

PROJECT ABSTRACT
Master of Arts in Leadership
Adventist University of Africa

Title: AN INVESTIGATION OF CRITICAL ISSUES IN STRATEGY IMPLEMENTATION IN CHITUNGWIZA WEST DISTRICT IN EAST ZIMBABWE CONFERENCE OF THE SEVENTH-DAY ADVENTIST CHURCH

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Date completed: July 2013

The study sought to investigate critical issues in strategy implementation in Chitungwiza West District of East Zimbabwe Conference of the Seventh –day Adventist church. It was observed that church programs were being planned but without proper implementation thus causing the church to achieve less goals than set. The failure to implement programs as planned has impacted negatively on the mission of the church at large.

The data for the study was collected through structured a questionnaire and interviews. The questionnaire was administered to 25 respondents from five purposively selected organized churches in the District. The respondents comprised of church elders, church treasurer, church clerk, Sabbath school superintendent and personal ministries leader. The researcher personally administered the questionnaire as well as conducted interviews in the selected churches.

The data collected was analyzed using the Statistical Packages for Social Sciences (SPSS). The descriptive statistics such as frequency counts, mean and standard deviation were employed, while responses from the interviews were analyzed using the descriptive interpretive method.

Findings of the study were that all the churches in the District have strategic plans which were either short term plans or long term plans and that level of involvement, commitment and participation of church board members was found to be very good and good respectively in the perception of the respondents. Church board members are solely involved in strategic planning sessions as well as its implementation. The level of financial ability of the local churches was found to be poor as church budgets were the major source of finance. Respondents were of the opinion that the allocation of manpower is being done correctly while financing of strategic plans was not correctly done. Interviewees however revealed that the buy-in of church members into the program is very crucial for successful implementation.

Based on the findings a program was developed for the training of Church Board members on strategic plan formulation, implementation and evaluation.

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A project

presented in partial fulfillment
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Joshua Muzira

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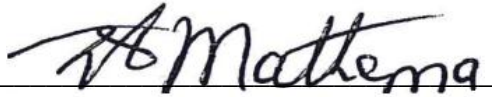
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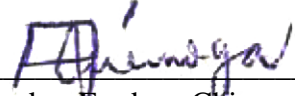
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TABLE OF CONTENTS

LIST OF TABLES	vi
ACKNOWLEDGEMENTS	vii
CHAPTER	
1.INTRODUCTION.....	1
Background of the Study	1
Statement of the Problem.....	2
Significance of the Research.....	3
Research Methodology	3
Chapter Summary	7
2.LITERATURE REVIEW.....	8
Biblical Strategic Implementation Perspective.....	8
Moses Spying the Land of Canaan	9
Calculate the cost.....	10
Gideon Selecting the Right Team to Win.....	11
The Power of Strategy Implementation	12
The Benefits of Strategy Implementation	14
Critical Issues on Strategy Implementation	15
Teamwork and Composition	15
Effective Communication.....	16
Middle Level Management.....	16
Senior Management Commitment.....	18
Change Management and Culture	19
Project Management.....	21
Monitoring and Evaluation of Performance.....	21
3.DESCRPTION OF LOCAL SETTING	23
Geographical Setting.....	24
Data Gathering and Analysis	26
4.PROGRAM DEVELOPMENT, IMPLEMENTATION AND EVALUATION	34
Importance of the program.....	34
Program Development	34

Program Implementation	36
Program Evaluation	36
5.SUMMARY, CONCLUSION AND RECOMMENDATIONS	40
Summary	40
Conclusions.....	42
Recommendations.....	42
APPENDIX	44
A. Instruments	44
B. East Zimbabwe Conference Map	49
C. Evaluation Form.....	50
D. Analysis of Data.....	51
E. Letter for Research	61
F. Training Seminar Program	62
BIBLIOGRAPHY	69
VITA	73

LIST OF TABLES

1. Membership of five organized churches.....	26
2. Table for interpreting scores	27
3. Evidence of planning	28
4. Type of planning.....	28
5. Level of involvement, commitment and participation.....	29
6. Personnel involved in planning.....	30
7. Personnel involved in implementation.....	31
8. What is done correctly	31
9. What is not done correctly	32
10. What is not being done	33
11. Financing of strategic plans	33
12. Training program schedule	37

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CHAPTER 1

INTRODUCTION

The present research is an investigation of the implementation of strategic plans in Chitungwiza West District of East Zimbabwe Conference. This chapter will provide the background to the current study, the problem statement, purpose of the study, significance of the research as well as the delimitation of the study and the methodology to be used. The structure of the project will also be reflected in this chapter as well.

Background of the Study

Most of the Seventh - day Adventist churches in Chitungwiza West District in the East Zimbabwe Conference have strategic plans for their programs, but unfortunately not all the strategic plans are implemented. Thus, most of the best programs which could enhance the mission of the church just find their end on papers as plans without implementation. Failure to implement the strategic plans has caused the church at large not to benefit from the brilliant strategies, thus the church continues to repeat the same programs with the same mistakes. Therefore, implementation of strategic plans has become a matter of concern in the District and necessary action should be taken to help in the implementation of strategic plans. This will enhance the mission of the church effectively in Chitungwiza West District.

Statement of the Problem

Since the beginning of 2010 when strategic planning was launched in Chitungwiza West District, 70% of the church goals were not achieved. Unfortunately, no effort has been put in place by the church to find out the reason why the goals were not achieved according to the strategic plan. This has impacted negatively on the mission of the church in the District.

Purpose of the Research

Main purpose:

To achieve church growth in all its aspects which are spiritual, numerical, financial and infrastructural through complete implementation of strategic plans.

Other purposes:

1. To identify the critical issues affecting strategy implementation in the Chitungwiza West District SDA Churches.
2. Map out the issues considered as important in strategy implementation in Chitungwiza West District of the SDA Church.
3. To find out the specific key issues being adequately addressed in strategy implementation in the district.
4. To assess the gap between the general strategic issues and the specific issues being addressed by church leaders in Chitungwiza West District.
5. To make the necessary recommendations on effective strategy implementation in the church.

Significance of the Research

The findings of the research will help churches on how to best implement their strategic plans to achieve more results. It will also assist the local church leaders and organizational leaders at all levels in knowing how best to achieve more results using strategic plans. The research seeks to contribute meaningfully to the world of academics on the application of strategic management theory in general and strategy implementation in particular to churches in general and SDA churches in Chitungwiza West District of Zimbabwe in particular.

Delimitations of Research

The research will be limited to strategy implementation among many other areas in strategic management theory. The study shall be conducted in Chitungwiza West District but limited to five churches which are well organised, established, and have been running programs for some time. These five churches are officially organized and accepted into the sisterhood of the worldwide churches, at the same time they have some form of order that can be followed to the interest of this study.

Research Methodology

This section deals with the methodology that was used in conducting the research, namely, the research type, population, sample and sampling technique, pilot study, research instruments, validation of instruments for data collection, methods of data collection and the procedures that were followed in data analysis.

Research Design

The research design used for the present research project is the descriptive survey for which the researcher adopted both the quantitative and the qualitative descriptive method. According to Awoniyi and Alege¹ the descriptive survey generally tries to collect information from representative group and based on such information inferences are drawn about the behaviour of the entire population. In the same vein, Cohen and Manion² assert that the descriptive research design requires the collection of a very extensive data in order to arrive at an in depth understanding of the entity studied. Descriptive research obtains information from representative sample of the population. The descriptive Survey method is appropriate and effective for this study as it involves the use of questionnaires and interviews.

Population

The population is defined, according to Gay³, as a group of interest to the researcher, the group to which the researcher would like results of the study to be generalized. The population for the study consisted of all the ten organized churches in Chitungwiza West District of East Zimbabwe Conference with an average of 250 Church Board members in these churches.

¹Awoniyi, S.A. & Alege, *General Education Studies for Prospective Teachers Series 5* (Ilorin, Nigeria: Fatyusuf Prtg, Production, , 2007), 28.

²Cohen, L & Manion, L, *Research Methods in Education*. (New York: MacMillan, 2005).

³Gay, L. R. *A Guide to Research Methodology in Education and Humanities*. (Columbus, CO: Charles E. Merrill, 1981), 86.

Sample and Sampling Technique

A sample is a portion of a population and sampling means selecting some members of the entire population for use in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals represent the larger group from which they were selected. Gay says that the individuals selected comprise a sample and the larger group is referred to as a population.

A sample of five churches was used for the study. These churches were purposively selected because they are well organized and have been implementing strategic plans for the past five years. A sample percentage of 10 was adopted for the respondents. The sample for the study therefore consisted of 25 Church Board members (five from each of the Churches). The five members were purposively selected because of their connection with strategic planning in the church. These are Head Elder, Church Clerk, Treasurer, Personal ministries leader and Sabbath School Superintendent. The purposive sampling is used when there are specific members of the population with certain crucial traits to the study whom the researcher must include, Awoniyi and Aleg¹.

Instrumentation

Two instruments were designed and used for data collection. These are a questionnaire and interviews. The questionnaire which was made up of 20 items, consisted of both structured (close ended) and unstructured (open ended) questions. The research instruments were both face and content validated by giving it to research adviser. Based on their advice necessary modifications and adjustments were implemented.

¹Ibid.

Method of Data Collection

The researcher obtained letter of authorization from the Executive Secretary of the East Zimbabwe Conference to enable him visit the churches for data collection. The researcher visited the churches personally for the administration of both the questionnaire and the interviews. During the course of administration of both instruments, respondents were assured that their responses were meant for research purpose only and will be treated confidentially.

Method of Data Analysis

There are two methods of data analysis used in this research; these are the quantitative and the qualitative methods. The questionnaire was analysed using the quantitative method. The data collected were coded and analysed using the descriptive statistics such as frequency counts, percentages, mean and standard deviation. Responses from the interviews were analysed using the descriptive interpretive method in which responses on the interviewees were categorized into themes and then followed by interpretations. The descriptive interpretive is a qualitative method of data analysis.

Structure of Project

Chapter 1 has given the introductory overview of the entire research study. Chapter 2 critically reviews literature on strategy implementation and presents a conceptual framework. Chapter 3 explains the methodology that was designed and implemented by the researcher to gather data to fulfill the study's main purpose and sub purposes. Chapter 4 presents data discussed the study's findings and Chapter 5 presents the conclusions and recommendation of the investigation.

Chapter Summary

This chapter provides the background of the study, the statement of the problem, purpose of the research as well as the significance of the research. It also looks at the methodology used in this research as well as the structure of the project.

CHAPTER 2

LITERATURE REVIEW

This chapter presents the different forms of literature on strategy implementation. The chapter also reviews the literature from biblical perspective as well as the counsel from E.G White's writings. Business approaches to strategic management and conceptual framework were also presented in the chapter.

Biblical Strategic Implementation Perspective

The Bible is not silent about strategic management theories; actually there are many cases in the Bible where we find strategic management and implementation. Thus, we can safely say that strategic management and implementation is a biblical principle. Actually, Arthur says that "planning has another strong alliance with the Christian viewpoint for it is a friend of change."¹ Therefore we cannot separate strategic management from the Christian work. Since we cannot avoid change in our daily life and organizational life, it means that planning as well should be part of the process.

A planned change can be implemented with more ease than an untimely and haphazard change. On the other hand Arthur goes on to say that "planning is no substitute

¹Arthur Merrihew Adams, *Effective Leadership for Today's Church*. (Philadelphia, PA: The Westminster Press, 1978), 101.

for prayer”¹ meaning that one can still pray and plan or otherwise. This strengthens the Christian viewpoint of planning and praying at the same time. In actual fact, those who pray and plan may achieve more than those who just plan and leave everything to luck and chance. Arthur continues: “planning has a strategic value for the church”². There is no time in the existence of a church organization where strategic planning and its implementation can be discarded. Actually, the life of a church as an institution is made strong in the ability of the management to plan its activities.

Moses Spying the Land of Canaan

The very first principle that we can take from the Bible in relation to strategic management is the checking our strengths, weaknesses, opportunities and threats in strategy management. Numbers 13:17-33 gives us a good example of such case. Moses sends twelve men to go and spy out the land of Canaan which the Lord their God had given to the Israelites as a heritage. He ordered them to check for the strengths, weaknesses, opportunities and threats of the land itself and the inhabitants as well. This would help them in the strategy they would use to take over the land as well as the benefits they would get therein. The implementation of how they would possess the land had to do with the team they had sent ahead of them. Part of the people who went as spies came back with a negative report but the other team was very optimistic. Almost in all cases, the team which implements a strategy has much to do with the success of it.

¹Ibid., 126.

²Ibid., 136-139.

Calculate the Cost

In Luke 14:28, Jesus gives another principle of strategic management when He says "Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, saying, 'This fellow began to build and was not able to finish.'" This is a management principle we get from the Bible in strategy implementation. There is nothing that can be done successfully without strategically counting down the cost and what it needs to accomplish it.

This suggests that in implementing a strategy, one should seriously consider the obligations lest the project cannot be implemented successfully. One critical element of strategy implementation that we see in this case is the financial obligation. For any organizational strategy to be well implemented, financial backup should be calculated before implementation begins.

W. Arnot in the Bible Illustrator comments: "before proceeding to any work, we should weigh it. Letters are charged in the post office according to weight. So should we weigh our purposes in the balance, before we launch them forth in action?"¹ Indeed it is very important to calculate the cost before any errand is done, as E.G White suggests: "God's people are not to go forward blindly in the investment of means..."² It is very unsafe for the church to get down to God's business without taking time to calculate the cost and the risk involved in any business of the church.

¹ *The Biblical Illustrator*. Copyright © 2002, 2003, 2006 Ages Software, Inc. and Biblesoft, Inc.

² E.G. White, *Evangelism, Spirit of Prophecy Vol 1*, (Harrah, OK: Academy Enterprises, 1943), 85.

Gideon Selecting the Right Team to Win

In Judges 7:1 we are presented Gideon as the army general with so many soldiers to go for war. But God told him to reduce the number of the soldiers. Gideon had to be strategic in managing the soldiers, thus he took them for a strategic vetting process by the river. It is clear that human resource needs strategic management. The implementation team should be sizable enough to do the work exhaustively.

The human resource element is important in strategy implementation because it is crucial to get the right people for the right job. There should be a balance of the talents among the people in a team. According to the experience of Gideon, achieving a goal does not need big numbers all the time, but a sizable number with all needed talent for the task at hand.

E. G White's Counsel on Strategic Management

When the counsels of E.G White are considered in this area, there is much to guide those who champion God's cause in His church. God has not left His work in the hands of man without any form of counsel. Considering these counsels help direct the mission of the church and fulfill it exhaustively.

The inspired author advises: "Into our planning for this work, we must put all the powers of the mind. We should spare no effort to present the truth as it is in Jesus, so simply and yet so forcibly that minds will be strongly impressed. We must plan to work in a way that will consume as little means as possible; for the work must extend into the regions beyond."¹ Work that is done with some form of planning will not consume much

¹ E. G. White, *Counsels on Stewardship*, (Grand Rapids, MI: Review and Herald, December 15, 1910), 219.

means. This may also mean that some programs which are done without planning are likely to demand more funding because there could be less groundwork for such a work to be done.

White goes on to say that “It is essential to labor with order, following an organized plan and a definite object.”¹ This suggests that there is a firm counsel on the need for great care in planning especially God’s work. Spiritual leaders in the church need to consider seriously being organized in their work and planning. Actually much energy that is spend where there is little or no planning is like energy wasted away. This is so because it is very difficult to achieve a goal without order in the labor thereof. This counsel comes when many of our church leaders are tempted to neglect this special task of planning. Prayer does not replace the need for strategic planning and the implementation of the plans.

Business Perspective on Strategy Implementation

The idea of strategy implementation is also a business principle which is used widely in the corporate sector. Considering the direction taken by those in business when using the strategic principle may give some mileage to the church when bringing it to the business of the church on a mission.

The Power of Strategy Implementation

There is great value in considering strategy implementation in almost any form of organization. Fiona et al underline the following: “...business strategy not only

¹ Ibid., 94.

determines success, it governs survival.”¹ Strategy implementation is important, not only for the sake of success, but for their survival also. Organizations which exist for a long time in market or in service take strategic implementation seriously for the sake of their survival.

It may not be surprising to know that there can be an organization which will still give a deaf ear to this wise counsel despite the fact that they acknowledge its validity. Strategy implementation is very important in church management settings because management theory is applicable to all types of organization.

Drucker observed: “Twenty years ago [before 1969], management was a dirty word for those involved in nonprofit organizations. It meant business, and nonprofits prided themselves on being free of the taint of commercialism and above such sordid considerations as the bottom line. Now most of them have learned that nonprofits need management even more than business does, precisely because they lack the discipline of the bottom line”². The principles of strategic management and implementation are needed by the church organizations. Actually the church needs strategic management principles as much as they are needed in the business world. The church should be managed in the strategically if the set goals and visions are to be realized.

¹Fiona Fui-Hoon Nah, Janet Lee-Shang Lau and Jinghua Kuang, *Critical factors for successful implementation of enterprise systems*, <http://www.csus.edu/indiv/c/chingr/criticalfactorsforerp.pdf> (22 February 2013), 45.

²Drucker, P. “What Business can Learn from Nonprofits,” *Harvard Business Review*, July-August 1989, 88-93.

The Benefits of Strategy Implementation in Organizations

Garth and friends have this to say about the importance and the power of strategy implementation, “To formulate strategies without some thoughts toward implementation seem a serious waste of the strategists’ time”¹. The question of how the strategy will be implemented should be answered in the planning process; in actual fact they go on to say that “... a strategy is really nothing but a fantasy without successful implementation.”² For a strategy to be complete in its process, it should address the implementation part. This is the reason why some organizations take time to realize their set goals even when they are well tabulated on paper. Unless the question of implementation is addressed in the planning session, the goals will fail.

On the other hand Garth goes on to say that “poor implementation can cause appropriate strategies to fail yet excellent implementation can rescue an appropriate strategy.”³ In other words they are saying that strategy execution and planning of the strategy are of equal value. Either of the two may affect the organization if not done properly thus a call to value both elements is in order for the sake of organizational growth. No organization can go wrong by fully executing their strategies but rather such an organization will grow from strength to strength. Implementing strategies as planned will help the organization also in getting the trust of the potential customers and being well connected to the environment as well. No one in this life wants to be associated with failure; an achieving organization will always get more associates.

¹Garth Saloner, Andrea Shepard and Joel Podolny, *Strategic Management* (Toronto, Canada: John Wiley and Sons, 2001), 118.

²Ibid., 161-167.

³Ibid., 180.

On another hand Marios argues that “some programs, no matter how appropriate they may be, might be out of the organization’s reach financially.”¹ Despite the fact that implementation is very important for our organizations, there may be some programs which may fail to be implemented not that they are not good but that financially they cannot be implemented. In this case the plan will just find its end on paper.

Critical Issues on Strategy Implementation

We are going to discuss nine critical issues which matter in strategy implementation. These critical areas should be given much care if a strategy is to be well implemented for organizational expansion and relevance in its environment.

Teamwork and Composition

In order to achieve organizational goals, teamwork is very important. Henry Ford says “Coming together is a beginning. Keeping together is progress. Working together is success.”² Workers in an organization need to build a culture of working together as a team if their strategies are to be realized. This means giving each other an opportunity to participate in making the strategy come real.

Henry goes on to say that “There is no limit to what can be accomplished if it does not matter who gets the credit.”³ In organizational task, ‘self’ should not be ahead of ‘us’ thus more will be achieved, in other words workers in an organization should always

¹ Marios I. Katsioloudes, *Strategic Management: Global Cultural Perspectives for Profit and Non-Profit Organizations* (New York: Elsevier, 2006), 151.

² Henry Ford, *Popular quotes widgets*
<http://www.quotesdaddy.com/quote/612652/henry-ford/coming-together-is-a-beginning-keeping-together-is> (12 March 2013).

³Ibid.

work together without selfish motives. It is in teamwork in a friendly environment that makes people ready to showcase their talents and gifts to benefit of the organization. At the same time there is personal as well as corporate satisfaction when a team realizes their goal. There is great value placed in each member as part of the team.

The team should consist of the best people in the organization. It is also equally important to build cross-functional teams. Since people are talented differently, it makes it very important to bring on board different people with different talents so that the organization will benefit fully. The people who form a winning team should always be objective to the organizational goals. When the implementation team is being set up, the role of each team member should be clear from the start.

Effective Communication

For the best results of implementation, expectations at every level of the organization need to be communicated. It is recommended that an organization institutes a two-way communication program that permits questions from employees about issues regarding the formulated strategy. The communication should tell employees about the new requirements, tasks and activities to be performed by the employees and further cover the reason why. When the requirements and the reasons are made clear to the employees, it will be easy for them to easily implement the task without any reservations or bias. It is also essential to communicate during and after organizational changes.

Middle Level Management

The top-down approach does not work in strategy implementation. The success of any implementation effort depends on the level of involvement of middle managers. To get the required acceptance of the implementation as a whole, the middle managers'

knowledge must be accounted for in the formulation of the strategy. By making these managers part of the process, they are motivated to participate in the project and they become part of the process. Involving the middle manager helps to build consensus for the strategy which is necessary for achieving the set goals.

It is recognized that the involvement and contribution of middle management to strategy development is significant and that their involvement in strategy formulation increases the likelihood of middle managers' initiatives to be in line with top management's concept of corporate strategy¹. Other researchers hold the view that senior managers view strategic planning as a top-down system with middle managers providing the upward flow of information required by them to manage the formulation of strategy².

However, this view is challenged by Floyd and Wooldridge who argued that: 'Any individual who is regularly involved in, or interfaces with, the organization's operations and who has some access to upper management has the potential to be a strategic middle manager.'³ This brings us to the understanding that, top management and middle managers need to work together in the process of coming up with the strategic plans and also in the implementation.

Katsiolouides goes on to bring in another dimension saying "... many managers, trained in a traditional fashion are simply not comfortable with 'allowing' any subordinate participation. On the other side many employees are not comfortable with the

1. David W. Cravens, *Strategic Marketing*, 5th Edition, (Houston, NJ: Texas Christian University, McGraw-Hill, 1997), 193-194.

2. Ibid., 132.

³Steven W. Floyd and Bill Woodridge. *The strategic middle manager*<http://www.amazon.com/Strategic-Middle-Manager-Competitive-Advantage/dp/078790208X>, (11 April 2013), 96.

idea of participation either, feeling that it is ‘not their job.’¹ Therefore it becomes clear from Marios that corporate culture influences strategic planning and its implementation as shown here. Subordinates may feel that they are not worthy to contribute meaningfully to the organizational; this may not be true. “An effective planner may not be good at implementing plans.”² With all these facts, now we can safely say that it is necessary for the middle manager to be involved in the planning session as well as the implementation of the strategy.

The benefit of involving all levels in the planning session as well as the implementation is that the session is enriched with different ideas. At the same time the plan will easily get the buy-in of almost all levels of management thus making it simple for the implementation as well. Usually, in most cases where only the top management does the planning and gives the draft to other levels for implementation, the plan suffers or finds its end on the same paper because the people to implement do not know where it is coming from and where it is going as well.

Senior Management Commitment

There is great need for the top management to make a commitment to the implementation of the project at stake. Top management need to publicly and explicitly

¹Marios I. Katsioloudes, *Strategic Management: Global Cultural Perspectives for Profit and Non-Profit Organizations* (New York: Elsevier, 2006), 142-146.

²Ibid., 177.

identify the project as a top priority.¹ Otherwise, the strategy cannot be successfully implemented. It should be clear and public that top management is supporting the strategy to the last. Hollard et al. emphasizes that: “senior management must be committed with its own involvement and willingness to allocate valuable resources to the implementation effort.”² When top management is committed to implementing a strategy, it is reflected in the time they give to the task and resources they allocate. In most cases, where there is no interest of the top management, resources will be limited. Some strategic plans actually fail on the way because of the human resource element. The top management may not give the right people needed for the implementation therefore the strategy fails. For Roberts and Barrar, this involves providing the people needed for the implementation and giving the appropriate amount of time need to get the job done.

Change Management and Culture

“Corporate culture refers to a company’s values, beliefs, traditions, operating style and internal work environment.”³ Organizations should have a strong corporate identity which is open to change. A culture with shared values and common aims is conducive for success. Arthur and Strickland say that “a culture grounded in strategy-supportive values, practices and behavioral norms adds significantly to the power of

¹Mark Nadler, *The Hard Part: Strategy Execution, Bridging the Gap Between Vision and Action* (August 2009), 169.

²Arthur A Thompson Jr., and A. J. Strickland, *Strategic Management: Concepts and Cases*. 11th Edition (New Delhi, Irwin McGraw Hill, 1999), 162.

³Ibid., 171.

effectiveness of a company's strategy execution effort".¹ Thus organizational culture has much to do with execution of strategies. In some cases you may find the same strategy being implemented in a different way in another organization. This is the power of culture in an organization.

Arthur on the other hand says this about the culture, "when a company culture is out of synchrony with what is needed for strategic success, the culture has to be changed as rapidly as can be managed"². Change is inevitable where there is no unity of purpose between the organizational culture and the organizational vision or mission. In such a situation, the culture should be adjusted in whatever way possible to accommodate the mission of the organization.

Change is one thing that we cannot run away from as long as we have different people in one organization with different personalities, but working for the same goal. Their personal differences will be reflected in the work they do, thus the need for change. Besides personality differences of the people in the organization itself, "organizations should have a strong corporate identity that is open to change"³. In other words the culture of the organization should be strong not to be easily shaken but at the same time being flexible enough to be changed for the sake of accomplishing the set goals.

¹Arthur A Thompson Jr., A. J. Strickland and John E. Gamble, *Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases*. 14th Edition (New Delhi, McGraw Hill, 2005), 199.

²Ibid., 201-209.

³Ibid., 119.

Project Management

One key area of project implementation is the management of it. An individual or a group of people should be given responsibilities to drive success in the project management, (Rosario; 2000). No project can be successful if it is not managed properly and with the right people. The responsible people will drive the project as they implement the strategy and that makes the project successful. Any proposed changes should be evaluated against business benefits and as far as possible implemented at a later phase.¹ Change cannot be evaded but it should not be distracting to the ongoing business of the entity. The change which may be brought to the system should benefit the organizational goals.

Deadlines should be met to help stay within the schedule and budget, to maintain credibility. The managing team or individual should make sure that schedules are being followed as agreed to avoid overspending which may affect the full implementation of the strategy. Funding for implementing strategy can be available but if not used strategically, the implementation may still fail because of finance though allocated. Escalation of issues and conflicts should be managed. It is also critical to focus on results and constant tracking of schedules and budgets against targets.

Monitoring and Evaluation of Performance

Strategic implementation of a project must go together with faithful monitoring and evaluation for maximum results. Thus the progress of the project should be monitored actively through set milestones and targets and achievements should be

¹Pankaj Ghemawat, et al; *Strategy and the Business Landscape* (New Jersey, Prentice Hall, 2001), 120-121.

measured against project goals. Monitoring includes the exchange of information between the project team members and those doing the analysis. Project management based criteria should be used to measure against completion dates, costs and quality whilst operational criteria should be used to measure against the production systems. Evaluation is very necessary to check the effectiveness as well as relevance of the strategy. The evaluation also helps to reconcile the resources used in a strategy and the outcome thereof.

CHAPTER 3

DESCRIPTION OF LOCAL SETTING

This chapter describes the Chitungwiza West District in geographical, religious and economic terms. There is also an analysis of the gathered data from the research.

Zimbabwe is well known to be a peaceful and highly religious country among other things that can be mentioned. “It is estimated that between 60 and 70 percent of Zimbabweans belong to mainstream Christian denominations.”¹ Currently, the country is being run by a Government of National Unity and the Christian environment has continued to grow. The people in the country enjoy freedom of worship African Traditional Religion, Muslim and Christianity are just a few religions. Among the Christian community in Zimbabwe, the researcher observed that the Seventh-day Adventists are equally active. Since the Adventist church co-exists with other denominations, this has brought some form of competition for growth.

The Seventh-day Adventist church is organized in different levels internationally since it is a world church. In Zimbabwe, there is only one Union which is a unity of conferences within the same region or territory and three Conferences of which East Zimbabwe Conference is one of them. A Conference is led by the President together with the Executive Secretary and Chief Finance Officer. They are supported by Departmental

¹Edward P. Lipton, *Religious Freedom in Africa* (New York: Nova Science Publishers, 2002), 163.

Directors and District Pastors. In East Zimbabwe Conference there are 61 Districts and Chitungwiza West is one of them as well.

Chitungwiza West District in the East Zimbabwe Conference of Seventh-day Adventist Church is a fast growing entity. There are 10 organized churches and three (3) companies in the district with 4 500 members. The District Pastor works with 50 church elders for all the churches. The district has got a lot of programs, for instance evangelism which helps fulfill the mission of the world church.

Geographical Setting

Chitungwiza is just a small town of the Harare the capital city of Zimbabwe. This location is 21 km away from the main city of Harare which makes it easy for the people who stay there to go to work in Harare every day and come back home. This is generally a high density suburb divided into 4 sections.

There is Manyame park which is the most recent section still being developed with some bias to medium density. There is St Mary's which is the oldest section of Chitungwiza. This is also the most highly populated area such that a small house with 4 rooms can accommodate more than 15 people at once. The people staying there may be the very small scale entrepreneurs, unemployed people, and the old and retired people. This is where you also find people who migrated from Malawi and Mozambique. The other section is called Zengeza which is moderately populated with low class and some middle class people here and there. The last section is Seke which is equally as good as Zengeza with some units in Seke which are as bad as St Mary's.

Chitungwiza is big enough geographically to be a stand-alone town. It has a huge space for industrial development, although some few industrial companies operate there as well as some banks and big shops.

Religious Setting

In Chitungwiza, there are other denominations which are active. Churches like Roman Catholic, AFM, Salvation Army and Jehovah's Witness to mention just but a few, these support a big membership. In light of this, the Seventh-day Adventist church is in equal stiff competition with some of these denominations like the Pentecostal churches as well as the apostolic sects.

Pentecostal churches are so strong and active in miracle working such that a lot of people are crowding their gates. The miracle working churches in Chitungwiza thrive so much because they take advantage of the poor and promise them miracles which they say will give them a better life. Since the Seventh-day Adventist church does not thrive on miracles but on doctrinal teaching of Bible truths, it is very necessary to be in achieving our mission.

Economic Setting

Chitungwiza is a high density suburb where there are low class people and the poor. In the locations you can find that the place is overpopulated with people who are unemployed. The livelihood of the people in Chitungwiza suburbs is mainly buying and selling. Some people are formally employed and few of them have good paying jobs. There are also places where you find retired people who are staying there without anything to do and have nowhere to go thus they just stay in the suburb struggling to

survive. It is among these people that we find our Adventist church members thus the situation will impact negatively on the financial sustenance of the church. The church tries to encourage its members to be self-reliant and do some enterprises that will help them as well as the church but this has not been successful this far.

Table1: Membership of the organized churches in Chitungwiza West at the end of 2012

CHURCH	MEMBERSHIP
ZENGEZA 4	676
ZENGEZA 1	679
ZENGEZA SOUTH	914
ZENGEZA CENTRAL	256
ROCKVIEW	170

Data Gathering and Analysis

This section deals with how the data was collected and analyzed. The data for the study was collected through a structured questionnaire and interviews on strategy implementation in Chitungwiza West District in East Zimbabwe Conference. The questionnaire (Appendix 1) was administered to 25 respondents from the five selected organised churches in the District. The respondents comprised of church elders, church treasurer, church clerk, Sabbath school superintendent and personal ministries leader. Of these respondents, seven (28%) are elders, five (20%) each are church clerk and church treasurer while four (16%) each are Sabbath school superintendent and personal ministries. The respondents were made up of 13 (52%) male and 12 (48%) female. On the number of years as Adventists, majority of the respondents (58.3%) had been Adventists for between 20 and 40 years while 41.7% had served as church leaders for 10 years and above. (Appendix 5)

The data collected was analyzed using the Statistical Packages for Social Sciences (SPSS). The descriptive statistics such as frequency counts, mean and standard deviation were employed. Table 3 below was used for the interpretation of scores.

Table 2: Table for interpreting scores

Scale	Responses	Mean Interval	Verbal Interpretation
5	Excellent	4.51 - 5.00	Excellent
4	Very Good	3.50 - 4.50	Very Good
3	Good	2.51 - 3.50	Good
2	Poor	1.51 – 2.50	Poor
1	Very Poor	1.00 – 1.50	Very Poor

Church Planning

The respondents were asked if there is any form of planning in their local congregation and whether the plans are short term or long term in nature. Tables 3 and 4 show the responses from the respondents.

Table 3: Form of planning church work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	100.0	100.0	100.0

Table 4 shows that all the respondents agreed that there is some form of planning in their local congregation. Twelve (48%) stated that the planning are short term plans while the remaining 13 (52%) were of the option that the plans are long term in nature. This is as shown in table 5 below.

Table 4: Type of Planning

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Short Term	12	48.0	48.0	48.0
Long Term	13	52.0	52.0	100.0
Total	25	100.0	100.0	

Table 4 is a clear indication that churches in Chitungwiza West District do carry out strategic planning.

Table 5 below shows the involvement, level of commitment and participation in relation to the success of program implementation. The mean and standard deviation were used for the interpretation of responses.

Items	Mean	Std. Deviation	Interpretation
Planning at your local church	3.7600	1.09087	Very Good
Level of literacy of church board members	3.6400	.63770	Very Good
Level of commitment in church board members to strategy implementation	3.4583	.83297	Good
Level of your involvement in the planning of church work	3.9200	.81240	Very Good
Level of participation in the implementation of strategic plans	3.4167	.92861	Good
Success of program implementation	3.2400	.77889	Good
Level of the financial ability of your local church	2.4400	.76811	Poor
Valid N (list wise)			

Table 5 above revealed that planning at the local church, level of literacy of church board members and level of involvement in the planning of church work were found to be very good a mean of 3.7600, 3.6400 and 3.9200 respectively. The level of commitment in church board members to strategic implementation, level of participation in the implementation of strategic plans and success of program implementation were found to be good with a mean of 3.4583, 3.4167 and 3.2400 respectively while the level of financial ability of the local churches were found to be poor with a mean of 2.4400. The high standard deviation for planning at the local churches shows that the respondents are heterogeneous in their responses while the low standard deviations for all other items indicates homogeneity of responses.

From the above it is evident that while churches have very good plans and are well involved in the planning of church work, the level of commitment, participation and success of program implementation seems to be on the low side. No matter how well a plan appears on paper and the level of involvement in the planning, not much will be achieved without proper financial backing. This study revealed that the level of financial ability of the local churches in Chitungwiza West District is poor and hence the level of the recorded success of program implementation.

Tables 6 to 11 show who is involved in strategic planning and implementation, what is done correctly and not done correctly in the implementation of strategic plans, what needs to be done, as well as how strategic plans are financed by the church.

Table 6: People Involved in strategic planning sessions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid All Church Members	3	12.0	12.5	12.5
Church Board Members Only	19	76.0	79.2	91.7
Elders Only	1	4.0	4.2	95.8
Others	1	4.0	4.2	100.0
Total	24	96.0	100.0	
Missing System	1	4.0		
Total	25	100.0		

Table 6 above revealed that church board members only are involved in strategic planning sessions as expressed by majority of the respondents. Table 7 below also revealed that the church board members are solely responsible for the implementation of strategic plans.

Table 7: People Responsible for the implementation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Elders only	4	16.0	16.0	16.0
Church Board Members	15	60.0	60.0	76.0
All Church Members	6	24.0	24.0	100.0
Total	25	100.0	100.0	

Table 7 above clearly shows that church board members only are active in the planning sessions and implementation of the plans. This is unhealthy for the church; since the church members are also part of the church they should be involved in one way or the

other. It is easy for church members to help finance a program which they were part of in the planning session than to fund a program which they do not know where it is coming from.

Tables 8 and 9 show what is being done correctly and what is not being done correctly in the perception of the respondents.

Table 8: Things being done correctly in implementing strategies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financing	2	8.0	8.0	8.0
	Allocating manpower	13	52.0	52.0	60.0
	Communicating Strategy	10	40.0	40.0	100.0
	Total	25	100.0	100.0	

From Table 8 the majority of the respondents 13 (52%) were of the option that the allocation of manpower is being done correctly in the implementation of strategies while 10 (40%) were in support of communicating strategy.

Table 9: Things not being done correctly in implementing strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financing	17	68.0	70.8	70.8
	Communication	3	12.0	12.5	83.3
	Human Resource factor	3	12.0	12.5	95.8
	Others	1	4.0	4.2	100.0
	Total	24	96.0	100.0	
Missing	System	1	4.0		
	Total	25	100.0		

On what is not being done correctly, majority of the respondents 17 (68%) cited the financing of strategic plans in Table 9.

Table 10 below shows what the respondents feel it needs to be done in the proper implementation of strategic plans. The two areas cited by the majority of respondents in succession are financing and evaluation of programs.

Table 10: Things to be done but not being done.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Communication	2	8.0	8.7	8.7
	Financing	11	44.0	47.8	56.5
	Monitoring	3	12.0	13.0	69.6
	Evaluation	6	24.0	26.1	95.7
	Others	1	4.0	4.3	100.0
	Total	23	92.0	100.0	
Missing	System	2	8.0		
	Total	25	100.0		

From Table 10 it is evident that for a program to be implemented properly it should be well financed. It also needs to be evaluated from time to time for possible revision of strategic plans and implementation.

Table 11 shows how strategic plans are financed in churches in Chitungwiza West District of East Zimbabwe Conference

Table 11: Financing of Strategic Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Donations	7	28.0	28.0	28.0
Church Budget	14	56.0	56.0	84.0
Appropriations	3	12.0	12.0	96.0
Others	1	4.0	4.0	100.0
Total	25	100.0	100.0	

From the above, it shows that programs in the district are financed from the church budget. Thus, if the local church account does not have any money, then the plans are negatively affected if not fail.

Interviews

The researcher gathered from the interviews that the churches do strategic planning but not at a satisfactory level. It is also clear that church board members are mainly active in the planning sessions as well as in the implementation of the strategic plans. The interviewees all agreed to the fact that one of their strengths in their different churches is the availability of manpower to do the task. The major challenge in the district is financing the programs for successful implementation. The areas to be improved for success were church members to agree and be committed to the mission of the church.

Based on the above findings, a seminar on strategic implementation was developed and conducted in the district as a way of improving the planning, financing, implementation, monitoring and evaluation of strategic plans in Chitungwiza West. The implementation and evaluation of the program is presented in the next chapter.

CHAPTER 4

PROGRAM DEVELOPMENT, IMPLEMENTATION AND EVALUATION

Importance of the program

A seminar was designed in response to the findings of the study. The researcher discovered that all churches which were under study had a problem in strategy formulation, implementation, financing, monitoring and evaluation. The seminar therefore addressed the respective areas of concern.

Program Development

In an attempt to come up with relevant material for the training, the researcher reviewed different forms of literature to come up with quality information to be used for the seminar. Principles of business management and Christian principles were all linked to the data presented so that it would be relevant to the challenges. The training seminar was designed in a PowerPoint presentation which was used to present the material to all local church elders, church clerks and church treasurers in Chitungwiza West District.

The initial focus was on the formulation of the strategy with more emphasis on the importance of including the church members in the formulation of the strategy. It was made clear in the seminar that church members will not be active in the implementation of a strategy if they do not know of its beginning. More light was also given to the strategic planning process that needs to be followed for the best results of a strategic plan.

Much of the time was spent in emphasizing the need to value the implementation of strategies formed. It was made clear to all the leaders present that forming a strategy without the idea of how to implement is as good as not planning. Implementation of strategic plans heavily depends upon the financial ability of the church thus the involvement of the church members who give the money would help boost their financial contribution to the task. It remains a fact that, no matter how brilliant a strategic plan may be, if it is not well funded its objectives cannot be realized. Therefore, financing of strategic plans has to be taken seriously if strategic plans are to be effectively implemented.

The seminar could not be complete without covering the importance of monitoring and evaluation of the strategic plans. Management of the ongoing projects is critical for the ultimate achievement of set goals. An individual or a steering committee has to be put in place to monitor progress of a program and ensure that the mission and vision is not lost in the process. It was also stated in the seminar that monitoring of the strategic plan can help ensure that allocated resources are being used as prescribed by the strategic plan.

The seminar also highlighted that even the final evaluation after the implementation is completed is equally important. That will help to give the overall view whether the strategic plan was a success or a failure. The same will help to give recommendations for the future of such a strategic plan.

Program Implementation

The seminar was conducted on the 21st of April 2013 at Zengeza Central, one of the churches in the District. The seminar was well attended with 55 local church leaders. It was an interactive seminar which was informative linking the theory of strategy implementation with what is happening in the churches. Table 12 shows the training program schedule.

Table 12: Training seminar program schedule

TIME	ACTIVITY
	Welcome remarks
14:00 – 14:15	Devotion and prayer
14:15 – 15:00	Strategy formulation
15:00 – 16:00	Strategy implementation
16:00 – 16: 15	BREAK
16:15 – 17:00	Financing of strategy
17:00 – 18: 00	Monitoring and Evaluation
18:00 – 18:15	Vote of thanks and prayer

Program Evaluation

The seminar was evaluated soon after the presentation by the attendees. It was noted in the evaluation that most of the people appreciated the idea of involving church members in strategy formulation. The seminar was beneficial to the local church leaders in the area of formulation of strategies with church members as well as involving them in strategies of raising funds.

The evaluation also revealed that monitoring and evaluation was taken to be an area of concern. A larger percentage of the attendees realized that they need to go and use monitoring and evaluation for the effectiveness of their strategic plans. Some of the people learnt that getting the agreement of church members to the strategic process is one thing they need to work on. Since strategic planning has been ongoing in the churches,

there are some areas that the leaders felt they would need to revisit and change. The allocation of resources in connection to the implementation of strategic plan was seen to be critical and should be revisited accordingly. Motivating the church member volunteers was also noted to be a special area to work on since some members may just be coming to church with no zeal to do anything. If members are truly motivated, a lot of work will be done and it will be easy to fund and implement strategies.

The communication of the strategic plans to the whole church need to be revisited as well because if the strategy is not well communicated, it can do more harm than good. The communication helps to get agreement of the membership. Communicating the strategy will also clarify roles in the strategy implementation so that no one is confused about their roles.

For the improvement of the presented seminar, the evaluation revealed that the seminar needs more time so that justice is done to the relevant topics. It was also noted that the information presented would be best followed up by handouts to be given to those who attend so that they will have a point of reference. Another suggestion was to try and incorporate practical sessions of coming up with model strategic plans as a way of learning the process. This will help internalize the data that has been learnt and show how to apply it.

To make the information more useful, it was suggested that the seminar should be presented to the whole church so that every member will realise the importance of strategic planning and its advantages. It was suggested to have this kind of a training seminar at the beginning of the year when strategic plans are being set for the year. It would be more relevant and useful at that time than any time later in the year.

The evaluation of the program was as follows using the sorting method:

What did you like most in this program?

- Involvement of church members in strategy formulation
- Involving members in finance raising strategy
- Connecting church finance to strategic planning

What did you learn from the seminar that you will use/ that will help you?

- Effective strategy has ‘SMARTER’ goals
- Monitoring and evaluation of implemented strategy is critical
- Getting the buy-in of church members to the strategy
- Consulting church members before implementation is important

What do you think could have been done wrongly in your strategic plan implementation that you would like to revisit/change?

- Monitoring and evaluation of strategy implementation
- Linking strategic planning to implementation
- Involving everyone in the implementation
- Allocation of resources to the implementation of strategy
- Revisit strategy formulation
- Doing long term planning
- Motivation of volunteers
- Effective communicating of the strategy

What suggestions do you have to improve the training seminar?

- More time is needed for the seminar
- Giving handouts of the presentation

- Incorporate practical sessions of doing model strategic plans
- Seminar to be taught to all church members
- The seminar to be done at the beginning of the year

CHAPTER 5
SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

This study investigated strategy implementation in Chitungwiza West District of East Zimbabwe Conference of the Seventh –day Adventist church. Observation revealed that church programs were not proper implementation thus resulting in low achievement of set goals which has impacted negatively on the mission of the church at large.

The instruments used for data collection were structured questionnaire and interviews.

The questionnaire was personal administered to 25 respondents which comprised of church elders, church treasurer, church clerk, Sabbath school superintendent and personal ministries leader who were purposively selected. Selected church members were also interviewed. The data collected was analyzed using the descriptive statistics such as frequency counts, mean and standard deviation, while the descriptive interpretive method was used to analyze responses from the interviews.

The findings of the study are as follows:

1. All the churches have strategic plans which were either short term or long term.
2. The level of involvement of church board members was found to be very good in the perspective of the respondents while the level of commitment and participation in the implementation of strategic plans was found to be good.

3. The level of financial ability of the local churches was found to be poor and the respondents were homogeneous in their responses.
4. Only the church board members are involved in the strategic planning sessions and are the sole implementers of the strategic plans.
5. Respondents were of the opinion that the allocation of manpower is being done correctly while financing of strategic plans was not correctly done.
6. The two major areas cited by respondents as needing improvement in the implementation of strategic plans are financing and evaluation of programs.
7. The main source of financing strategic plans in the district is through the use of church budgets.
8. Interviewees revealed that the agreement of church is very crucial for successful implementation.

It was based on these that a program was developed for the training of Church Board members on strategic plan formulation, implementation and evaluation.

The training seminar that was conducted covered data on the art of strategy formulation, implementation of the strategic plan, importance of financing the strategy, communicating the strategy to the church, monitoring and evaluation of the strategic plan. These areas were discussed in depth in the seminar which was later evaluated by those in attendance. The seminar evaluation revealed that church members needed to be incorporated in the formulation of strategic plans as well as the strategy of financing the implementation of plans. Monitoring and evaluation was also highlighted as critical for successful strategy implementation.

Conclusions

The studies revealed that in the process of strategy formulation, the ordinary church members are not involved, thus negatively affecting the implementation of the strategies. When the strategic plan is done by the elders of the church and church board members without involving the ordinary church member, the finances are equally affected. The church programs are all financed by the church members at large and if they do not have a part in the formulation and ownership of the programs, they hardly put in their resources. The study also revealed the need for monitoring and evaluation of the strategic plans. Periodic assessment of the programs was seen to be necessary for the successful implementation of plans.

Recommendations

In the light of the findings of the study that has been done, leaders of the churches in Chitungwiza West District need to consider working seriously on the areas discovered to be critical for effective strategy implementation. The elders of the church need to consider involving the ordinary church members in the planning process of the strategic plans, whether for short or long term planning. For better results in involving members in strategic planning, there is a need of taking time to teach the members of the church about the mission and vision of the church in relation to strategic planning. This is to ensure that everyone in the church is on board with the mission and the plans.

It is also recommended that departmental leaders do the ongoing monitoring of the activities in the strategic plan. The plans cannot be effective if there is no monitoring

of the activities. The monitoring should be closely linked to the periodical evaluation of the strategic plan by the church board, in order to assess progress toward achieving the set goals.

APPENDIX A
INSTRUMENTS

Questionnaire

I Joshua Muzira a Master in Leadership student at the Adventist University of Africa. I am currently carrying out a study on strategy implementation in Chitungwiza West District in East Zimbabwe Conference. Help ensure that this study is a success by responding honestly to the content of the questionnaire. All information provided will be treated confidentially.

Do not write your name.

Instruction: Tick or Fill in as applicable

SECTION A: Demographic

1. Status : Elder Church Clerk Church Treasurer
Sabbath School Superintendent Personal Ministries Leader
2. Gender: Male Female .
3. For how long have you been an Adventist? years
4. For how long have you been worshipping at your current local church?
..... years
5. For how long have you been in church leadership?years

Section B

6. Is there any form of planning of church work at your local congregation?

Yes No

7. If yes to question 6 above, which type of plan do you have?

Short Term Long Term

Section C

Rate the following on a five point scale of excellent to very poor.

Excellent – 5

Very Good – 4

Good – 3

Poor – 2

Very Poor - 1

		5	4	3	2	1
8.	Planning at your local church					
9.	Level of literacy of church board members					
10.	Level of commitment in church board members to strategy implementation					
11.	Level of your involvement in the planning of church work					
12.	Level of participation in the implementation of strategic plans					
13.	Success of program implementation					
14.	Level of the financial ability of your local church					

Section D

15. Who is involved in strategic planning sessions at your local church? All Church

Members Church Board Members only Elders only (others)

Specify

.....
.....

16. Who is responsible for the implementation of strategic programs at your local

church? Elders only Church Board Members All Church Members

(others) Specify

.....
.....
.....

17. What do you think is being done correctly in implementing your strategies?

Financing Allocating Manpower Communicating Strategy

(others) specify

.....
.....

18. What do you think is not being done correctly in implementing strategies at your

local church? Financing Communication Human Resource Factor

(others) specify

.....

.....
.....

19. What do you think need to be done but not being done in the implementation of your strategic plan? Communication Financing Monitoring Evaluation (others) specify

.....
.....
.....
.....

20. How is the strategic plan financed at your church? Donati Church Budget Appropriations (Others) Specify

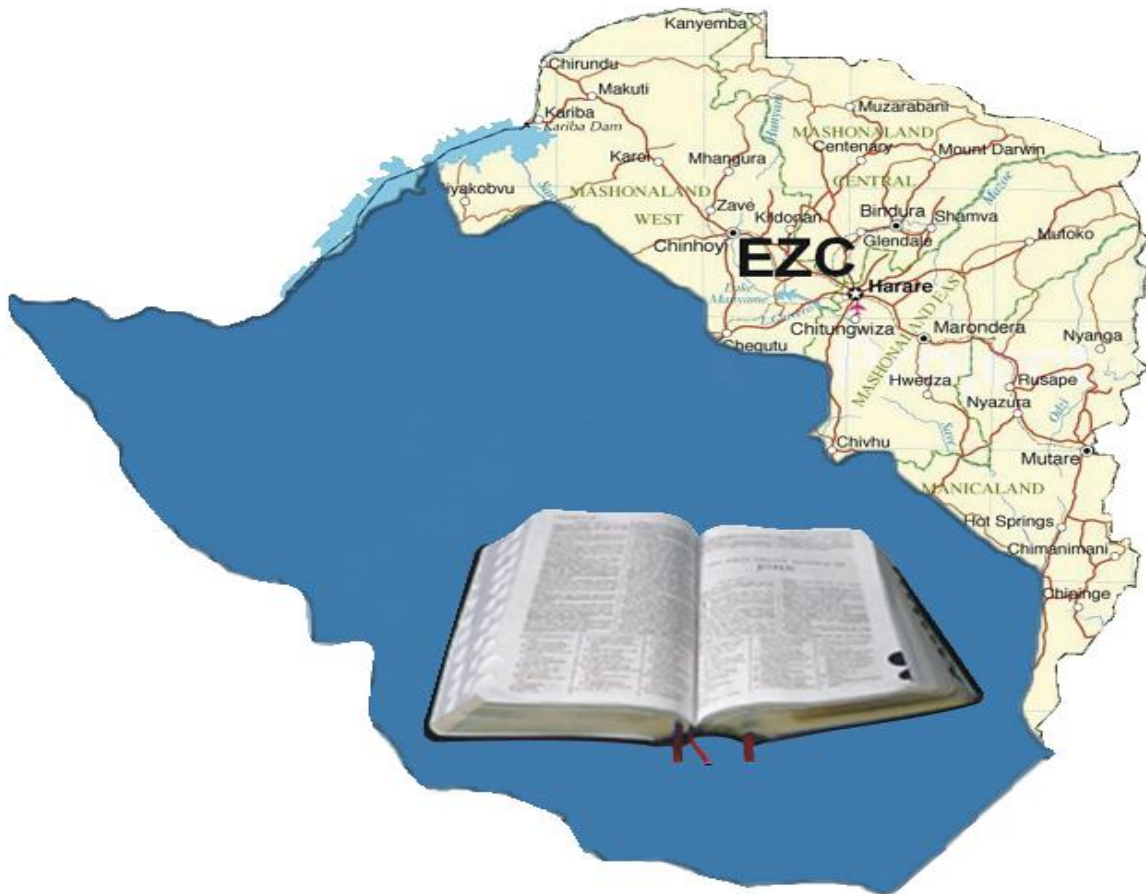
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Interview Questions

1. Please explain the state of organization of your church in relation to strategic planning.
2. Who is involved in your planning sessions?
3. Who does the implementation of strategic plans?
4. What can you say about the implementation of strategic plans at your church?
5. How do you fund your plans as a church?
6. What are the strengths of your church in terms of planning for programs?
7. What can you say are the weaknesses in the area of planning at your church?
8. What challenges do you face in the implementation of your strategic plans?
9. What do you think are your strengths in strategic plan implementation?
10. Give suggestions on how you can make your local church strategic plan work best?

APPENDIX B

EAST ZIMBABWE CONFERENCE MAP



APPENDIX C

EVALUATION FORM

1. What did you like most in this seminar program?

.....
.....

2. What did you learn from the seminar that you will use?

.....
.....

3. What was the least useful to you?

.....
.....

4. What do you think have been done wrongly in your strategic plan implementation that you will like to change?

.....
.....
.....

5. What suggestions do you have to improve the seminar training program?

.....
.....

APPENDIX D
ANALYZED DATA

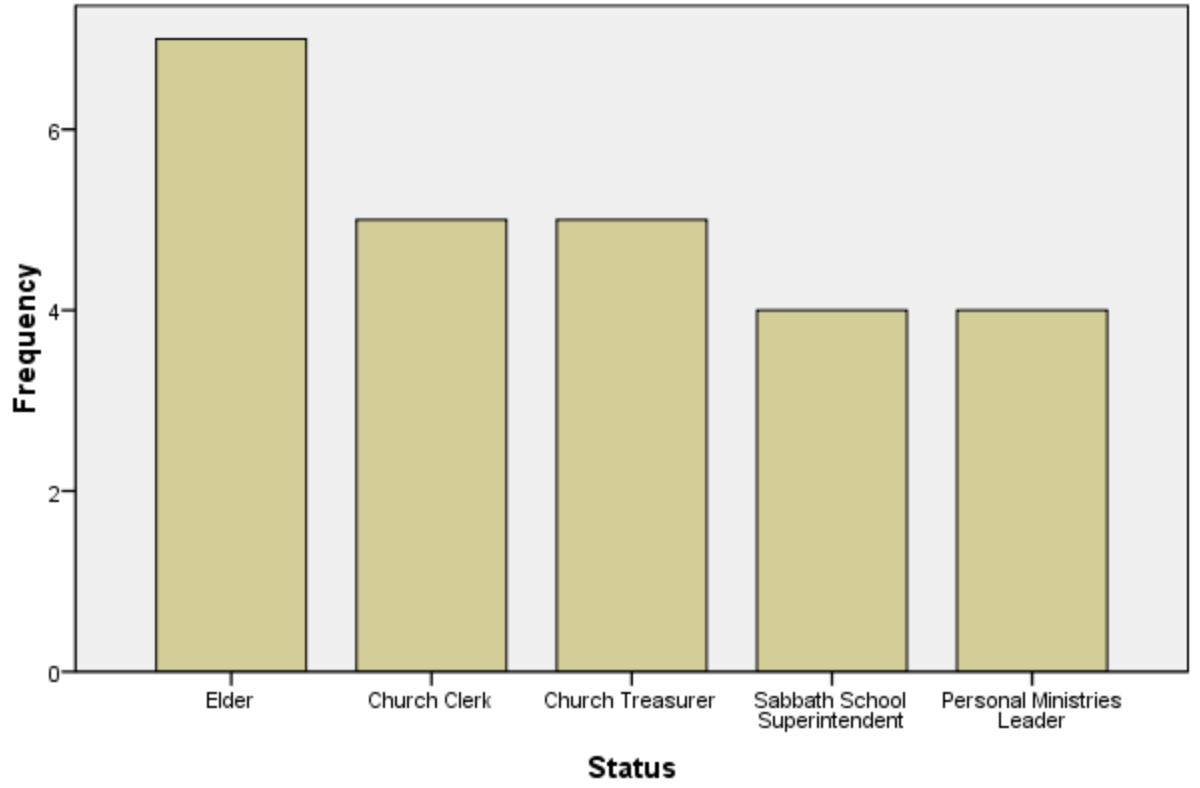
Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Elder	7	28.0	28.0	28.0
Church Clerk	5	20.0	20.0	48.0
Church Treasurer	5	20.0	20.0	68.0
Sabbath School Superintendent	4	16.0	16.0	84.0
Personal Ministries Leader	4	16.0	16.0	100.0
Total	25	100.0	100.0	

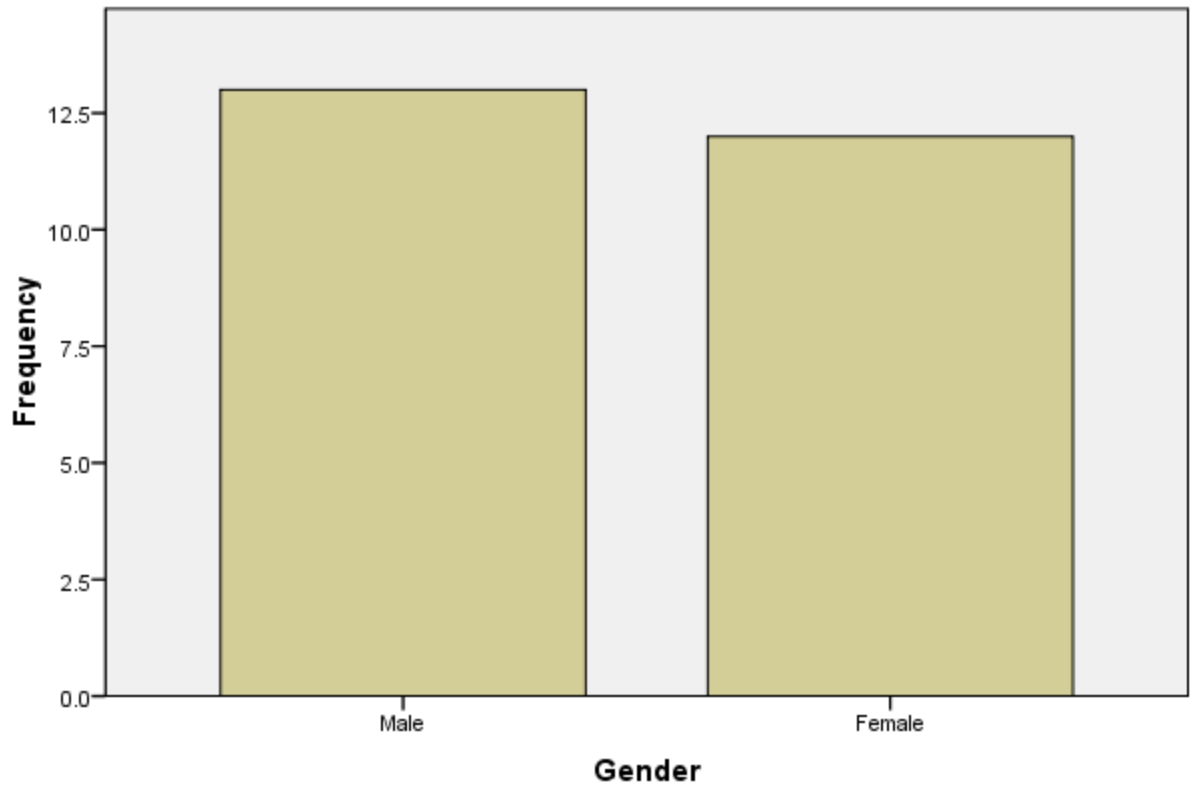
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	13	52.0	52.0	52.0
Female	12	48.0	48.0	100.0
Total	25	100.0	100.0	

Status



Gender



Year Adventist

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	4.0	4.2	4.2
	4	1	4.0	4.2	8.3
	12	1	4.0	4.2	12.5
	13	2	8.0	8.3	20.8
	14	1	4.0	4.2	25.0
	15	2	8.0	8.3	33.3
	16	1	4.0	4.2	37.5
	17	1	4.0	4.2	41.7
	20	5	20.0	20.8	62.5
	21	1	4.0	4.2	66.7
	24	1	4.0	4.2	70.8
	26	1	4.0	4.2	75.0
	29	1	4.0	4.2	79.2
	30	1	4.0	4.2	83.3
	35	2	8.0	8.3	91.7
	36	1	4.0	4.2	95.8
	40	1	4.0	4.2	100.0
	Total	24	96.0	100.0	
Missing	System	1	4.0		
Total		25	100.0		

Years in Current Church

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	12.0	12.0	12.0
2	3	12.0	12.0	24.0
3	2	8.0	8.0	32.0
4	1	4.0	4.0	36.0
5	1	4.0	4.0	40.0
6	2	8.0	8.0	48.0
7	3	12.0	12.0	60.0
8	2	8.0	8.0	68.0
9	2	8.0	8.0	76.0
10	1	4.0	4.0	80.0
13	1	4.0	4.0	84.0
15	2	8.0	8.0	92.0
17	1	4.0	4.0	96.0
25	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Years in Church Leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	12.0	12.5	12.5
	2	2	8.0	8.3	20.8
	3	1	4.0	4.2	25.0
	4	2	8.0	8.3	33.3
	5	1	4.0	4.2	37.5
	6	1	4.0	4.2	41.7
	7	2	8.0	8.3	50.0
	9	2	8.0	8.3	58.3
	10	2	8.0	8.3	66.7
	11	3	12.0	12.5	79.2
	13	1	4.0	4.2	83.3
	15	2	8.0	8.3	91.7
	17	2	8.0	8.3	100.0
	Total	24	96.0	100.0	
Missing	System	1	4.0		
Total		25	100.0		

Is there any form of planning of church work at your local congregation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	100.0	100.0	100.0

If yes to question 6 above, which type of plan do you have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Short Term	12	48.0	48.0	48.0
Long Term	13	52.0	52.0	100.0
Total	25	100.0	100.0	

Descriptive Statistics

	N	Mean	Std. Deviation
Planning at your local church	25	3.7600	1.09087
Level of literacy of church board members	25	3.6400	.63770
Level of commitment in church board members to strategy implementation	24	3.4583	.83297
Level of your involvement in the planning of church work	25	3.9200	.81240
Level of participation in the implementation of strategic plans	24	3.4167	.92861
Success of program implementation	25	3.2400	.77889
Level of the financial ability of your local church	25	2.4400	.76811
Valid N (listwise)	23		

Who is involved in strategic planning sessions at your local church?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid All Church Members	3	12.0	12.5	12.5
Church Board Members Only	19	76.0	79.2	91.7
Elders Only	1	4.0	4.2	95.8
Others	1	4.0	4.2	100.0
Total	24	96.0	100.0	
Missing System	1	4.0		
Total	25	100.0		

Who is responsible for the implementation of strategic programs at your local church?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Elders only	4	16.0	16.0	16.0
Church Board Members	15	60.0	60.0	76.0
All Church Members	6	24.0	24.0	100.0
Total	25	100.0	100.0	

What do you think is being done correctly in implementing your strategies?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Financing	2	8.0	8.0	8.0
Allocating manpower	13	52.0	52.0	60.0
Communicating Strategy	10	40.0	40.0	100.0
Total	25	100.0	100.0	

What do you think is not being done correctly in implementing strategies at your local church?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financing	17	68.0	70.8	70.8
	Communication	3	12.0	12.5	83.3
	Human Resource factor	3	12.0	12.5	95.8
	Others	1	4.0	4.2	100.0
	Total	24	96.0	100.0	
Missing	System	1	4.0		
Total		25	100.0		

What do you think need to be done but not being done in the implementation of your strategic plan?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Communication	2	8.0	8.7	8.7
	Financing	11	44.0	47.8	56.5
	Monitoring	3	12.0	13.0	69.6
	Evaluation	6	24.0	26.1	95.7
	Others	1	4.0	4.3	100.0
	Total	23	92.0	100.0	
Missing	System	2	8.0		
Total		25	100.0		

How is the strategic plan financed at your church?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Donations	7	28.0	28.0	28.0
Church Budget	14	56.0	56.0	84.0
Appropriations	3	12.0	12.0	96.0
Others	1	4.0	4.0	100.0
Total	25	100.0	100.0	

APPENDIX E

CORRESPONDENCE



EAST ZIMBABWE CONFERENCE

Secretariat

P.O. BOX W19, Waterfalls, Harare, Zimbabwe
Tel: (263 772) 54 941-4 Fax: (263 772) 21 942
Email: ezsecretariat@gmail.com

26th April 2013

Pastor Joshua Muzira
c/o East Zimbabwe Conference
P O Box W19
Waterfalls
HARARE

Dear Pastor Muzira

RE: REQUEST TO DO RESEARCH IN CHITUNGWIZA WEST DISTRICT

During the East Zimbabwe Conference Executive Committee which sat on 12th April 2013, the following action was taken

VOTED to approve the request from Pastor Joshua Muzira to do a Research on "The Implementation of Strategic Plans" in Chitungwiza West District towards his MA Studies with Adventist University of Africa effective February – April 2013.

Wish you God's blessings in your studies.

Sincerely yours

A handwritten signature in blue ink, appearing to read "R. Muzira".

Pastor Robert Muzira
EXECUTIVE SECRETARY

RM/fe

cc: E.Z.C Officer

"Then Jeremiah called Baruck the son of Neriah: and Baruck wrote from the mouth of Jeremiah all the words of the LORD, which he had spoken unto him, upon a roll of a book." Jeremiah 36:4

APPENDIX F
TRAINING SEMINAR PROGRAM
STRATEGIC IMPLEMENTATION

The importance of strategy implementation phase

In spite of all the energy and resources spent in the pursuit of the wonderful strategy, it is surprising to consider how little effort is dedicated towards its implementation. Most leaders stumble in the implementation stage.

Strategy implementation

Hunger and Wheelen (2003) stress that a good strategy can result in a disaster through poor strategy implementation, therefore strategy formulation and strategy implementation should be considered as two sides of the same coin.

Strategy Formulation

In the beginning was the plan. And then came assumptions. And the assumptions were without form. And the plan was completely without substance. And darkness was upon the face of the members of the church.

Strategy Formulation

NOTE, ordinary church members are equally important in the planning session of the church's strategic plans.

One cannot be so absorbed into a program which he or she was not involved in from planning stage.

Involving everyone in the planning process will help with the buy-in needed for the implementation of the programs.

Strategy Formulation

When everyone in the church is involved in the planning process, the financial commitment of all the members can also be assured.

To be a leader does not mean you know it all, brilliant ideas can also come even from the ordinary member thus involving them would enhance the strategic plans of the church.

Strategic Planning Process

Goals and Objectives Should Be SMARTER

- Specific
- Measurable
- Acceptable
- Realistic
- Timeframe
- Extending

- Rewarding

Strategy Implementation

90% of most planning efforts revolve around the diagnostic and visioning process but most plans fail at the point of implementation. As a result people are often resistant to planning. At the end of the planning process most organizations realize that enormous amount of work that has to be done, that the action tasks do not really have owners or are not assigned to any particular person.

All these implementations “technicalities” can be resolved by a small steering committee to ensure the plans don’t end up on the shelves.

Strategy Implementation

Effective strategic implementation requires the follows:

- 1- Organizational structure appropriateness.
- 2- Sound leadership of the church.
- 3- Effective motivational system
- 4- Annual objectives
- 5- Functional strategies
- 6- Clear budget
- 7- Detailed action plan

Strategy Implementation

“We would be in some form of denial if we didn’t see that execution is the true measure of success.” C. Michael Armstrong

Strategy Implementation

People think of execution as the tactical side of business, something leaders delegate while they focus on the perceived ‘bigger issues’. This idea is completely wrong.

Execution has to be built into an organization’s strategy, its goals, and its culture. And the leader of the organization must be deeply engaged in it.” Larry Bossidy,

The Discipline of Getting Things Done.

Implementation is Different

- Operation-driven rather than market-driven.
- Action-oriented, make-things-happen tasks.
- Strategy requires few; execution requires *everyone*.

Strategic Implementation

Among other things, implementation has to do with;

- Rigorously discussing ‘how’s’ and ‘what’s’, questioning.
- Ensuring accountability
- Making assumptions about the religious environment
- Assessing the church’s capabilities
- Linking strategy to operations and the people who are going to implement
- Linking rewards to outcomes

- Changing assumptions as the environment changes
- Upgrading the church's capabilities to meet the challenges of an ambitious strategy

Communicating Strategy

Strategy must be clearly understood.

It provides church members with general guidance to make decision.

The communication should be a two-way road where even the ordinary member can ask a question as well as the leaders doing the same.

Transparency should be the law that reigns.

Communicating Strategy

Where open communication is done, it gives confidence in the members of the church to be fully part of the strategic plan.

Proper information about the changes to be done, the growth and diversions necessary should be clear so that the whole church will move with the wave of the plan.

Symptoms of an ineffective of organizational Structure

According to P. Drucker:

- 1- Too many management levels make cooperation and communication difficult.
- 2- Too many meetings attended by too many.

3- Too much attention is given to resolution of interdepartmental conflict.

4- Excessive decision making at top management

Monitoring and Evaluation

The strategic plan needs to be managed or monitored effectively lest it may take off on implementation but fail to run through.

The proposed change or program should be monitored and closely evaluated periodically against the mission of the church and the set goals.

Deployment of Resources through Budgeting

Budgeting: Is the process of allocating resources to be employed to achieve objectives.

Budget should be directly linked to strategy implementation.

Management and finance

Finances need to be managed accordingly to maintain the trust of the members who give the money.

Transparency on all funds brought to church, reporting the finance periodically should be a rule.

Leaders should come up with strategic ways of raising funds for different projects of the church.

It's not the best to use one way of raising funds but try different avenues.

Conclusion

The success of strategic plan implementation depends to a large extent on the issues highlighted in this seminar.

It is therefore recommended that these be followed by the church in the implementation of their strategic plans for maximum success.

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Solusi University	2007	BA. Theology

Work Experience

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Wedza	2006 to 2009	District Pastor
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