changes.
- Present value: Money has a time value and should be taken into account while determining the planning horizon, especially with periods of high interest rates.
- Organization's age: The planning horizon for a young organization with a high rate of growth would tend to be somewhat shorter than for a more mature organization with most of its growth behind it. As the organization becomes more established, its planning horizon would be extended accordingly.
- Validity of planning premises: Planning premises are based on assumptions regarding the probable course of future events. The further into the future that one projects, the greater the importance of valid planning premises. Consequently, the organization's planning horizon may be temporarily or permanently limited by an excessive reliance on unavoidable assumptions.

The answer to the second question: How far into the future is management willing and able to plan relates to the willingness and ability of the management team to set a realistic temporal boundary for strategic planning. Each individual member of the management team differs in his/her perspectives on future time and the uncertainty that accompanies it (Das, 1986, pp. 52–61). The cognitive limitations of managers tend to bind their rationality in the process of selecting a planning horizon (Simon, 1957). In fact, managers vary greatly in their perceptions of uncertainty in relating to the future (Harrison, 1992). Individual managers are also influenced in their choice of a planning horizon by personality differences that manifest themselves in different degrees of willingness to accept risk (March and Shapira, 1987). While some individuals feel quite comfortable with considerable risk, others tend to be very averse to risk (MacCrimmon and Wehrung, 1986). Planners and managers are also bound in their choice of a planning horizon by time, cost and availability of information. To summaries, planners and managers involved in the selection of a planning horizon operate within a context of bounded rationality (Harrison, 1987). This context is restricted by cognitive limitations, risk, time and cost, and imperfect information to make informed decisions.

Finally, some organizations' characteristics such as size and type may impact the planning horizon. Larsen et al. (1998) state that companies selecting short planning horizons is more likely to be small companies rather than large ones.

2.1.3.5. Quality criteria for the strategic plan document

Assessing the strategic plan document is an important part of this research because the strategic plan is the tangible output of the strategic planning formation process; the quality of the strategic plan produced is a reflection of the goodness of the process itself. If the planning process is poorly designed, it will not lead to a quality strategic plan (Whelan and Sisson, 1993).

In order to assess the quality of the strategic plan document produced, it's important first to identify the determinants of the document quality. Therefore, in the next section, current knowledge regarding document quality criteria (in general) and the strategic plan document quality criteria (in particular) will be covered.

Under the Statistics Canada's Quality Assurance Framework (QAF) (2002), the concept of document quality has been broken down into six dimensions. These are:

- Relevance: reflects the degree to which it meets the real needs of clients
- Accuracy: is the degree to which the information correctly describes the phenomena

Timeliness: refers to the delay between the reference point and the date on which the information becomes available

- Accessibility: refers to the ease with which it can be obtained from the agency.
- Interpretability: reflects the availability of the supplementary information and metadata necessary to interpret and utilize it appropriately
- Coherence: reflects the broad analytic framework. Since quality is defined as fitness for use, any quality rating would have to permit each user to set its own priorities among the dimensions. For example, some would put more emphasis on timeliness and others on accuracy as determinants of document quality.

Mellalieu (1992) states that a quality planning document should provide well-justified answers to the strategic questions and the planning document should be a basis for communication with people who need to know about the strategy but who not participants in the planning process were. Also, the document may well contain some specific, measurable objectives. Mellalieu proceeds by stating that for an auditor to appraise the quality of a strategic planning document the following issues should be considered:

- ✓ Has the plan soundly addressed all the „strategic questions", goals and objectives sufficiently to take advantage of critical opportunities and overcome critical threats?
- ✓ Does the plan identify the key tasks and priorities upon which the strategy is fundamentally dependent for its success?
- ✓ Is there sufficient flexibility in the plan to be able to cope with risk and uncertainty, and unreliable information?
- ✓ Were good planning practices adhered to, or is there the prospect of a biased report?
- ✓ Is the organizational structure compatible with the requirements of the strategy?
- ✓ Have control systems been established to assure that the strategy implementation is in control?

Within the business strategy literature, Richard Rumlet (1980) demonstrates that a business strategy can never be assured to work. Nevertheless, it can be tested for critical flaws and the evaluation criteria that can be used are:

- Consistency: the strategic plan should not present inconsistent goals and policies
- Consonance: the strategy should represent an adaptive response to the external environment and critical issues identified

- Advantage: competitive advantage should be created by the strategy
- Feasibility: the strategic plan should utilize organizational resources and provide solutions to strategic issues without creating new problems.

A more detailed characteristic of a quality strategic plan document came from Cox (1997). Cox states that a useful strategic plan should exhibit the following characteristics:

- Prioritized: Setting priorities allows for the plan to be adjusted according to changing needs or resources.
- Achievable, measurable, and time-sensitive: The plan should contain goals that are measurable and have deadlines.
- Flexible and responsive to changing conditions: The plan is a road map that may contain unforeseen detours such as unexpected crises, new opportunities, or changes in resources.
- Short and simple: The plan should focus on the most important things to accomplish.
- A unit, not a menu: A useful plan is not a wish book. Everything in the plan needs to be accomplished.
- The means to an end, not an end in itself: The plan is the process by which it reaches its destination; it is not the destination.

From the above it can be said that the criteria to assess document quality in general and the strategic planning document in particular are dependent on the standards set in each assessment framework; the following criteria are seen as the most relevant to assess the strategic planning document.

2.1.3.6. Formality

The formality of the strategic plan document (SPD) as seen from the covered literature is related to the inclusion and the documentation of all essential parts of the planning process. According to Whelan and Sisson (1993), companies should include a vision statement that defines what the company is striving to become in the long run; the most critical issues facing the organisation; a set of action plans for addressing critical issues; and values or a statement of principles by which the company will operate. According to the American Government Performance and Results Act 1993 (GPRA), the strategic plan should include:

- A comprehensive mission and vision statement
- General goals and objectives, including outcome-related goals and objectives
- A description of how the goals and objectives are to be achieved
- A description of how the performance goals included in the plan relate to the goals and objectives in the strategic plan
- An identification of key factors external to the agency which may influence performance

A description of the program evaluations used in establishing or revising general goals and objectives.

2.1.3.7. Clarity

Many assessment criteria for document quality in general and the strategic planning document in particular emphasize the importance of clarity, whether implicitly, such as Cox (1997), who states that in order for a strategic plan to be useful, it should be short and simple.

2.1.3.8. Measurability

Measurability of objectives within a strategic plan document is one of the quality criteria found in a number of quality frameworks. Mellalieu (1992) emphasizes the importance of measurability of the strategic plan document and considers it being one of the control systems that assure the proper implementation of strategy.

2.1.3.9. Objectivity

Thus the objectivity of a strategic plan document will be defined as the degree to which the desired outcomes of the strategic objectives and its end results are clearly stated within the strategic plan (Hiraga, Wang, Drew and Lynd, 2003).

2.1.3.10. Coverage

Coverage has been identified as one of the evaluation criteria for the strategic plan document and it relates to the degree the objectives in the strategic plan address the critical issues and opportunities and threats identified in the analysis phase. This criterion is referred to by a number of scholars such as Rumlet (1980), who included this criterion in two business strategy evaluation dimensions: feasibility and consonance.

Feasibility means the strategic plan should utilize organizational resources and provide solutions to strategic issues without creating new problems. Consonance means the strategy should represent an adaptive response to the external environment and critical issues identified.

Another source of reference for this criterion came from Mellalieu (1992) who indicates that the plan's goals and objectives should take sufficient advantage of critical opportunities and overcome critical threats. In the same vein, Whelan and Sisson (1993) state that an effective strategic plan should include the assumptions that management holds about the operating environment, the critical issues facing the organization and a set of strategies and action plans to address those critical issues.

2.1.3.11. Openness (transparency)

The communication of a firm's strategic plan is vital to its successful implementation, as it is the basis for linking strategy to operational planning and individual objectives. Without communication, organizational priorities are unclear and conflicts between various departments may arise. Also, employees cannot be committed to achieving the plan if the plan has not been communicated to them (Whelan and Sisson, 1993). Sharing strategic information with lower level managers and employees may enhance both job comprehension and organisational commitment (Bryson, 2004).

However, firms face several barriers – some real and some largely imaginary – from a free dissemination of the organization's strategic plan (Whelan and Sisson, 1993). Open discussion to any group outside top management (e.g. middle managers, investors, community leaders, etc.) may be easily translated into competitive intelligence for rival firms. Parnell and Lester (2003) argue that the disadvantage here is that strategic secrecy may not only keep a strategy hidden from those who might wish to exploit it, but also from those who can contribute to its development and implementation. Internally, many managers are concerned about employees misunderstanding or miss-communicating the plan. The culture in some companies is based on the idea that knowledge is power and, therefore, information is not readily shared (Whelan and Sisson, 1993). The definition of quality as determined by the Office of Management and Budget

(OMB) guidelines is a term comprising utility, objectivity, and integrity (Section 515 of the Treasury and General Government Appropriations Act for Fiscal Year 2001 (Public Law 106-554). Utility refers to the usefulness of the information to its intended users, including the public. In assessing the usefulness of information that the agency disseminates to the public, the information should be viewed not only from the agency's own perspective but also from the perspective of the public. As a result, transparency of information has to be addressed from the public's perspective.

2.1.3.12. Consistency

Strategic consistency is referred to as the organization's commitment to stability by adopting a predictable, successful course of action (Evans, 1991). Organizations usually commit to successful courses of action. However, outcomes are not always predictable and the environment is dynamic, therefore, strong arguments can usually be made for substantial strategic shifts, even when performance is not lacking (Grewel and Tansuhaj, 2001).

Strategic flexibility is the ability of firms to respond and successively adapt to environmental changes (Evans, 1991). The term has also been applied to strategic decision-making as it is the extent to which new and alternative options in strategic decision-making are generated and considered (Sharfman and Dean, 1997).

Whether an organization chooses to adopt a consistent strategy or promote flexibility is a managerial decision based on a number of institutional and environmental factors (Parnell and Lester 2003). Next, a presentation of arguments in favor of consistency and flexibility will be presented.

Proponents of strategic consistency argue for strategy stability on four grounds. These are:

- Uncertainty: As change in any key strategic environment may entice a change in strategy; this may excite competitors to respond aggressively (Wernerfelt and Karnani, 1987).
- Capital: A change in strategy is often followed by substantial outlays of capital. For example, a shift from a prospector strategy to a defender strategy may require huge investments (Miles and Snow, 1978).

- Consumer confusion: One of the outcomes of strategic change is consumer confusion.
- Continuity: Even when strategic change results in a successful new product or service, there is no assurance that this success can be maintained. In fact, competitors may distort consumer perceptions and reap the benefits of the initial strategic change (Foxman, Muehling and Berger, 1990).

On the other hand, proponents of strategic flexibility base their arguments on four grounds. These are:

- Adaptation: A strategy tends to yield superior performance when it 'fits' with the organization's environment. Without strategic flexibility, an organization cannot adapt to its changing external environment (Parnell, 1997).
- First mover advantage: Strategic flexibility will allow firms to take advantage of the first mover by entering a new market or developing a new product or service prior to its competitors (Petersen and Welch, 2000).
- Capability change: It is argued that an organization should modify its strategy based on its unique human, physical, capital and informational resources (Barney, 1991).
- Profitability: Strategic change may be necessary if desired performance levels are not being attained by the organization. Indeed, many studies have concluded that declining profitability is the most common catalyst for strategic change (Webb and Dawson, 1991).

2.1.4. External and internal barriers to the strategic planning formation process

Strategic planning for public sector organizations has become more important than ever before because the environment in which public and non-profit organizations operate has become increasingly uncertain. Changes in population size, a shift in people's expectations, political changes, ageing, a diversifying population, and the use of information technology are some of the changes that cause uncertainty in the environment and are considered to be challenges that managers and leaders of public sector organizations have to deal with. In the public sector, change, though not necessarily dramatic, is the rule rather than the exception (Kettle, 2002).

In thinking broadly about the interaction between organizational internal and external environments, Pondy and Mitroff (1979) note that in organizational life people themselves often produce part of the environment they face. They act, interact and in doing so create the materials that become the barriers, constraints or opportunities they face (Weick 1995, p. 31).

This argument on the interconnection and interdependence between the organization and its environment further strengthens the case for taking into account the internal and external factors and their effect on the SPFP.

2.1.4.1. External organizational barriers

The external organizational environment is the context in which the organization operates. The macro environment represents the broad conditions and trends surrounding the organization. That includes the political-legal climate, the economic conditions, technology, and socio-cultural climate (Bartol, Martin, Tein and Matthews, 2001, p. 65).

2.1.4.1.1.Barriers associated with the political-legal climate

The political-legal climate refers to legal and governmental systems within which an organization functions. Trends in legislation, court decisions, political, and governmental regulations are important aspects of this climate (Bartol et al., 2001, p. 67). It was noted within the literature that political stability and political influences are important factors that may influence the strategic planning within public sector organizations.

2.1.4.1.2.Barriers associated with the economic climate

The economic climate involves systems of wealth production, distribution and consumption. Within any economic system, organizations are influenced by economic factors over which they have little control, such as inflation and recession (Bartol et al. 2001, p. 66).

The macro-economy is defined as a branch of economics dealing with the performance, structure, behavior and decision-making of the entire economy. Macroeconomics is a broad field of study with two main areas of research: the attempt to understand the causes and consequences of short term fluctuations in national income, and the attempt to understand the determinants of long-term economic growth.

The macro economy influences strategic planning in public sector organizations in two ways. First, with economic growth, people’s expectations of public services increase which requires public organizations to strategically plan ahead to satisfy public demands for better services. Second, fluctuations in the macro-economy, such as the recent economic crises, might reduce public organizations' ability to plan ahead because funding is reduced on one side and the availability of reliable economic information (growth forecasting information) is unpredictable/unavailable on the other side (Prasad and Tata, 2003). It was also found in the literature that the degree of international economic involvement could also influence leadership and strategic planning (Cole, Bacdayan and White, 1993). Firms that experienced greater international competition were more likely to implement strategic initiatives (Barringer, Foster and Macy, 1999; Das, Handfield, Calantone, and Ghosh, 2000). As international competition increases, cost, quality and competitiveness become much more interdependent (Naidu, Prasad and Kleimenhagen, 1996). Intense global competition can cause firms to re-examine their strategies and practices (Yong and Wilkinson, 2001). Similarly, the opening of new markets can increase economic pressures toward affordable quality, resulting in a greater focus on quality in the strategic planning process (Feigenbaum, 1994).

2.1.4.1.3.Barriers associated with the socio-cultural climate

The socio-cultural climate represents the attitudes, values, norms, beliefs, behaviours and associated demographic characteristics of the population within which the organisation operates (Bartol et al. 2001, p. 68).

Bedeian (1993, p. 73) views the social environment of an organization as the societal views regarding an organization'sbehavior – that is, whether the organization is pursuing socially acceptable goals. For an organization to survive, society has to perceive it as legitimate and worthy of support. This facilitates the organization's ability to acquire resources and deflects questions about its ability to provide goods and services to the community.

In the public sector, the two main problems relating to the nature of public organizations and their relation to external stakeholders are the lack of clarity of the goals needed to satisfy external stakeholders and the multitude of stakeholders, resulting in many conflicting objectives and measures (Rantanen et. al, 2007). Two potential barriers to the strategic planning formation process have been noted in relation to the above: the variety of external stakeholders, and the ambiguity of stakeholders' expectations regarding public sector services.

Variety of external stakeholders: In the public sector there are many stakeholders that have different and conflicting requirements (Lawton et al., 2000; Wisniewski and Stewart, 2004). This creates at least two problems for public organizations while planning. First, the variety of stakeholders may produce a variety of objectives with a multitude of performance measures that satisfy no one (Wisniewski and Stewart, 2004). Second, it may be difficult to set targets or to make decisions based on the measurement results because some of the stakeholders have conflicting objectives and the conflicting needs of different stakeholders must somehow be reconciled (Lawton et al., 2000; Metta'nen, 2005).

Ambiguity of stakeholder's expectations: Another potential barrier is the ambiguity of stakeholders‟ expectations, which emphasizes the clarity of stakeholders' requirements. For many public sector organizations the planning process is faced with constraints relating to understanding external stakeholders' requirements. Writers such as Banfield (1975) emphasize the diverse and ambiguous nature of goals in public organizations. Although the literature emphasizes the problem with goals in the public sector, Lan and Rainey (1992) report empirical evidence to the contrary. They found that public managers perceive their goals as clear and achievable, but this result may depend on the relative public awareness of the organization. Setting goals in a highly politicised environment can cause difficulties for public managers, especially those who have a variety of stakeholders. Therefore, public organizations are likely to pursue a mix of strategies to satisfy various stakeholders' expectations (Boyne, 2003).

2.1.4.1.4.Barriers associated with the technological environment

Technology is of particular importance to organizations because it enhances an organization's productivity, which means it can either provide a competitive advantage to organizations that can use it effectively, or pose a threat to those that lack it (Bedeian 1993, p. 74). To remain competitive, organizations need to understand current technological developments affecting their ability to offer desirable products and services (Bartol et al. 2001, p. 65). Therefore, Rapid technological developments can be seen as a potential barrier to strategic planning, especially for those organizations that were unable to follow up on technological developments and use them as a competitive edge.

Before proceeding to the next section ‘internal organizational factors’, it’s important to shed light on overall environmental changes ‘turbulent environment’ and their relationship to strategic planning. A general premise of organization theory is that for organizations to be effective, they must adapt to their environment (Robbins, 1990). In the strategic management literature it is widely accepted that organizations must achieve an appropriate „fit“ with their environment. Andrews (1980) supports this view by stating that strategic planning has been viewed as a means of achieving rational change in an organization to maintain continuing fit with its environment.

As environmental turbulence increases, strategic issues emerge more frequently that challenge the way an organization formulates and implements its strategy. Turbulence also brings into question the responsibilities, balance of power, and decision-making priorities between those who manage and those who govern (Perrott, 2011). With increasing environmental volatility, the ability to accurately forecast changes diminishes. It becomes more difficult to pre-determine the appropriate strategies for an organization to achieve its objectives. In an environment of high volatility, use of plans may be too constraining, causing organizational inflexibility. It is in more stable environments, where forecasting is likely to be more accurate and organizational adaptation is kept to a minimum, that strategic planning will be most effective. This argument is consistent with the work of Frederickson (1984), who found that the integration and formalization of decision processes in planning was positively related to performance in stable environments and negatively related to performance in unstable environments (Drago, 1996). The literature on the turbulent environment and its relation to the formalized planning process gained considerable attention from scholars and practitioners, but with different conclusions. On one side, researchers argued that planning formality and comprehensiveness of planning is negatively associated with uncertainty in the external environment. Fredrickson and Mitchell (1984) found that planning comprehensiveness in unstable environments was negatively related to return on assets. Similarly, Fredrickson (1984) found that planning comprehensiveness was positively related to performance in stable environments.

2.1.4.2. Internal organizational barriers

Organizations, as defined by Atherton (1993), are complex social systems, behaviors and cultures. Organizational change presents a challenge for management and managers. Studies of strategic change illustrate its complexity, political challenges, cultural barriers, the inertia of an organization's systems and processes, and the bounded rationality of managers (Johnson, 1987; Pettigrew, 1985). For example, Leonard, Scholl and Beauvais (1997) noted that people generally dislike change because they are reluctant to move out of their comfort zone. Successful organizational change requires the expertise of managing both the human elements and their connectivity with strategy, technology, and other process-related elements of the organization (Schwartz and Davis, 1981).

2.1.4.2.1. Organization culture

There is no agreement on the precise definition of culture (Wilkins and Ouchi, 1983). Some such as Ashforth (1985) understand it as 'shared beliefs and assumptions'. Schien (1985) says that these beliefs and assumptions are learned unconsciously through group experience and they define, in a basic fashion, an organization's view of itself and its environment. Organization culture is seen as one of the most important internal organizational factors that gained considerable attention in the management literature (Alvesson and Berg 1992). The concept of organizational culture has been central to much of the subsequent work on organizational effectiveness. Specialized literatures emerged around particular variants of organizational culture such as learning culture and innovating culture. More recently, attention has turned to identifying and creating an organizational culture that facilitates agility; promotes alliances; encourages knowledge management; fosters corporate responsibility and moral integrity; and embraces diversity (Schien, 1985).

In relation to organizational culture and its influence on strategic planning and organizational change, different views were found in the literature. Many early proponents of organizational culture tended to assume that a strong, pervasive culture was beneficial to all organizations because it fostered motivation, commitment, identity, solidarity, and sameness, which in turn facilitated internal integration and coordination. On the other hand, Perrow (1979) argues that a strong culture and the internalized controls associated with it could result in individuals placing unconstrained demands on themselves, as well as acting as a barrier to adaptation and change. Added, a strong culture could also be a means of manipulation and co-optation. Along the same lines, Merton (1957) states that culture could further lead to resistance to goals or sub-goal formation because the behavioral norms and ways of doing things become so important that they begin to overshadow the original purpose of the organization. Schein (1992) has quite a different view. He noted that even though a strong organizational culture has generally been viewed as a conservative force that may be dysfunctional for change-oriented organizations. A strong (fairly stable) organizational culture does not necessarily mean that the organization will be resistant to change.

Despite the different views regarding the benefits or difficulties associated with strong culture, there is strong support in the literature indicating that the primary cause of the failure of most major change efforts has been the failure to successfully change the organizational culture (Caldwell, 1994).

2.1.4.2.2. Organization structure

Organization structure is defined as a formal system of task allocation, coordination and supervision that is directed towards the achievement of organizational aims (Pugh, 1990). The relationship between organization structure and strategic planning has been discussed by numerous authors. However, empirical studies of this relationship remain scarce (Drago, 1997). An understanding of an organization's structure is essential to the strategic planning development. If a structure is not compatible with a strategy, this will constrain strategy formulation and implementation. While it is generally agreed that organizational structure must vary according to the prevailing strategy, there is no agreement about an optimal organizational design (Wheelen and Hunger, 1984). Miles and Snow (1978) argue that strategy is a way of adjusting the relationship between an organization and its environment, and those internal structures and processes in turn must fit the strategy if this adjustment is to be successful. They added that organizations face not only planning challenges but also administrative problems (the selection of the appropriate structure) when they strategically plan ahead. Miles and Snow argue that administrative systems have both a 'lagging' and a 'leading' relationship with strategy: as a lagging variable, the administrative system must rationalize through the development of appropriate structures and processes. As a leading variable, the administrative system will facilitate or restrict the organization's future capacity to adapt.

The research into organizational structure and strategic planning concluded that a relationship between strategy and structure exists (Bower, 1970; Chandler, 1962; Scott, 1971) and that the choice of structure makes a difference in the achievement of strategy (Lorsch, 1976; Rumelt, 1974). And because of these conclusions, numerous writers today express the view that an appropriately designed structure is required to facilitate the formulation and implementation of a firm's strategy (Bart, 1986; Steiner and Miner, 1977). Due to this strong relationship, organizational structure can facilitate or inhibit the strategic planning formation process. Therefore, it was included as one of the potential barriers.

2.1.4.2.3. Leadership commitment

Strategic leadership is seen as a key element in effective strategic management, and for the strategic planning to be effective, there must be commitment and involvement from the very top of the organization. Leaders focus their organization on a strategic direction (Paul, 2004). A leadership's lack of commitment to the strategic planning process can be seen as a barrier to the planning process (Hoag, Ritschard and Cooper, 2002). In the public sector, Paul (2004) argues that leaders should participate in the appropriate design of strategic planning systems and see strategic planning systems as useful in helping them change things. Arguably, a well-designed strategic planning system not only helps leaders to increase learning capacity, it also helps to open up their organizations to more effective partnerships and to the needs of the public. In non-profit organizations the support of the executive director and at least some members of the board were essential to the adoption of formal planning (Stone and Brush, 1996).

In a study on the relationship between leadership characteristics and each of the planning processes and planning intensity, results showed that leadership characteristics (including power/control, creativity, and people dependence) have a strong association with planning processes and planning intensity; and even were considered to be strong predictors of them (Drago and Clements, 1999). Along the same lines, Hambrick and Fredrickson (2001) found that strategy formulation is linked to the top executive's personal philosophy and personality. Management's self-interest, their personalities, interpretations and influences on strategy have been linked to the strategy formulation process and ultimately to performance (Guth and Macmillan, 1986).

While top executives are argued to play a central role in strategic adaptation, evidence suggests that they are not equally open to organizational change (Geletkanycz, 1997). A study by Bart (1986) to examine the influence of cultural values on executive open-mindedness towards change showed that culture has an important impact on executive mindsets, as demonstrated by the fact that executives of differing cultural backgrounds are not equally open to change. Also, the study offers empirical support for the view that „values" prominently help (or add) in shaping executives" strategic and leadership orientations. Moreover, managers are not evenly open to change even in the context of significant environmental adjustment. Many develop a strong personal attachment to existing policies and profiles that effectively impede change in organizational strategy and the systems and practices which support it (Geletkanycz, 1997).

2.1.4.2.4. Lack of financial resources

One of the reasons for public sector reforms witnessed in the last two decades is caused by financial pressure placed upon public organizations and governments alike. Local governments are facing a growing contradiction between decreasing levels of financial support and increasing responsibilities and demand for better public services (Teo, 2002; Davis, 2003).

Environmental forces, as well as the availability of resources and organizational capabilities are pre-requisite to formulating strategies and plans. With regard to the resource-based view (Barney, 2001), the success of organizational change is deemed to be rooted in identifying and utilizing specific resources in order to gain successful implementation. In examining the consequences of the fundamental rationale of the resource-based view for research into organizational change, one can see that organizations must first possess or control specific resources. Then organizations should combine and utilize these resources. Finally, organizations have to build capabilities from these resources over time. Barney (2001) interpreted resources as being financial capital, physical, organizational and human resources.

2.1.4.2.5. Information technology infrastructure

Strategic readiness as Redding and Catalanello (1994) explained is a „state of permanent, organization-wide preparedness for large-scale systemic change'. Because of the prominent position that information technology (IT) plays in organizations today, IT strategic readiness is critical to overall organizational readiness for change (Sabherwal and Chan, 2001). This alignment can be reflected in the understanding of organizational objectives by information system (IS) planners; a perceived need to change IS goals in light of changing corporate goals, and mutual understanding between top management and IS planners.

Itami and Numagami (1992) state that there are at least three perspectives on the interaction between strategy and technology: the first focuses on the effect of current technology on the current strategy of the firm, the second on the effect of current strategy on future technology, and the third on the effect of current technology on future strategy. Itami and Numagami (1992) concluded that the essence of these effects is respectively: strategy capitalizes on technology, strategy cultivates technology, and technology drives cognition of strategy. As one of the intentions of this study is to identify barriers to the strategic planning formation process, the focus will be on the third interaction (the effect of current technology on future strategy).

Itami and Numagami (1992) added that the technology that the firm possesses, or the firm's current commitment to technological development, affects human cognitive processes for strategy formation within the firm. They proceed by saying that any factor can have two opposite effects on human cognitive processes. It can help stimulate appropriate cognitive processes, or it can hinder them. The negative side of the cognitive effect of technology on strategy seems to have been more prominently emphasized in the literature. For example, in the research on the effect of technology on corporate culture, technology is often to blame because excessive psychological commitment to the old technology may hinder emergence of new strategic thinking. However, Itami and Numagamiemphasize the positive side, and claim that current technology can drive cognition of future strategy of the firm in two ways. First, it channels and activates idea generation processes. Second, it helps integrate these fragmentary ideas.

A number of governments emphasize the use of technology within their government departments. In Dubai, for example, a number of government departments launched the e-government initiative. Electronic government is the government's use of the internet and other information and communications technologies to improve the processing and delivery of information and services to citizens, employees, business partners and other government organizations (Turban, King, Lee, Warkentin and Chung, 2002). Numerous benefits may accrue from e-government initiatives including cost savings, improved communications and coordination, expanded citizen participation and increased government accountability (Deloitte Consulting and Deloitte &Touche, 2000).

From the above discussions, technology can act on strategy as a weapon that firms can utilize in their favour (Porter, 1983), constraints to which they must adapt (Hofer and Schendel, 1978), a facilitator that can drive cognition of future strategy or an inhibitor to strategy formation (Itami and Numagami, 1992).

2.1.4.2.6. Performance management

Performance measurement is seen as a critical activity for management in both the private and public sector (Atkinson and McCrindell, 1997; Behn, 2003). The alignment between performance measurement and strategy is at the core of most performance measurement and management methodologies. Many scholars such as (Kaplan and Norton, 1996a; Neely, Richards, Mills, Platts and Bourne, 1997; Dyson, 2000) emphasised the importance of this alignment since strategy aligned performance measurement can facilitate and support the implementation of strategy.

2.1.4.2.7. Weak strategic thinking

There is no agreement in the literature on what strategic thinking is. A number of authors have used the term interchangeably with other concepts such as strategic planning or strategic management. Others have attempted to draw a line between different concepts. Wilson (1994), for example, notes that the character of strategic planning has profoundly changed so that it is now more appropriate to refer to it as strategic management or strategic thinking. However, strategic thinking has been researched in both the psychological and management literature with the psychological literature focusing on factors affecting strategic thinking and decision making whereas the management literature has focused on the process of strategic thinking and making strategic decisions (Drejer, Olesen and Strandskov, 2005). Drejer and others explain strategic thinking as thinking about possible scenarios and strategy in a creative manner that is relatively free from existing boundaries. Bonn (2005) goes farther and defines strategic thinking as "a way of solving strategic problems that combine a rational and convergent approach with creative and divergent thought processes".

Other authors have focused on strategic management processes and either stated explicitly that good strategic planning contributes to strategic thinking (Porter, 1987) or assumed implicitly that a well-designed strategic management system facilitates strategic thinking within an organization (Thompson and Strickland, 1999; Viljoen, 1994). Mintzberg (1994b) suggested a clear distinction between strategic thinking and strategic planning. He stated that „strategic planning is not strategic thinking‟ and argued that each term focuses on a different stage in the strategy development process. He claimed that strategic planning is a process that should occur after strategic thinking. Garratt (1995b) argued along similar lines. He defined strategic thinking as a process by which senior executives „can rise above the daily managerial processes and crises‟.

The importance of strategic thinking in the strategic planning process is well grounded in management literature. The importance of strategic thinking is noted at different phases of the planning process. Before the process (strategic planning is a process that should occur after strategic thinking – Mintzberg (1994b)); after the planning process (good strategic planning contributes to strategic thinking (Porter, 1987)); or even an outcome of strategic planning (strategic planning is intended to enhance an organization's ability to think, act, and learn strategically (Bryson, 2004)).

Strategic thinking was noted by some scholars as a barrier or problem to the planning process. For example, Bonn (2001) argues that the main strategic planning problem identified by the majority of senior executives was strategic thinking. He added that strategic thinking was a problem regardless of whether the companies had a formalized strategic planning system or used a non-formalized approach.

2.1.4.2.8. Resistance to change

One of the main organizational characteristics that keep the organization alive and developing is change. However, within the same organization, change can be embraced or cursed. By reviewing the literature in the field, a number of influences were found to be obstacles to change. Some relate to organization elements and others are more grounded in individual beliefs (Hoag et. al. 2002). In relation to individuals, Koopman (1991) implies that all organizations have resistors (people who will resist change at all cost). Leonard, Beauvais and Scholl (1995) added that people generally dislike change because they are reluctant to move out of their comfort zone. Larson and Finkelstein (1999) reported that staff exercises passive and active resistance to change by numerous ways such as speaking out or resigning, absenteeism, disobedience, and shirking. Nevertheless, staff members are not the ones to blame for resisting change. Kotter (1995) noted that three factors are considered to be significant obstacles to smooth organizational change initiatives. These are: manager's mindsets (status quo), internal organizational systems, and most importantly, employee-related reasons.

In relation to employee-related reasons (factors) behind resistance to change, the following was noted: uncertainty – staff threatened by prospects of change; turf protection – staff preferred to live with what they know rather than risking what they have; inability to cope with change – due to lack of certain capabilities and skills; internal politics – employees resist change if they believe their status would be diminished or if they depend on others for emotional or political security (Hoag et. al. 2002).

Although writings have focused additional attention on resistance, there remains substantial variability in how the phenomena associated with resistance are perceived and ultimately operationalized. Several authors have offered definitions broad enough that they could include almost any unfavorable reaction, opposition, or force that prevents or inhibits change. Such definitions have also implied that resistance to change is a problem that needs to be overcome or eliminated. However, others have challenged this perspective of resistance to change and proposed that resistance may be useful, and that it can be productively "harnessed" to help challenge and refine strategic and action plans and to improve the quality of decision making (Erwin and Garman, 2010). In other cases, resistance may be a productive response to perceived unethical actions as well as changes that may not be in the best interest of the organization (Oreg, 2006). In fact some scholars characterized resistance to change as a positive process that fosters learning among organization participants (Msweli-Mbanga and Potwana, 2006). From the above it is noted that resistance to change is one of the main barriers to smooth SPFP.

2.2. Organizational Performance

Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals (Guralnik and David, 2004). Most MSEs, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group (e.g. the poor). At the same time, a majority of organizations also see their performance in terms of their 'efficiency' in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both ‘financially viable’ and "relevant" to its stakeholders and their changing needs.

The overall performance of the organization may be sub-optimized (Missroon, 2000). Only a performance management system engenders strategic evolution and ensures goal congruence. As the balanced scorecard provides a comprehensive, top-down view of organizational performance with a strong focus on vision and strategy, performance management can be greatly facilitated through its use (Missroon, 2000).

2.2.1. Strategic Planning Practices and organization Performance

Organizations do not exist in a vacuum; each organization is set in a particular environment to which it is inextricably linked. This environment provides multiple contexts that affect the organization and its performance, what it produces and how it operates.Over the past decade, researchers have investigated the effects of formal strategic planning on organizational performance. Many have concluded that there is no consistent *association between the strategic planning process and performance (Cappel,* 1990; Greenley, 2006).

Strategic plan consists of plan processes that are undertaken in firms to develop strategies that might contribute to performance (Starkey, 2004). Key aspects of strategic plan are a long time horizon, formality, the use of plan instruments, and frequent control of plans. Strategic plan can contribute to performance by generating relevant information, by creating a better understanding of the important environment, and by reducing uncertainty (Schwenk&Shrader, 2003). While the analysis of the performance impact of strategic plan is largely confirmed in the context of larger firms (Bracker et al., 2008; Lyles et al., 2003; Schwenk and Shrader, 2003), its relationship in the context of smaller enterprises has not been given much attention in existing research. While there is some evidence in support of a positive relationship between strategic plan and performance in smaller enterprises, other studies find no relationship or even a negative relationship.

The literature is inundated with the apparent advantages of planning, most notably its ability to improve the fit between the organization and its external environment (Godiwalla, Meinhart&Warde, 1981). Others have argued that planning aids in the identification of future marketing threats and opportunities, elicits an objective view ofmanagerial problems, creates a framework for internal communication, promotes forward thinking and encourages a favorable attitude to change (Hausler, 1968; Stern, 1966). Further, there are intrinsic benefits that accrue as a result of the planning process, including the positive effects of planning on local employment and the economy (Greenley, 2006). The concept of performance measurement attempts to answer the basic questions of how much output is required to achieve a particular output which cannot be fully achieved without formal strategic planning.

Strategic planning practices enable organization to perceive issues related to its performance in a competitive advantage dimension. Porter (2004) explains that the business environment is complex, dynamic and competitive. To establish your business within an industry to a performing level the organization need to strategize and use strategic planning practices as keys aspect toward establishing or positioning themselves strategically in the market. Porter (2004) states that organization performance is determined by its ability to find a unique position, strategic planning practices is the tool for enabling an organization to establish a unique position to acquire a unique competitive advantage.

Organizations are environment dependent. Each organization is set in a particular environment to which it is inextricably linked. This environment provides multiple contexts that affect the organization and its performance, what it produces, and how it operates (Nabli&Nugent, 1989). However, for any business to be successful, functions must be defined and accomplished. It is important for an organization to develop strategies that are designed around the skills that would enhance the performance of the organization.

Strategic planning provides all the employees with clear objectives and directions to the future of the organization. Most people perform better (in quality and quantity) if they know what is expected of them and where the organization is going. Strong incentives, unified opinions, no conflicts, control and evaluation basis and others are the positive effects of strategic planning (Loasby, 1987). A strategic planning practice helps an organization to perceive issues related to its performance in a competitive advantage dimension. Porter (2004) explains that the business environment is complex, dynamic and competitive. To establish your business within the industry to a performing level the organization needs to strategize and use strategic planning practices as key aspects towards establishing or positioning themselves strategically in the market.

According to Porter (2004) organization performance is determined by its ability to find a unique position. Strategic planning practices provide tools for enabling an organization to establish a unique position to acquire a unique and competitive advantage. Organizational performance is about creating value for the primary beneficiaries of the organization. Strategic thinking and planning can help you to keep focus of your team and this value creation, and not on management tools or practices for their own sake. For example SWOT Analysis is a useful tool in one of the essential stages or elements of such planning process.

CHAPTER THREE

RESEARCH DESIGN AND METHOD

This section of the thesis deals with the research design, research area, Source of data, population of the study, sampling procedure, data collection instrument, data collection procedures, validity and reliability of the study, ethical consideration and method of data analysis.

3.1. Research Design

This studyused descriptive research designto“assessing the strategic planof Ethiopian football federation”. A study concerned with finding out who, what, when, where, which and how of a phenomenon is a descriptive research design (Kothari, 2007; Cooper and Schneider, 1999). As Seyoum and Ayalew (1989:16) stated the descriptive method is concerned with showing the current situations. A descriptive design attempts to picture or document current conditions that is to describe what occurs at the moment.

3.2. Research Area

This research was conducted to assessingthe strategic planof Ethiopian football federation. The Ethiopian football federation is located at Addis Ababa around bole wolosefer area.

3.3. Population of the study

In Ethiopian football federation there are 84 permanent employees but the researcher used to conduct the research with 54 samples of the Ethiopian football federation employees. This was because of the other 30 employees are secretary’s, securities and cleaning employees of the federation that who do not have professional expertise in strategic plan and performance. Therefore, the total sample of the study was 54.

3.4. Sampling technique

To conduct the research; the researcher used comprehensive sampling technique. Comprehensive sampling technique helps to choose to examine the entire population that have a particular set of characteristics. From the total population of 84 employees, the study used 54 employees as a sample of the study that worked permanently in the office of the federation. The study was designed to assessingthe strategic planof the Ethiopian football federation.

3.5. Sources of Data

In order to collect the essential information and data the researcher used both primary and secondary source of data.

3.5.1. Primary source of data

To collect data through primary data the researcher used 1 head secretary, 1 vice secretary, 12 finance department employees, 6 human resource department employees, 4 director of competition, 9competition department employees, 4 technique department employees, 4 planning and budget employees, 2 law department employees, 5 IT department employees and 6 referee department employees by means of questionnaire and structured interview to manager of Ethiopian football.

3.5.2. Secondary source of data

The secondary data were collected through various phases of the research study and included a variety of information from various sources.

In the secondary data, the researcher used to collected the data from documents such as; strategic plan of Ethiopian football federation, available reports and other documents that are focusing on strategic plan and performance of the federation.

3.6. Tools of Data Collection

The researcher used five point liker scale questionnaire, structured interview and document analysis. In which questionnaire was done by employees of the Ethiopian football federation and interview were done by head secretary (manager) of the Ethiopian football federation. And the researcher was use secondary data for the purpose of to strengthen the primary sources during the data analysis procedure. This is including, the strategic planning of Ethiopian football federation and documents and reports that are focusing on the strategic plan and performance of the federation.

3.6.1. Questionnaires

According to Kumar (1996) questionnaire is a written list of questions, the answers to which are recorded by respondents. The aim of this research was to assessingthe strategic planon the performance of the Ethiopian football federation. The researcher was used Five (5) points Liker scale questionnaire to collect data from the target populations.

This questionnaire consisted of items such as questions about strategic plan formation, strategic plan direction, strategic plan analysis strategic planning implementation, strategic plan evaluation, and performance of the federation.

3.6.2. Interview

Interviews are a type of survey where questions are delivered in a face-to-face encounter by interviewer. The interview is like a conversation and has the purpose of obtaining information relevant to a particular research topic (Kumar, 1999). The researcher was use structured interview to supplement and enrich the information that was draw by the questionnaire because of its being more economical, providing a safe basis for generalization and requiring relatively lesser skill on the part of the interviewer.

3.6.3. Document analysis

Document analysis is an important research tool in its own right, and is an invaluable part of most arrangements of triangulation, the combination of methodologies in the study of the same phenomenon. It is often used because of the many different ways it can support and strengthen research. Documents can provide supplementary research data, making document analysis a useful and beneficial method for most research. Documents can also contain data that no longer can be observed, provide details that informants have forgotten, and can track change and development. Document analysis can also point to questions that need to be asked or to situations that need to be observed, making the use of document analysis a way to ensure your research is critical and comprehensive (Bowen, 2009). To assess the documents the researcher was used the following processes : Gather relevant texts, Develop an organization and management system, Make copies of the originals for annotation, Asses' authenticity of documents, Explore document's agenda, biases, Explore background information (e.g., tone, style, purpose), Ask questions about document (e.g., Who produced it? Why? When? Type of data?), and Explore content. The researcher analysis would focus on strategic planning, reports and documents which are cooked by Ethiopian football federation.

3.7. Validity and Reliability of the Instrument

3.7.1. Validity of the Instrument

Reliability alone is not sufficient to consider that an instrument is adequate (Churchill, 1979). Therefore, validity is required to validate the constructs of this thesis. According to Zikmund (2003, p. 331), validity means ‘the ability of a scale to measure what is intended to be measured’. Neuman (1994) points out that the better the fit between the conceptual and operational definitions, the greater the measurement validity. Added to this, validity represents the relationship between the construct and its indicators (Punch, 1998). Three types of validity including content, construct (convergent and discriminant) and criterion validity have been examined in this thesis. These are related to the internal validity of the scales and their items.

3.7.1.1. Internal validity

Nunnally and Bernstein (1994) suggest there are three important aspects of a valid construct. First, the construct should be seen to be a good representation of the domain of the observable related to the construct. Second, the construct should well represent the alternative measures. Finally, the construct should be well related to other constructs of interest. Taking into account these considerations, three types of validity as stated above have been examined. These are covered next.

3.7.1.1.1. Content validity

Content validity is a subjective but systematic assessment of the extent the content of a scale measures a construct (Malhotra et al., 1996). When it appears evident to experts that the measure shows adequate coverage of the concept, the measure has face validity (Zikmund, 2003). In order to obtain content validity, this thesis follows the recommended procedures of Cooper and Schindler (1998) through evaluating the research instrument by a panel of experts and by conducting interviews, asking them to give their comments on the instrument. The interviews were conducted as part of the pre-test methods discussed earlier in section (5.4). Given that content validity has a subjective nature, it is not sufficient to provide a more rigorous empirical test (Zikmund, 2003).

3.7.1.1.2. Construct validity

Construct validity is directly concerned with what the instrument is actually measuring (Churchill, 1995). In other words, it refers to how well the results are achieved from employing the measure fitting the theories around which the test is designed (Sekaran, 2000). In this context, Malhotra et al. (1996) also found it necessary to consider the theoretical questions about why the scales work and what deductions can be made based on the theory. In summary, this measure of validity refers to developing correct and adequate operational measures for the concept being tested (Yin, 1994; Malhotra et al., 1996).

3.7.1.1.3. Criterion validity

Criterion validity is the third measure of validity. It refers to the ability of measures to correlate with other standard measures of the same construct (Zikmund, 2003). It can be classified as concurrent validity or predictive validity (Sekaran, 2000) depending on the time sequence in whichthe new measurement scale and the criterion measure are correlated (Zikmund, 2003).

3.7.2. Reliability of the Instrument

The reliability of a measure indicates the extent to which it is without bias and hence ensures consistency across the variable items in the instrument. It is an indication of the stability and consistency with which the instrument measures the concept and 'goodness' of the measure. Internal consistency is used to assess the reliability of the summated scale where several items are summed to form a total score (Malhotraet al., 1996, p. 305). If they are reliable, the items will show consistency in their indication of the concept being measured.

3.8. Procedure of data collection

For those respondents who had selected, the final copies of the questionnaires were distributed in face-to-face situation by the researcher. This was done intentionally; if there was a need for additional explanation on how to respond and to get back as many questionnaires as possible.

Regarding to interviews and document analysis, complete during the period in which the researcher is in the Ethiopian football federation (EFF) for the second time to collect the questionnaires.

3.9. Method of Data Analysis

The researcher used triangular method to collect the results through questionnaire, interview and document analysis and interpreted in both qualitative and quantitative approaches. Qualitative methods were used to provide detailed descriptions of data to help the researcher explore and discover essential patterns and a quantitative approach were expected for quantifying data in terms of tables.

3.10. Ethical Consideration

The study adhered closely to ethical principles applicable to research in the Ethiopian football federation. Administrative consent and informed respondent consent preceded all data-gathering activities. Respondent anonymity was protected at all times and the status of any information classified as confidential was respected. The intent of the study was always fully disclosed.

CHAPTER FOUR:

4.1 DATA ANALYSIS INTERPRETATION AND DISCUSSIONS

The results of this study are presented under this chapter to assessing the strategic plan on the performance of Ethiopian Football Federation. Five groups of variables are analyzed. These are: demographic characteristics of the respondents, the strategic plan formation process (SPFP); internal and external barriers to SPFP; the strategic plan document quality criteria; and performance of the Ethiopian football federation. N.B under each table the researcher writes 'F and %'. That is for the purpose of 'F' to represent frequency and '%' for represented of percent.

4.1.1. Demographic Characteristics of the Respondents

Table 1 Sex AgeEducational Qualificationand Work experience of Respondents

No	Item	Respondents	
		F	%
1	**Sex**		
	Male	37	69
	Female	17	31
	Total	54	100
2	**Age**		
	18-25	3	6
	26-30	10	19
	31-35	10	19
	35-40	14	25
	Above 40	17	31
	Total	54	100
3	**Educational Qualification**		
	High School graduate	-	-
	Diploma	7	13
	First Degree & above	47	87
	Total	54	100
4	**Work experience**		
	0-5	3	5
	6-10	20	38
	11-15	24	44
	Above 15	7	13
	Total	54	100

As it is displayed in table 1, the total numbers of participants are 54 and they are 37 males and 17 females. This shows that the EFF is dominated by the male group. Regarding the age of the respondents, 6% of them were between age 20-25, and 19% of the respondents were between ‘26-30 & 31-35’ years of age; while 26% of the respondents were between 36-40 years of age, the highest 30% were above 40years of age.

Concerning their qualification, 87% of the respondents were first degree and more advanced degree holders; the educational qualification shows that all the respondents are educated that is helpful for the study in gathering data from knowledgeable personnel, the EFF were managed by educated persons. Regarding the work experience of the respondents, 44% of respondents were from 11-15 years’ work experience, 5% of the respondents had 0-5 years of experience, 38% of the respondents had 6-10 years of experience and 13% respondents had above 15 years of experience.

4.1.2. The strategic planning formation process (SPFP)

Table 2 Vision Statement

Vision statement	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
The vision statement draw to employees for a common work	**0**	**0**	**3**	**6**	**7**	**13**	**44**	**82**	**0**	**0**	**54**	**100**
The vision statement is given a hope for a better future of the organization	3	6	0	0	48	88	0	0	3	6	54	100
The vision statement is inspire staff members to realize their dreams through positive, effective action	3	6	3	6	7	13	38	69	3	6	54	100
The current vision statement provide a basis for developing the other aspects of employees action planning process	3	6	45	82	3	6	0	0	3	6	54	100

The above table indicates that 3 (6%) responded dis agree, 7 (13 %) responded neutral, 44 (82%) responded agree, and 0 (0%) responded strongly agree to the vision statement drawn to employees for a common work. Since the vision statement gives a hope for a better future of the organization 3 (6 %) of the respondent have responded strongly disagree, and 3 (6%) responded strongly agree. As the vision statement inspires staff members to realize their dreams through positive, effective action 3 (6 %) of the respondent have responded strongly disagree, 3 (6%) responded dis agree, 7 (13 %) responded neutral, 38 (69%) responded agree, and 3 (6%) responded strongly agree. And finally, considering that the current vision statement provides a basis for developing the other aspects of employees action planning process 3 (6%) of the respondent have responded strongly disagree, 45 (82%) responded dis agree, 3 (6%) responded neutral, and 3(6 %) responded strongly agree.

Table.3. Mission statement

Mission statement	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly agree**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
The mission statement is inclusive of the goals and people who may become involved in the organization.	**0**	**0**	**3**	**6**	**7**	**13**	**37**	**69**	**7**	**13**	**54**	**100**
The developed mission statement is outcome oriented.	0	0	3	6	3	6	45	82	3	6	54	100
The mission statement Clarifies the optimum goals of the organization	3	6	34	62	10	19	7	13	0	0	54	100
The mission statement Provides a framework by which strategies are formulated	40	74	0	0	7	13	7	13	0	0	54	100
The vision statement described what the organization will do and why it will do	3	6	38	69	10	19	0	0	3	6	54	100

As it is shown in the above table 3(6 %) responded dis agree, 7 (13 %) responded neutral, 37 (69 %) responded agree, and 7 (13%) responded strongly agree to the mission statement is inclusive of the goals and people who may become involved in the organization. For the developed mission statement is outcome oriented 3 (6%) responded neutral, 45 (82%) responded agree, and 3 (6%) responded strongly agree. To the developed mission statement Clarifies the optimum goals of the organization 3 (6%) of the respondent have responded strongly disagree, 34 (62%) responded dis agree, 10 (19%) responded neutral, and 7 (13%) responded agree, For the developed mission statement Provides a framework by which strategies are formulated 40 (74%) of respondent have responded strongly disagree, 7 (13 %) responded neutral and 7 (13%) responded agree. And finally, for the vision statement described what the organization will do and why it will do 3 (6 %) of the respondent have responded strongly disagree, 38 (69 %) responded dis agree, 10 (19%) responded neutral, and 3 (6%) responded strongly agree. I can conclude from the above result, most employees of the Ethiopian football federation has not sure when they are familiarly with mission of an organization, they don't believe the mission statements clarify the optimum goals of an organization, and they want to be revised the current mission statement of the organization. So, the Ethiopian football federation should emphasize on its employees familiarity with the vision statement, and must change the mission statement. If not, it will be difficult to achieve mission of an organization.

Table.4. Strategic Objectives

Strategic Objectives	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly Agree**		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Staff members are familiar with the objectives of the organization	**0**	**0**	**3**	**6**	**3**	**6**	**7**	**13**	**41**	**75**	**54**	**100**
Strategic Objectives, more than any other components, are the backbone of a strategy	3	6	35	63	10	19	3	6	3	6	54	100
The strategic objectives are the working interpretation of the vision, mission and strategic priorities	3	6	41	75	7	13	0	0	3	6	54	100

The strategic objectives are include a strategic result and be part of a strategy map	3	6	3	6	41	75	7	13	0	0	54	100
The current strategic objectives are should be revised or modified	7	13	3	6	3	6	34	62	7	13	54	100

As it is shown in the above table 3 (6%) responded dis agree, 3 (6%) responded neutral, 7 (13%) responded agree, and 41 (75%) responded strongly agree to the staff members are familiar with the objectives of the organization. For the Strategic Objectives, more than any other components, are the backbone of a strategy 3 (6 %) of the respondent have responded strongly disagree, 35 (63%) responded dis agree, 10 (19%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree. To the strategic objectives are the working interpretation of the vision, mission and strategic priorities 3 (6 %) of the respondent have responded strongly disagree, 41 (75%) responded dis agree, 7 (13%) responded neutral, and 3 (6%) responded strongly agree. For the strategic objectives are include a strategic result and be part of a strategy map 3 (6%) of respondent have responded strongly disagree, 3 (6%) responded dis agree, 41 (75%) responded neutral and 7 (13%) responded agree. And finally, for the current strategic objectives are should be revised or modified 7 (13%) of the respondent have responded strongly disagree, 3 (6 %) responded dis agree, 3 (6%) responded neutral, 34 (62%) responded agree, and 7 (13%) responded strongly agree. The above results indicated that, most of employees in the federation are familiar with the objectives of the organization but, most employees want the organization objectives to be revised. These shows there are problems on the objectives of the organization. So, the federation should revise again the objectives to the sake of achieving organization objectives.

Table.5. Assessing the Environment and strategic Issues

Assessing the Environment & Strategic Issues	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
A comprehensive strategic analysis was conducted as part of the strategic planning process (Strategic analysis: internal and external barrios and success of the organization)	0	0	3	6	17	32	31	56	3	6	54	100
Strategic issues facing your organization, division, or department have been clearly identified	3	6	7	13	38	69	3	6	3	6	54	100
The strategic issues were used to formulate the strategies and plans	3	6	0	0	14	25	30	56	7	13	54	100

The above table indicates that 3 (6 %) responded dis agree, 17 (32%) responded neutral, 31 (56%) responded agree, and 3 (6%) responded strongly agree to the comprehensive strategic analysis was conducted as part of the strategic planning process (Strategic analysis: internal and external barrios and success of the organization). For the Strategic issues facing your organization, division, or department have been clearly identified 3 (6 %) of the respondent have responded strongly disagree, 7 (13%) responded dis agree, 38 (69%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree. And finally, for the strategic issues were used to formulate the strategies and plans 3 (6%) of the respondent have responded strongly disagree, 14 (25%) responded neutral, 30 (56%) responded agree, and 7 (13%) responded strongly agree. As we showed in the above result most of the Ethiopian football federation employees has not enough information about assessing the environment and strategic issues. This indicated that, the Ethiopian football federation has not assessing the environment and strategic issues or either the employees have not information about it. So, it will affect the employees' expertise about assessing the environment and strategic issues.

Table 6.Strategies and Plans Formation

Strategies and Plans Formation	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly Agree**		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Strategies and plans were developed for the organizational level you were involved in (corporate, division, or department level, based on your answer to question)	10	19	38	69	3	6	3	6	0	0	54	100
During the strategic planning formation process, it was decided what current strategies should be kept, improved, or stopped	3	6	3	6	41	75	7	13	0	0	54	100
During the strategic planning formation process, it was decided what new strategies and plans should be initiated, when, why, and by whom	3	6	0	0	44	81	7	13	0	0	54	100

The above table indicates that 10 (19%) of the respondent have responded strongly disagree, 38 (69%) responded dis agree, 3 (6%) responded neutral and 3 (6%) responded agree to the Strategies and plans were developed for the organizational level you were involved in (corporate, division, or department level, based on your answer to question). For the during the strategic planning formation process, it was decided what current strategies should be kept, improved, or stopped 3 (6 %) of the respondent have responded strongly disagree, 3 (6%) responded dis agree, 41 (75% responded neutral and 7 (13%) responded agree. And finally, for the during strategic planning formation process, it was decided what new strategies and plans should be initiated, when, why, and by whom 3 (6%) of the respondent have responded strongly disagree, 44 (81%) responded neutral and 7 (13%) responded agree. We can understand from the above results, most of the Ethiopian football federation employer has not enough information about strategies and plan development. So, this showed during the strategic plan preparation period the employees were not participated. This also will be a great obstacle to the Ethiopian football federation to be successful organization because of its employees' less expertise about strategic plan of the organization.

Table 7. Monitoring and Evaluation

Monitoring & Evaluation	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly Agree**		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
The execution of the strategies and plans are monitored …	3	6	48	88	0	0	3	6	0	0	54	100
The outcomes of the strategies and plans have been evaluated	7	13	44	81	0	0	0	0	3	6	54	100
Some of the strategies, systems, policies, and goals were revised as a result of the evaluation process	3	6	10	19	31	56	10	19	0	0	54	100

The above table depicted 3 (6 %) of the respondent has responded strongly disagree, 48 (88%) responded dis agree and 3 (6%) responded agree to the execution of the strategies and plans are monitored. For the outcomes of the strategies and plans have been evaluated that 7 (13%) of the respondent have responded strongly disagree, 44 (81%) responded dis agree and 3 (6%) responded strongly agree. And finally, for the some of the strategies, systems, policies, and goals were revised as a result of the evaluation process 3 (6%) of the respondent have responded strongly disagree, 10 (19%) responded dis agree, 31 (56%) responded neutral and 10 (19%) responded agree.

The above result showed to us, the monitoring and evaluation part of the Ethiopian football federation is very weak and it affects the organization performance. Because, evaluation and monitoring of the strategic plan helps to the organizations know easily their strong and weak parts. So, the Ethiopian football federation should evaluate and monitor its strategic plan to be successive organization.

4.1.3.Barriers & Obstacles to the Strategic Planning Formation Process

Table 8 indicated that the results of internal factors that are barriers or obstacles to the strategic planning formation process 37 (68%) of the respondent has responded strongly disagree, 7 (13%) responded dis agree, 3 (6%) responded agree, and 7 (13%) responded strongly agree to organizational culture, 38 (69%) of the respondent has responded strongly disagree, 10 (19%) responded dis agree, 3 (6%) responded neutral, and 3 (6%) responded strongly agree to organizational structure, 41 (75%) responded dis agree, 7 (13%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree to organization's mandate, 45 (82%) responded dis agree, 3 (6%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree to Strategic planning procedures, 17 (31%) responded neutral, 34 (63%) responded agree, and 3 (6%) responded strongly agree to Weak strategic thinking, 7 (13%) responded agree, and 47 (87%) responded strongly agree to Leadership commitment to strategic planning, 37 (68%) responded agree, and 17 (32%) responded strongly agree to Employees resistance to change, 3 (6%) of the respondent has responded strongly disagree and 51 (94%) responded strongly agree to Lack of financial resources, 10 (19%) responded neutral, 3 (6%) responded agree, and 41 (75%) responded strongly agree to Weak performance management system.

Finally, from internal factors the Ethiopian football federation's barriers in the strategic planning process are weak strategic thinking, leadership commitment, employees' resistance to change, lack of financial resource, and weak performance management system.

Table.8. Internal Factors that are barriers or obstacles to the strategic planning formation process:

Internal Factors that are barriers or obstacles to the strategic planning formation process:	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly Agree**		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Organizational culture	37	68	7	13	0	0	3	6	7	13	54	100
Organizational structure	38	69	10	19	3	6	0	0	3	6	54	100
Organization's mandate	0	0	41	75	7	13	3	6	3	6	54	100
Strategic planning procedures	0	0	45	82	3	6	3	6	3	6	54	100
Weak strategic thinking	0	0	0	0	17	31	34	63	3	6	54	100
Leadership commitment to strategic planning	0	0	0	0	0	0	7	13	47	87	54	100
Employees resistance to change	0	0	0	0	0	0	37	68	17	32	54	100
Lack of financial resources	3	6	0	0	0	0	0	0	51	94	54	100
Weak performance management system	0	0	0	0	10	19	3	6	41	75	54	100

Table 9 External Factors that are barriers or obstacles to the strategic planning formation process

External Factors that are barriers or obstacles to the strategic planning formation process:	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Political influence	0	0	0	0	0	0	44	81	10	19	54	100
Political instability	0	0	0	0	0	0	47	87	7	13	54	100
Linkage to country's strategic plan	0	0	3	6	3	6	41	75	7	13	54	100
Rapid technology development	3	6	0	0	7	13	41	75	3	6	54	100

Table 9 depicted that the results of external factors that are barriers or obstacles to the strategic planning formation process 44 (81%) responded agree, and 10 (19%) responded strongly agree to political influence, 47 (87%) responded agree, and 7 (13)% responded strongly agree to political instability, 3 (6%) responded dis agree, 3 (6%) responded neutral, 41 (75%) responded agree, and 7 (13%) responded strongly agree to linkage to country's strategic plan, and 3 (6%) of the respondent has responded strongly disagree, 7 (13%) responded neutral, 41 (75%) responded agree, and 3 (6%) responded strongly agree to rapid technology development. The above result indicated that all of the external barrios are affect the Ethiopian football federation in the strategic planning formation.

4.1.4. Strategic Plan Document

Table 10 strategic plan Document

Part C: Strategic Plan Document	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly agree**		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Formality: the strategic plan in my organization is formally documented (including all parts of a strategic plan)	3	6	3	6	41	75	7	13	0	0	54	100
Clarity: the strategic objectives and strategies in the strategic plan are clearly stated	3	6	3	6	38	69	10	19	0	0	54	100
Measurability: the strategic objectives are measurable and can be monitored and evaluated	3	6	10	19	38	69	3	6	0	0	54	100
Objectivity: the desired outcomes are clearly stated and understood in the strategic plan	3	6	44	81	3	6	3	6	0	0	54	100
Coverage: the strategic objectives in the strategic plan cover all the critical factors identified in the analysis phase	3	6	7	13	41	75	3	6	0	0	54	100
Openness: the strategies in your organizational strategic plan are openly disseminated and not hidden	3	6	45	82	3	6	3	6	0	0	54	100
Consistency vs. flexibility: in your organization, strategic consistency is more important than strategic flexibility	3	6	3	6	48	88	0	0	0	0	54	100

The above table indicated results of the respondents about strategic plan document. And depending on respondents response 3 (6%) of the respondent has responded strongly disagree, 3 (6%) responded dis agree, 41 (75%) responded neutral and 7 (13%) responded agree to formality of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree, 3 (6%) responded dis agree, 38 (69%) responded neutral and 10 (19%) responded agree to clarity of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree, 10 (19% responded dis agree, 38 (69%) responded neutral and 3 (6%) responded agree to measurability of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree, 44 (81%) responded dis agree, 3 (6%) responded neutral and 3 (6%) responded agree to objectivity of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree, 7 (13%) responded dis agree, 41 (75%) responded neutral and 3 (6%) responded agree to coverage of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree, 45 (82%) responded dis agree, 3 (6%) responded neutral and 3 (6%) responded agree to openness of the Ethiopian football federation strategic plan, 3 (6%) of the respondent has responded strongly disagree,3 (6 %)responded dis agree and 48 (88%) responded neutral to consistency Vs. flexibility of the Ethiopian football federation strategic plan.

We can understand from the above results, most employees of the Ethiopian football federation have not enough expertise about the federation's strategic plan document. So, the federation or organization should give training about its strategic plan document and invite the employees during the strategic plan preparation

4.1.5. Performance of Ethiopian football federation

Table.11. Organization Performance

Part D:Organization Performance	Below average		Average		Above average		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Quality of products or services	10	19	44	81	0	0	54	100
Ability to attract essential employees	10	19	44	81	0	0	54	100
Relationship among employees, volunteers, and sister federations	7	13	7	13	40	74	54	100
Customer satisfaction	54	100	0	0	0	0	54	100
Operating efficiency	7	13	44	81	3	6	54	100
Relation with stakeholders	17	32	3	6	34	62	54	100
Relation with Ethiopian sport commission	10	19	7	13	37	68	54	100
Evaluation and report	47	87	7	13	0	0	54	100
Financial transparency	10	19	41	75	3	6	54	100
Financial performance	3	6	44	81	7	13	54	100

The above table depicts that result about performance of the Ethiopian football federation. Depending on respondents response 10 (19%) of the respondent has responded below average and 44 (81%) responded average to quality of products or services of the organization, 10 (19%) responded below average and 44 (81%) responded average to ability of attract essential employees to the organization, 7 (13%) responded below average, 7 (13%) responded average and 40 (74%) responded above average to the relationship among employees of the organization, volunteers, and sister federations, 54 (100%) responded below average to customer satisfaction, 17 (32%) responded below average, 3 (6%) responded average and 34 (62%) responded above average to relation with stakeholders of the organization, 10 (19%) responded below average, 7 (13%) responded average and 37 (82%) responded above average to relation with Ethiopian sport commission, 47 (87%) of the respondent has responded below average and 7 (13%) responded average to evaluation and report of the organization, 10 (19%) of the respondent has responded below average, 41 (75%) responded average and 3 (6%) responded above average to financial transparency of the organization, and 3 (6%) of the respondent has responded below average, 44 (81%) responded average and 7 (13%) responded above average to financial performance of the organization.

The above result indicated most of the Ethiopian football federation performances are either average or slightly better. So, the Ethiopian football federation needed to revise and evaluate its strong and weak performances to be in the rank of average and above average.

4.1.6 Results from Interview

The purposeof this interview was to assessing the effect of strategic planning on the performance of the Ethiopian Football Federation and this interview were propose to the head secretary of Ethiopian Football Federation.

Who and when the Ethiopian football federation strategic plan developed?

The Ethiopian football federation strategic plan is developed by head secretary of the federation and it is revised once in four years.

Do you think the strategic plan was implemented properly?

Yes as much as possible it is implemented properly. But the strategic plan can be altered with the changing circumstances. Just for example with the use of new technology things have become more effective. So it needs to be relevant. As far as current circumstances are concerned the organization's strategic plan is in line with our goals.

How often are the Vision and Mission statements reviewed?

Vision and Mission statements are the basis of any organization's creation. Therefore Vision and Mission statements are not changed or reviewed in our organization.

What are the major barrios of the strategic plan?

Difficulty employees' resistance to change and lack of financial resource are the major barrios of the Ethiopian Football Federation strategic plan.

How do employees perform the strategic plan?

The employees first have to be trained by the organization to be aware of mission and vision of the entity. Based on the mission and vision goals & targets are set. In order to achieve the target, strategies are devised and then the action plan is formed.

Do stakeholders, and sport commissions are involved actively in performing the strategic plan?

Yes because, any strategic plan to be achieved needs the involvement of all the stakeholders. This inline creates harmony and goodwill amongst all. The Ethiopian football federation is also developed based on the strategic plan of the Ethiopian sport commission.

How do you see the Ethiopian football federation strategic plan and performance compare with other Ethiopian sport federations?

Since in our country there are more than twenty sport federations but only athletics and football federations are in good performance than other sport federations it seems that our federation strategic plan is better strategic plan.

4.1.7. Results from document analysis

The researcher was use strategic plan check list to analyze the document (strategic plan of the Ethiopian football federation). The checklist included that vision, mission, customer value proposition, strategic direction, values, strategic budget, strategic priorities, strategy process evaluation, objectives, and strategy map of the Ethiopian football federation.

Wherever you are in the strategic planning process, it is worthwhile to run a check to ensure you have done everything you need to do. Strategic planning is not complex. Implementing a strategy might be, but the strategic planning process is quite straightforward. At its simplest it consists of; defining a vision of the future; communicating the vision; breaking it down to priorities and work elements, measuring progress; assessing the plan and starting again. Most strategic planning cycles reiterate annually and have a three to five-year outlook.

The following document consists of a checklist containing all of the elements required for a good strategic plan and a commentary for each element. It can be used as a gap-analysis tool. The items on the list are based on decades of experience of practitioners who have been, and are still, involved in strategic planning.

Components	Status	Comments
Vision	✓	Prepared in good
Mission	✓	Prepared in good
Values		Too many values in the existing set
Objectives		Must be revised
Strategic direction	✓	Prepared in good
Strategic Budget	✓	Identified but not declared
Customer Value Proposition	✓	Complete, study available
Strategic Priorities		Old set needs to be thrown out
Strategy Process Evaluation		Strategic process evaluation never considered
Strategy Map		Never built a strategy map, needs serious attention

Vision statementof the Ethiopian football federation

Vision statement must be defined where we want to go – The cornerstone of any strategic planning activity. Without a vision there is nothing to build the strategy upon. A vision statement should be short and inspirational. It describes where a company or organization wants to be in the future. It sets the tone for all of the work that follows. Do not attempt to embark on a strategic planning activity without a vision. The Ethiopian football federation vision fulfills the criteria's of vision statement.

Mission of the Ethiopian football federation

The Ethiopian football federation mission described that what we do today – A short statement describing who you are, what you do and how you do it. A good mission statement will be short and instantly recognizable by people within the organization to which it applies.

Values of the Ethiopian football federation

The Ethiopian football federation has too many values in the existing set and foundations upon which the organization stands. This indicated that; the values of Ethiopian football federation needs some adjustments because of values are usually expressed in five or six single words with a short explanation for each.

Objectives of the Ethiopian football federation

Strategic Objectives, more than any other components, are the backbone of a strategy. The strategic objectives are the working interpretation of the vision, mission and strategic priorities. They should be balanced in number and complexity across the perspectives. The Ethiopian football federation strategic objectives are not a label that provides guidance to the allocated owner as to what needs to be done to implement part of the strategy and must be need serious attention to revised it .

Strategic Budget of the Ethiopian football federation

The Ethiopian football federation is not quite clear as to how much money is available to spend. By declaring it early everyone will not be aware of what is, and what is not possible. Conversely, declaring a budget early can stifle creative thought resulting in a mediocre strategy.

Strategic Priorities of the Ethiopian football federation

These are the three (or maximum four) focus items for the whole organization that run through all aspects of the strategy. It is of vital importance there is a short statement that explains what is meant by the labels. What one organization means by customer service might be completely different in another. So, the Ethiopian football federation strategic priorities are old set needs to be thrown out.

Strategy Map of the Ethiopian football federation

The Ethiopian football federation is never built a strategy map, needs serious attention. The Strategy Map provides the causal links between any investment made in the base organizational capacity layer and the internal process, customer and financial layers. This is the power of the balanced scorecard methodology. The strategy map provides the means to ‘tell a story’ about the impact of investment or change in the organizational layer (or resource base, which can include infrastructure) on all of the layers above.

Strategic Process Evaluation of the Ethiopian football federation

The Ethiopian football federation Strategic process evaluation never is considered and it needs serious attention. This is because of the strategic planning activities that are often missed as part of the process is to evaluate the process itself. This usually happens once or twice a year and requires the key players in the strategic planning group to get together and formally evaluate the process and modify it if required.

4.2.Discussions

4.2.1. Strategic plan procedures of Ethiopian football federation

According to the literature, in order for the strategic plan process to be effective, there are three general and integral stages are identified. The first stage is strategy formulation; the second stage refers to strategy implementation and the final stage concerns strategy evaluation (Kriemadis, 1992, 1997; Bryson & Alston, 2005; Allison & Kaye, 2005; Acur&Englyst, 2006; Slater, Olson, &Hult, 2006; Plant, 2009).

Table 2 indicated that, most of the Ethiopian football federation employees are responded that vision statement of the organization is draw to employees for common work; it is given hop for a better future of the organization and inspires staff members to realize their dreams through positive. So, it's better opportunity to the organization in the sake of achieving vision of an organization. This is because of, in developing an effective vision; a number of benefits are expected to emerge. These benefits can be summarized into six benefits as found in the literature. These are: first, the vision helps organizational members and stakeholders understand the overall direction of the organization and why and how things should be done (Bryson, Gibbons and Shaye, 2001). In a survey study conducted by O'Brien and Meadows (2000), it was found that clarifying organizational direction was noted as the main reason for having a vision statement. Second, the vision will provide guidance to the organization's members about what is expected from them, how they fit into the whole picture, as well as providing a framework for innovation in pursuit of organizational purposes (Collins and Porras, 1997). Another expected benefit proposed by Kouzes and Posner (1996) is that a well-developed vision statement provides an effective substitute for leadership since employees are able to manage themselves when given clear guidance on the organization's direction. Fourth, in association with the third benefit, an agreed-upon vision may contribute to a significant reduction in the level of organizational conflict. Once the employees understand the overall direction of the organization, disputes over certain issues can be resolved, judged by their importance to organizational purpose (Thompson, 2001). Fifth, a well-articulated vision would help people recognize the current or potential barriers to realizing that vision. Recognizing barriers is the first step in overcoming them (Bryson, 2004, p. 228). The last benefit noted in the literature is that a well-developed vision will provide a core framework if the organization is to purposefully yet flexibly respond to changes in its environment.

Table 3 showed that, most employees of the Ethiopian football federation in the vision statement responded that; the mission statement is inclusive of the goals and people who may become involved in the organization, it is outcome oriented, and it is not provides a frame work by which strategies formation. So, the Ethiopian football federation should be given stress to its employees familiarly with the vision statement, and must be change the mission statement, unless it will be difficult to achieve mission of an organization. Let we compere it benefits of mission that was written different authors in the review literature: A number of benefits were found in the literature as a result of developing and communicating an effective mission. The most important benefit is focusing attention on what is truly important for the organization to reach its destination. An agreement on an organizational mission that embraces social desirability and purpose will strengthen the organization's internal and external legitimacy (Suchman, 1995). The second important benefit as stated by Hamel and Prahalad (1994) is the clarification of organizational purpose. Clarifying organizational purpose will lead to a reduction in conflicts among decision-makers, and will enhance a more effective leadership, which is the third expected benefit. The clarity of an organization's purpose will help leaders articulate an effective organizational structure, develop aligned systems, and distribute resources according to the organization's intended aims (Bryant, 2003; Schein, 1997). Another expected benefit from this step is the attention of decision-makers to the organization's philosophy, values, and culture that support the organization's mission. For example, the developed strategies should be in line with organizational philosophy, values, and culture; therefore, an organization's mission unifies purpose across tangible and intangible organizational intentions (Schein, 1997; Johnson and Scholes, 2002).

Table 4 indicated that, The above results indicated that, most of employees in the federation familiar with the objectives of the organization but, most employees want to be revised the organization objectives. These shows there are problems on the objectives of the organization. So, the federation should be revised again the objectives to the sake of achieving an organization objectives.

Table 5 showed that, most of the Ethiopian football federation employees have not enough information about assessing the environment and strategic issues. This indicated that, the Ethiopian football federation has not assessed the environment and strategic issues or either the employees have not information about it. Assessing the environment was noted in the literature as one of the main steps in the strategic planning formation process (SPFP); this is due to the fact that no public organization exists within a vacuum. The environment in which an organization operates has become more complex, more rapidly changing, and more demanding (Ghosh and Nee, 1983). As stated by Drucker(1969), we are living in 'an age of discontinuity'. It is therefore vital that an organization be aware of the internal and external forces that may shape its future (Galloway, 1990).

Table 6 indicated that, most of the Ethiopian football federation employees have not enough information about strategies and plan development. So, this showed during the strategic plan preparation period the employees were not participated. This also will be a great obstacle to the Ethiopian football federation to be successful organization because of its employer less expertise about strategic plan of the organization. Research indicates that a number of benefits are expected to emerge from this step. These are: first, clarity of the path the organizations take to create public value. When strategies and plans are developed, this will clarify and justify the means used to overcome various strategic issues (Kotter, 1996). Second, enhancing organizational learning and early implementation of strategies will enable an early detection of the suitability of strategies used, and the ability to revise strategies before being fully implemented (Patton, 1997). Third, enhance organization members' commitment and create emotional bonding to the new reality (Fiol, 2002). Fourth, improve communication across the organization. Strategy development requires a high level of coordination between various units from which new channels of communication may emerge. Fifth, constructing a coalition with external stakeholders to facilitate the implementation of strategies and plans (Bryson, 2004).

Table 7 showed that, the monitoring and evaluation system of the Ethiopian football federation is very weak and it is affect the organization performance. Because, evaluation and monitoring of the strategic plan helps to the organizations know easily their strong and weak parts. So, the Ethiopian football federation should evaluating and monitoring its strategic plan to be successive organization. Over the past decade, performance measurement in organizations has gained a lot of interest among researchers and practitioners in various fields, such as the design of the measurement system, its implementation, the use of the system, and the content of the measurement systems (Rantanen, Kulmala, Lo¨nnqvist and Kujansivu, 2007). Even though balanced performance measurement is applicable in both private and public organizations, there appears to be a general view that public and private organizations are different from a measurement point of view (Brignall and Modell, 2000). This could be mainly due to the fact that, in the public sector, there are many stakeholders that have different and conflicting requirements (Brignall and Modell, 2000; Wisniewski and Olafsson, 2004). This creates two problems for the performance measurement system. First, taking account of all stakeholders may result in producing a multitude of performance measures that satisfy no one (Wisniewski and Stewart, 2004). Second, it may be difficult to set targets or to make decisions based on the measurement results because some of the stakeholders have conflicting objectives (Lawton, McKevitt and Millar, 2000). In addition to the two fundamental problems, other specific challenges have been identified. For example, Pollanen's (2005) study showed some obstacles that can hamper the acceptance of performance measures in the public sector. These are mistrust of measurement; lack of credibility and usefulness; lack of standards and timeliness; substantial investment of time and resources.

Table 10 indicated that, most employees of the Ethiopian football federation have not enough expertise about the federations strategic plan document. So, the federation or organization should give training about its strategic plan document and invite the employees during the strategic plan preparation. The plan is not always seen as the most valuable output. In fact, and as Thompson (1990, p. 14) argues, the planning document is the less valuable output of the planning exercise. Moreover, Porter (1987, p. 11) states that planning had become unfashionable by the 1980s. As a result, the outcome of planning was often a plan that in reality had little impact on actual management decisions, and therefore was not implemented.

4.2.2. Challenges in the implementation of strategic planning of Ethiopian football federation

Strategic planning for public sector organizations has become more important than ever before because the environment in which public and non-profit organizations operate has become increasingly uncertain. Changes in population size, a shift in people's expectations, political changes, ageing, a diversifying population, and the use of information technology are some of the changes that cause uncertainty in the environment and are considered to be challenges that managers and leaders of public sector organizations have to deal with. In the public sector, change, though not necessarily dramatic, is the rule rather than the exception (Kettle, 2002).

Table 8 indicated that, the results of internal factors that are barriers or obstacles to the strategic planning formation process 37 (68%) of the respondent has responded strongly disagree, 7 (13%) responded dis agree, 3 (6%) responded agree and 7 (13%) responded strongly agree to organizational culture, 38 (69%) of the respondent has responded strongly disagree, 10 (19%) responded dis agree, 3 (6%) responded neutral, 0 (0%) responded agree, and 3 (6%) responded strongly agree to organizational structure, 41 (75%) respondents has responded dis agree, 7 (13%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree to organization's mandate, 45 (82%) respondents has responded dis agree, 3 (6%) responded neutral, 3 (6%) responded agree, and 3 (6%) responded strongly agree to Strategic planning procedures, 17 (31%) respondents responded neutral, 34 (63%) responded agree, and 3 (6%) responded strongly agree to Weak strategic thinking, 7 (13%) respondents are responded agree, and 47 (87%) responded strongly agree to Leadership commitment to strategic planning, 37 (68%) respondents are responded agree, and 17 (32%) responded strongly agree to Employees resistance to change, 3 (6%) of the respondent has responded strongly disagree,responded agree, and 51 (94%) responded strongly agree to Lack of financial resources, 10 (19%) respondents has responded neutral, 3 (6%) responded agree, and 41 (75%) responded strongly agree to Weak performance management system. This finding is mostly related with Atherton (1993), are complex social systems, behaviors and cultures. Organizational change presents a challenge for management and managers. Studies of strategic change illustrate its complexity, political challenges, cultural barriers, the inertia of an organization's systems and processes, and the bounded rationality of managers (Johnson, 1987; Pettigrew, 1985). For example, Leonard, Scholl and Beauvais (1997) noted that people generally dislike change because they are reluctant to move out of their comfort zone. Successful organizational change requires the expertise of managing both the human elements and their connectivity with strategy, technology, and other process-related elements of the organization (Schwartz and Davis, 1981).

Table 9 depicted that, the results of external factors that are barriers or obstacles to the strategic planning formation process 44 (81%) respondents are responded agree, and 10 (19%) responded strongly agree to political influence, 47 (87%) respondents has responded agree, and 7 (13)% responded strongly agree to political instability, 3 (6%) respondents are responded dis agree, 3 (6%) responded neutral, 41 (75%) responded agree, and 7 (13%) responded strongly agree to linkage to country's strategic plan, and 3 (6%) of the respondent has responded strongly disagree, 7 (13%) responded neutral, 41 (75%) responded agree, and 3 (6%) responded strongly agree to rapid technology development. The above result indicated that, all of the external barrios are affect the Ethiopian football federation in the strategic planning formation. The above findings are totally related with the literature of Bartol, Martin, Tein and Matthews, the macro environment represents the broad conditions and trends surrounding the organization. That includes the political-legal climate, the economic conditions, technology, and socio-cultural climate.

4.2.3. Performance of the Ethiopian football federation

Table11 depicts that, result about performance of the Ethiopian football federation. Depending on respondents response 10 (19%) of the respondent has responded below average and 44 (81%) responded average to quality of products or services of the organization, 10 (19%) responded below average and 44 (81%) responded average to ability of attract essential employees to the organization, 7 (13%) responded below average, 7 (13%) responded average and 40 (74%) responded above average to the relationship among employees of the organization, volunteers, and sister federations, 54 (100%) responded below average to customer satisfaction, 17 (32%) responded below average, 3 (6%) responded average and 34 (62%) responded above average to relation with stakeholders of the organization, 10 (19%) responded below average, 7 (13%) responded average and 37 (82%) responded above average to relation with Ethiopian sport commission, 47 (87%) of the respondent has responded below average and 7 (13%) responded average to evaluation and report of the organization, 10 (19%) of the respondent has responded below average, 41 (75%) responded average and 3 (6%) responded above average to financial transparency of the organization, and 3 (6%) of the respondent has responded below average, 44 (81%) responded average and 7 (13%) responded above average to financial performance of the organization. In response to studies highlighting the impact of strategic planning on firm performance (Karger& Malik, 1975; Sapp & Seiler, 1981), recent research has seen a greater emphasis on the strategic process rather than only on the strategy content that (Godiwalla, Meinhart&Warde, 1981) proposed in his early study. Langley (1988) also provided support for the benefits of planning, identifying for roles of formal strategic planning. The literature is inundated with the apparent advantages of planning, most notably its ability to improve the fit between the organization and its external environment (Godiwalla, Meinhart&Warde, 1981). Others have argued that planning aids in the identification of future marketing threats and opportunities, elicits an objective view of managerial problems, creates a framework for internal communication, promotes forward thinking and encourages a favorable attitude to change (Hausler, 1968; Stern, 1966). Further, there are intrinsic benefits that accrue as a result of the planning process, including the positive effects of planning on local employment and the economy (Greenley, 2006). So, the Ethiopian football federation should needed revised and evaluate its strategic plan and strong and weak performances to be in the rank of little above average and far above average.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This section begins with the summary of the study, goes through conclusions and ends with feasible recommendations as follows.

5.1 Summary

The purpose of the study was to assess the strategic plan Ethiopian football federation. Most of the recent year's problems similarity in Ethiopian football and the federation weak control mechanism, and now a day, the Ethiopian football federation performance, brand, loyalty, and integrity are under question mark within its stake holders and the peoples who are interested in Ethiopian football was the reasons to inspire the researcher make a study on to assess the strategic plan and performance of the Ethiopian football federation. To be more specific, the present study is based on the following research questions:

- How is developed the strategic plan of Ethiopian football federation?
- Does the Ethiopian football federation apply standard procedures in its strategic planning formation process?
- What are the challenges in the implementation of strategic planning in Ethiopian football federation?

In order to answer the above questions, the researcher has delimited in the content of assessing the strategic plan and performance of the Ethiopian football federation, 54 respondents who are worked in Ethiopian football federation permanently, reviewed different literatures that are related with strategic plan and performance of the sport organizations, the researcher was used descriptive research design to "assessing the strategic plan and performance of the Ethiopian football federation". Because of a study concerned with finding out whom, what, when, where, which and how of a phenomenon is a descriptive research design, to conduct the research; the researcher would be used comprehensive sampling technique. Because of the comprehensive sampling technique is a type of purposive sampling technique where you choose to examine the entire population that have a particular set of characteristics, the data collection instruments were: five point liker scale questionnaires, interview, and document analysis. The followings were findings of the research: most of the Ethiopian football federation employees 45 (82%) are familiar with vision of the organization and they are not wanted to revise vision an organization, most employees of the Ethiopian football federation has not sure when they are familiarly with mission of an organization, they don't have believe the mission statement has clarifies the optimum goals of an organization, and they want to be revised the current mission statement of the organization, most of employees in the federation familiar with the objectives of the organization but, most employees want to be revised the organization objectives, most of the Ethiopian football federation employees have not enough information about assessing the environment and strategic issues, most of the Ethiopian football federation employer has not enough information about strategies and plan development, the monitoring and evaluation part of the Ethiopian football federation is very weak and it is affect the organization performance, internal factors of the Ethiopian football federation barriers in the strategic planning process are weak strategic thinking, leadership commitment, employees' resistance to change, lack of financial resource, and weak performance management system, all of the external barrios are affect the Ethiopian football federation in the strategic planning formation, most employees of the Ethiopian football federation have not enough expertise about the federations strategic plan document, and the Ethiopian football federation performances are average and little above average.

5.2 Conclusions

This study assesses the strategic plan Ethiopian football federation, using the descriptive research design. Based on the study findings, therefore, the following conclusions are drawn.

- ❖ The strategic plan of Ethiopian football federation is formed by different expertise who have enough awareness about strategic plan formation and it is approved by general assembly members of the federation
- ❖ The Ethiopian football federation is applying standard procedures on its strategic plan formation process.
- ❖ The major barriers on Ethiopian football federation strategic plan areemployees' resistance to change, lack of financial resource, weak performance management system political influence, political instability, linkage to country's strategic plan and rapid technology development.

5.3 Recommendations

Based on the finding the researcher forwarded the following recommendations:

- The strategic plan of Ethiopian football federation is formed by different expertise who have enough awareness about strategic plan is better for the federation to develop advanced strategic plan.
- The Ethiopian football federation is applying standard procedures on its strategic plan formation process. This also help the federation to show the direction where are now and where want to be in the future.
- The major barriers on Ethiopian football federation strategic plan are employees' resistance to change, lack of financial resource, weak performance management system political influence, political instability, linkage to country's strategic plan and rapid technology development. So, the governed body must find solutions for those obstacles.

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Appendices

Addis Ababa University

School of Graduate Studies

College of Natural and computational Science

Department of Sport science

Appendices A

Background information of the respondents

Direction 1: Please respond to the following questions by writing the appropriate information on the space provided or by writing “X” mark in one of the boxes provided.

1. Sex

Male ☐ Female ☐

2. Age

18-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ Above 40 ☐

3. Educational background

High school Graduate ☐ Diploma ☐ First Degree and above ☐

4. Year of experience

0-5 ☐ 6-10 ☐ 11-15 ☐ Above ☐ ☐

Addis Ababa University

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Department of Sport science

Appendices B

Questionnaire for staff members of Ethiopian football federation

This questionnaire is intended to gather information about to assessingthe strategic planon the performance of Ethiopian football federation.

It is a study being conducted in Addis Ababa University, College of natural and computational science, and Department of Sport Science for partial fulfillment of the degree of Master of Science in Sport Science**.**

Dear respondents, your genuine answer for each question is crucial for the completion and success of the study. It is also very important in contributing your part in the improvement of strategic planning and performance of the Ethiopian football federation. So, please assist the study by providing your genuine answer for the questions included in the questionnaire. The questionnaire includes questions about strategic planning formation process, barriers & obstacles to the strategic planning formation process, organization Performance, and Strategic plan document.

Please feel free to give your genuine answer for the provided questions in the questionnaire and follow instructions in answering questions included in each section. Your answer will be only used for the study purpose and kept confidential.

I would like to extend my heartfelt thanks for your cooperation in advance!

Indicate in the table below the strategic plan formation processes are used in your organization. Rate on a 5-point scale, where: 1-Strongly dis agree, 2=Dis agree, 3=Neutral, 4=Agree, 5=strongly agree.

Part A: Strategic planning formation process

No	**Vision statement**	**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
1	The vision statement draw to employees for a common work					
2	The vision statement isgiven a hope for a better future of the organization					
3	The vision statement is inspire staff members to realize their dreams through positive, effective action					
4	The current vision statement provide a basis for developing the other aspects of employees action planning process					
	Mission statement	**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
5	The mission statement is inclusive of the goals and people who may become involved in the organization.					
6	The developed mission statement is outcome oriented.					
7	The mission statement Clarifies the optimum goals of the organization					
8	The developed mission statement Provides a framework by which strategies are formulated					

9	The vision statement described what the organization will do and why it will do					
Strategic Objectives		**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
10	Staff members are familiar with the objectives of the organization					
11	Strategic Objectives, more than any other components, are the backbone of a strategy					
12	The strategic objectives are the working interpretation of the vision, mission and strategic priorities					
13	The strategic objectives are include a strategic result and be part of a strategy map					
14	The current strategic objectives are should be revised or modified					
Assessing the Environment & Strategic Issues		**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
15	A comprehensive strategic analysis wasconducted as part of the strategic planning process (Strategic analysis: internal and external barrios and success of the organization)					
16	Strategic issues facing your organization, division, or department have been clearly identified					
17	The strategic issues were used to formulate the strategies and plans					

Strategies and Plans Development		Strongly dis agree	Dis agree	Neutral	Agree	Strongly agree
18	Strategies and plans were developed for the organizational level you were involved in (corporate, division, or department level, based on your answer to question)					
19	During the strategic planning formation process, it was decided what current strategies should be kept, improved, or stopped					
20	During the strategic planning formation process, it was decided what new strategies and plans should be initiated, when, why, and by whom					
21	The developed strategies and plans were implemented successfully					
Monitoring & Evaluation		**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
22	The execution of the strategies and plans are monitored …					
23	The outcomes of the strategies and plans have been evaluated					
24	Some of the strategies, systems, policies, and goals were revised as a result of the evaluation process					

Part B: Barriers & Obstacles to the Strategic Planning Formation Process

Internal Factors that are barriers or obstacles to the strategic planning formation process:		**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
25	Organizational culture					
26	Organizational structure					
27	Organization's mandate					
28	Strategic planning procedures					
29	Strategic planning procedures					
30	Weak strategic thinking					
31	Leadership commitment to strategic planning					
32	Employees resistance to change					
33	Lack of financial resources					
34	Weak performance management system					
External Factors that are barriers or obstacles to the strategic planning formation process:		**Strongly dis agree**	**Dis agree**	**Neutral**	**Agree**	**Strongly agree**
35	Political influence					
36	Political instability					
37	Linkage to country's strategic plan					
38	Rapid technology development					

	Part C: Strategic Plan Document	Strongly dis agree	Dis agree	Neutral	Agree	Strongly agree
39	Formality: the strategic plan in my organization is formally documented (including all parts of a strategic plan)					
40	Clarity: the strategic objectives and strategies in the strategic plan are clearly stated					
41	Measurability: the strategic objectives are measurable and can be monitored and evaluated					
42	Objectivity: the desired outcomes are clearly stated and understood in the strategic plan					
43	Coverage: the strategic objectives in the strategic plan cover all the critical factors identified in the analysis phase					
44	Openness: the strategies in your organizational strategic plan are openly disseminated and not hidden					
45	Consistency vs. flexibility: in your organization, strategic consistency is more important than strategic flexibility					

Rate on a 3-point scale, where: 1=below average, 2= average, 3= above average.

Part D:Organization Performance		**Below average**		**Average**		**Above average**
46	Quality of products or services					
47	Ability to attract essential employees					
48	Relationship among employees, volunteers, and sister federations					
49	Customer satisfaction					
50	Operating efficiency					
51	Relation with stakeholders					
52	Relation with Ethiopian sport commission					
53	Evaluation and report					
54	Financial transparency					
55	Financial performance					

THANK YOUFOR YOUR TIME!!!!!!!

Addis Ababa University

School of Graduate Studies

College of Natural and computational Science

Department of Sport science

Appendices C

Strategic plan checklist

No	Components	Status	Comments
1	Vision		
2	Mission		
3	Value		
5	Objectives		
6	Strategic direction		
7	Strategic Budget		
8	Customer Value Proposition		
9	Strategic Priorities		
10	Strategy Process Evaluation		
11	Strategy Map		

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Appendices D

Interview Schedule

I am conducting research for partial fulfillment of the degree of Master of Science in Sport Science at Addis Ababa University, College of natural and computational science, and Department of Sport Science. The purpose of this interview is to obtain information about to assessingthe strategic plan on the performance of Ethiopian football federation.

I will be asking you questions that are related to the Ethiopian football federation strategic plan and performance of the federation. The interview will last for at least half an hour. Before I start interviewing you, I would like to thank you for your cooperation.

Questions:

1. Who and when the Ethiopian football federation strategic plan developed?
2. Do you think the strategic plan was implemented properly?
3. How often are the Vision and Mission statements reviewed?
4. What are the major barrios of the strategic plan?
5. How do employees perform the strategic plan?
6. Do stakeholders, and sport commissions are involved actively in performing the strategic plan?
7. How do you see the Ethiopian football federation strategic planand performance compare with other Ethiopian sport federations?

Declaration

I declared that this thesis is my own original work and has not been presented for any degree and that all sources of materials used for the study have been duly acknowledged.

Name ___________________________________

Signature _______________________________

Date: ___________________________________

This thesis has been submitted for examination with my approval as a university advisor.

Name __________________________________

Signature ______________________________

Date: __________________________________