

**THE IMPACT OF STRATEGIC PLANNING ON INSTITUTIONAL PERFORMANCE:  
THE CASE OF MINISTRIES OF NATURAL RESOURCES IN SOMALIA.**

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**ESKIŞEHİR OSMANGAZI UNIVERSITY**

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**Abdinasir Mohamed ABDI**

**ABSTRACT**  
**THE IMPACT OF STRATEGIC PLANNING ON INSTITUTIONAL PERFORMANCE:**  
**THE CASE OF MINISTRIES OF NATURAL RESOURCES IN SOMALIA.**

**ABDI, Abdinasir Mohamed**

**Master Degree, 2021**

**Department of Political Sciences and Public Administration**

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Strategic planning first appeared during the ancient Greek era, progressing from military to civil magisterial practices and then it passed into the private and public sector institutions in this contemporary world. Strategic planning is an important tool for institutions to become more focused, organized, and proactive in dealing with changing environments and achieving their goals. The overall purpose of the study is to examine the impact of strategic planning on institutional performance: the case of Ministries of Natural Resources in Somalia. Regarding the strategy formulation stage, the study investigated five NRM institutional strategies and their impact on institutional performance. The study employs a structured interview technique from different natural resources institutions to collect and obtain the required primary data. Respondents of the study are planning head sections, planning directors, senior advisors and director generals in NRM institutions. The researcher focused on how understanding strategic intents, deep institutional environment analysis and planning and managing resources impacts performance. The results showed that goals and objectives, leadership quality, budget, NDP, and corruption and mismanagement are the factors that impact negatively on NRM institutional performance. Consequently, over sixty percent of respondents demanded “great change” to existing NRM strategies in order to become an effective and result based strategy. Finally, the study concluded with recommendations for future adopted strategies in NRM institutions.

**Key Words:** Strategic planning, Institutional performance, Strategic intents, Institutional environments and resources.

## ÖZET

### STRATEJİK PLANLAMANIN KURUMSAL PERFORMANS ÜZERİNDEKİ ETKİSİ: SOMALİ'DEKİ DOĞAL KAYNAKLAR BAKANLIKLARI ÖRNEĞİ.

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Stratejik planlama, ilk olarak Antik Yunan döneminde ortaya çıkmış ve askeri uygulamalardan sivil hakimlik uygulamalarına doğru ilerlemiştir. Sonrasında modern dünyada özel ve kamu sektörü kurumlarına geçmiştir. Stratejik planlama, kurumların değişen ortamlarla başa çıkmada ve hedeflerine ulaşmada daha odaklı, organize ve proaktif olmaları için önemli bir araçtır. Çalışmanın genel amacı, stratejik planlamanın kurumsal performans üzerindeki etkisini: Somali'deki Doğal Kaynaklar Bakanlıkları örneği, incelemektir. Strateji oluşturma aşamasına ilişkin olarak, çalışma beş Doğal Kaynaklar Bakanlıkları kurumsal stratejisini ve bunların kurumsal performans üzerindeki etkisini araştırmıştır. Çalışma, gerekli birincil verileri toplamak ve elde etmek için farklı Doğal kaynaklar kurumlarından tanımlanmış katılımcılarla yapılandırılmış bir görüşme tekniği kullandım. Çalışmaya yanıt verenler Doğal Kaynaklar Bakanlıkları kurumlarında Planlama departmanlarının baş bölümleri, planlama müdürleri, kıdemli danışmanlar ve genel müdürlerdir. Çalışma, stratejik niyetleri anlamaya, derin kurumsal çevre analizine ve kaynakların planlamasının ve yönetilmesinin kurumların performansı nasıl etkilediğine odaklanmaktadır. Sonuçlar; hedeflerin ve amaçların, liderlik kalitesinin, bütçenin, Ulusal Kalkınma Planı (UKP) ve yolsuzluk ve yanlış yönetimin DKB kurumsal performansını olumsuz yönde etkileyen faktörler olduğunu gösterdi. Sonuç olarak, yanıt verenlerin yüzde altmışından fazlası, etkili ve sonuca dayalı bir strateji haline gelmek için mevcut DKB stratejilerinde "büyük değişiklik" talep etti. Son olarak, çalışma DKB kurumlarında gelecekte benimsenecek stratejiler için önerilerle sonuçlanmaktadır.

**Anahtar kelimeler:** Stratejik planlama, Kurumsal performans, Stratejik niyetler, Kurumsal çevre ve kaynaklar.

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## **ABBREVIATIONS AND ACRONYMS**

NRM	Natural Resources Ministries.
ADB	African Development Bank.
SPD	Strategic Planning Document.
IP	Institutional Performance.
NDP	National Development Plan.
SWOT	Strength, weakness, opportunities and threats.
UNDP	United Nations Development Program
SDG	Sustainable Development Goals
PSR	Public Sector Reform
SI	Strategic Intents.
IE	Institutional Environments.
IR	Institutional Resources.
PIM	Performance Improvement Model.
SSP	Sectoral Strategic Planning.
NPM	New Public Management.
PESTLE	Political, Economic, Social, Technology, Legal and Environment.
TQM	Total Quality Management.
NWRS	National Water Resource Strategy
SLSDS	Somalia Livestock Sectoral Development Strategy

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## INTRODUCTION

The terms of strategy, planning and institutional performance are keywords that the study enlightened during the fact finding process. The term strategy arose when humans realized the need to overcome foes and, as well, the term planning has no definite beginning. However, the term planning emerged academically during the period of Frederic W. Taylor (1911), an American engineer, who published *Principles of Scientific Management*, and Henri Fayol (1916), a French mining engineer, who wrote *General and Industrial Management*. Despite that long history, strategic planning is one of the most commonly employed management instrument in today's institutions (Rigby & Bilodeau, 2011; cited in Wolf & Floyd 2013, p. 1).

The Greek word "strategos," which literally means "army general," is the source of the historical and conventional component of strategic planning. Each of the ten ancient Greek tribes chose a strategist to command their regiment on a regular basis. At the Battle of Marathon (490 BC), the Strategos served as a council to the political monarch, providing strategic advice focused on managing battles to win wars rather than "tactical" advice on managing soldiers to win wars. As time passed, Strategos' role expanded to include civil magisterial duties as a result of their status as elected officials (Candy & Gordon, 2011, p. 71). The following paragraphs will go over the specifics of what has been said in the literature on strategic planning and institutional performance.

According to (Bryson, 2011), strategic planning defined concepts, techniques, and instruments that institutions adopt to determine their overall strategic direction as well as the resources needed to reach strategic designed goals. Formal strategic planning has the ability to help public sector institutions effectively manage the stakeholder support required to achieve strategic goals (Pfeffer and Salancik, 1978). The response of public institutions to key dominant players has become an important issue, as has the need for greater collaboration on them during the strategic planning and implementation phases (Elbanna et al., 2016, p. 4, 5).

Prior to the massive reforms and the emergence of New Public Management, public institutions were confronted with a rising number of issues, as well as growing pressure to

respond rapidly to multifarious social, economic, and political concerns (Calin et al., 2015, p. 31).

From here, the process starts to know literally what strategic planning is. Strategic planning is an administrative management practice that is used to set priorities, focus energy and resources, improve operations, and ensure that staff and other stakeholders are working toward shared goals, as well as evaluate and change the institution's course in response to changing circumstances (Mohammadian, 2017, p. 4). Technically, the strategies support institutions to make important decisions or choices by looking at the big picture of what institution wants to do and how it wants to accomplish it.

Strategic planning, in terms of operational definition, is a disciplined endeavor that aims to develop key dominant decisions and activities that define and steer through answering the necessary questions; naturally, what this institution (or other form entity) is, what it performs, and why it performs (Bryson, 2004, cited in Poister et al., 2010, p. 524). For an institution to achieve effective performance there has to be a well defined strategic plan that is consciously communicated to all stakeholders to be effectively implemented. On the other variable, institutional performance can alternatively be described as a set of financial and nonfinancial measures that deliberately explain the extent to which an institution's goals and objectives have been met (Al-Harethi & Almaamari, p. 14).

In the private sector, strategies have evolved and progressed through three major stages over the last half-century: the first was the era of institutional/company establishment, management portfolio setup, and capital management. According to Jean Gordon and Val Candy (2011), the strategy shifted from policy to risk management and industry development. Secondly, the next era was the stage of industrialization and developing economic models as well as analysis of competitive powers. The third stage was the era of competence; all institutions and private companies started to recognize their potential and as things they could do better compared to others. Let us consider the example provided by scholar Hammer that elaborated how Honda's strategy of initiating and building lawn mowers, motorcycles, and automobiles was a good example of a strategy that is based on core competencies (Candy & Gordon, 2011, p. 72).

The National Development Plan (NDP) in Somalia determines current development as well as the Federal Government's key goals. It is the country's main and strategic plan, and it serves as the foundation for the government's financial policy and sector plans. In addition to this point, the NDP sets a vision and direction for Somalia's socio-economic development and poverty reduction agenda. It also outlines relevant funding needs and major sources of funding and guides the allocation of resources and the prioritization of government action and international support. The plan has been drawn up in extensive consultation and has been approved by all Federal Member States (African Development Bank, 2017, p. 10).

The study examined the impact of strategic planning (understanding strategic intent, resources and environment) on institutional performance. All government institutions in Somalia determine their strategic planning every three or five years, but the researcher's question is how that strategy impacts institutional performance, as in the case of Somalia's NRM institutions, which include: Petroleum and Mining, Agriculture and Irrigation, Fisheries and Marine Resources, Livestock Forestry and Range, and finally Energy and Water. What matters here is that we understand how strategic planning shapes and influences institutional performance. Therefore, the general problem of the study was; to investigate the framework, problems and impacts of strategic planning on institutional performance: as in the case of the Natural Resources Ministries in order to realize how the mentioned institutions develop the understanding concepts of strategic intent (vision, mission, goals and objectives), institutional environment and resources. Therefore, the next paragraph highlighted in detail the problems of the study.

To begin, NRM institutions develop strategies every three to five years, and the study looked into the gaps in understanding and difficulties with strategic intent, as well as how institutional leaders and personnel perceive that concept. The strategic intent describes the institution's vision, mission, and strategic goals and objectives for reaching the desired destination in the future. Therefore, the study investigated how strategic intent impacts on institutional performance by asking the predominant planners of all NRM institutions.

The second problem of the study is the full awareness and incomprehensibility of the internal and external environmental barriers that greatly hinder the implementation phases and



the expected success of the strategic plan horizon. There is a lack of clarity about how NRM institutions' strategy focused institutional environment section in the strategic planning document impacts institutional performance and how key analyzed dimensions or factors impact institutional performance. Finally, the study looked at how NRM institutions' strategies focused on institutional resources and how they positively impacted performance. Perfectly managing institutional resources, such as the scarce budget, personnel, and materials in the institutions, may result in the institution achieving the goals and objectives outlined in the strategic document. Therefore, the study shed light on the mentioned three key areas in order to realize whether NRM institutions are in the right direction or not.

### Objectives of the Study

General objectives: The general objective of the study is to emphasize the impact of Strategic Planning on institutional performance. Specific objectives: The specific objectives of this research will generally focus on the following main points.

1. To determine and understand the impact of strategic intent on institutional performance.
2. To investigate how the institutional environment (internal and external factors) affects institutional performance.
3. To discover how institutional resources (Budget, Personnel and Materials) impact on institutional performance.

### Questions of the Study

The following main research questions will be answered to include each of the research aims addressed in the previous section:

1. How much influence do strategic intentions (vision, mission goals, and objectives) have on institutional performance?
2. What extent does an institutional environment (internal and external factors) impact on institutional performance?

3. How much influence do institutional resources (budget, experts, and materials) have on institutional performance?

The importance of this study focuses on strategic planning and its impact on institutional performance, as in the case of "Natural Resources Ministries in Somalia". Strategic planning is "important" for all public and private institutions. According to previous studies, strategic planning "increases motivation, improves vision, increases the sense of institutional belonging, increases the level of embracing plans, provides sustainable success and improvement, creates awareness about plans". Strategic planning is also important for ensuring the development of products and services, determining a vision and mission, and for setting goals and achieving these goals. Specifically, this study has the following main importance:

Firstly, the study hopes and intends to enrich the limited research in the field of Somalia's natural resource institutions. Because Somalia's public administration scholars and practitioners have not published enough research papers on strategic planning and institutional performance, there is a lack of attention from writers and practitioners on the impact of strategic planning on institutional performance, as well as other factors influencing the development and improvement of public sector institutions. Second, the study expounds on the challenges and difficulties faced by natural resource institutions. On the other hand, often researchers deepen the factors that influence institutional success and failure. In fact, the modern twenty-first century, which is a complex environment and increasingly competitive, emphasizes the importance of strategic planning and the necessity of measuring institutional performance.

Third, one of the major exercises of government is to improve the effectiveness of natural resource institutions. Thus, the findings and recommendations of this research paper will be beneficial and useful for decision makers of the above mentioned institutions. Fourthly, as time goes on, the dynamic factors slightly change. In addition to this point, institutions face the risk of not keeping up with the changing needs and requirements. As a result, this research paper paves the way and sheds light on how institutional strategies and their impact on institutional performance can be studied in depth by future researchers.

The study had limitations in the following areas; Firstly, the study focuses on strategic planning and institutional performance, as in the case of Somali Natural Resources Ministries. Second, the study explored the strategic planning process (what needs to be included) and how well defined strategic plan impacts on institutional performance. However, the study shed light on the formation of the strategies; how at the first stage considered strategic intent, the environment and resources of institutions were examined in more detail. Third, the study evaluated the contribution (Positive and Negative) of the first variable (Strategic planning) to the second one (Institutional performance). The researcher, on the other hand, conducted and completed the study over a ten-month period, from October to July 31, 2021.

The main limitations of this study ‘the impact of Strategic Planning on Institutional performance’ emphasized as follows; the study's first major limitation was obtaining sufficient primary and secondary data on NRM Strategic Planning and institutional performance. Written documents subjected to the study area are rare in academic spheres of Somalia, but more ideal accounts were available. The second obstacle was the pandemic restrictions imposed; during Covid-19, finding the right people who had the relevant knowledge about the study area was impossible. The third limitation was obtaining reliable information, such as the experiences institutions had during strategic development, implementation, and performance reports.

The first and most important implication of this study is that it helps to expand and accelerate knowledge, information, and general understanding of strategic planning and its impact on institutional performance in NRM. The second point is that the study's findings are meaningful, and all institutional leaders can benefit from making effective decisions that improve institutional growth and development. It is a bit difficult to make decisions without evidence and facts on the issues. Thirdly, the study also contributes and paves away for new researchers that are concerned more about the topic elaborated here. Future researchers will have an opportunity and access to retrieve the previous data on this topic to get an overview of what has been done so far as literature.

### Definition of Terms

**Strategy:** The art and science of planning as well as a chosen way that brings about a desired future, arranging resources for their most efficient and effective use in order to achieve a big goal.

**Planning:** The process of finding a need, considering, and preparing the best way to fulfill that need in order to achieve a desired goal is known as planning.

**Institution:** an organization, establishment, foundation, society, or so on, devoted to the promotion of a particular cause or program, especially one of a public, educational, or charitable character.

**Performance:** In a business context, performance is concerned with the carrying out of an action and as well as the sequence determination of performance based upon this action as carried out.

**Strategic intent:** Defines institutions' purpose of existence and destination to attain the future.

**Private Sector:** An economic sector that is not under direct state control, managed and controlled by individuals and stands to make profit.

**Institutional Environment:** defines the necessary tools used by managers for analysis when evaluating institutional competencies and making critical decisions.

**Resources:** In a broad sense, resources are necessary materials, energy, staff, expertise, or other assets that an institution intends to produce products or services

**Public sector:** An economic sector that is run by the government and provides a variety of services such as public education, health care, infrastructure, and social welfare.

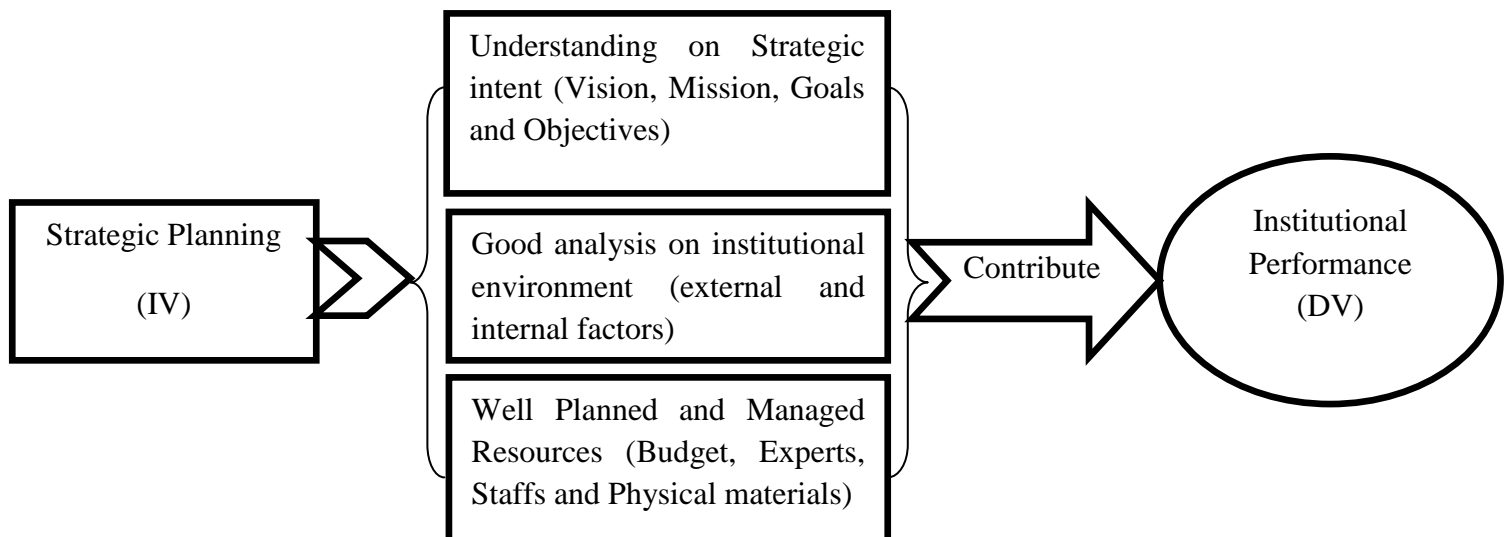
**SWOT analysis:** It is a tool used to sketch the institution's weaknesses and strengths, as well as opportunities and threats to make realistic decisions.

**PESTLE:** It is a tool used for analyzing institutional industry trends and stands for political, economic, social, technological, legal and environmental factors that could affect institutions.

Numerous studies have been conducted to measure how strategic planning affects performance, but no clear and coherent findings have come out. Evidence based on the tied-up between the strategy and performance has been questioned for the temperament of two terms (Rudd et al., 2008. P. 99). Although there are scholars that point out the existence of evidence and the connection between the strategies and institutional success, Knott and Thnarudee (2008) discuss the fundamentals of the conceptual framework in multi-unit commercial strategies, highlighting the importance of coordination and communication among varied and multi-functional units.

The aforementioned academic contributions to strategy and performance research are based on inconsistencies in methods, measures, and prior assumptions. According to the findings, viewing strategic planning as a single activity in a single area of the public sector may have hampered the ability to draw clear correlations between the terms strategy and performance across multiple sectors. Strategic planning has been a hot topic in recent decades, as has research on institutional development. Mainly, the research on strategic planning was about to investigate and explore the relationship between strategic planning and institutional performance and, as well, the nature of strategic content. It delves into the steps that take place during the strategic planning phase in order to better understand how these activities can be carried out to practice and produce effective document that guides the institutions (Johnson et al., 2007, p. 2).

Figure 1: Theoritical Framework



The figure above shows that if strategic planning is designed in the manner depicted above when developing strategic plans, institutional performance will significantly improve. The basic concept we have learnt so far is that there is no single method that strategic planning can be conducted. Regardless of that statement, NRM institutions can strive and kick-start the formation of their strategies by considering the tactics mentioned above and developing new initiatives of their own, rather than sticking with strategies that do not fit into the context of their institutions or the country. Furthermore, the formation of NRM strategies funded and supported by institutional partners and this might bring to set up strategies surprising but far from becoming realistic and implementable strategies.

As a result, the researcher believes that the following perceptions can positively contribute to institutional performance: First, understanding strategic intents (Vision, Mission, Goals, and Objectives); this can bring enhanced understanding of the goal and focus all energies in one basket. As previously stated, the vision articulates the position that an institution wishes to achieve in the future. Furthermore, it basically assists in developing the existence of what is called "common identity" and, as well, a sense of institutional belongingness. The mission term clearly defines the reason for the institution's emergence and existence. This gives direction to vision; the leaders and staff of the institution are enough to keep one journey that ends at the commonly desired destination. Goals and objectives are simply achievable if all other factors like the effective SP that impact institutional performance are put in place.

Secondly, the internal analysis allows planners to build upon strengths and overcome weaknesses. Internal factors may include, but are not limited to, institutional culture, structure, reputation, staff commitment, skills or expertise, institutional systems, stakeholder expectations, and demographics. As the external analysis considers economic, social, demographic, political, legal, technological, or international factors that identify opportunities for growth and improvement, and barriers there to. Identifying what is abbreviated "SWOT" and PESTLE allows institutional planners to consider the gaps between the institution's current status and future destination. Managing and planning the resources is another challenge for institutional leaders. Resources can be identified whatever you need to complete your program, project or task you are planning earlier. Therefore, if resources are planned in an excellent way, this milestone contributes to institutional performance.

In this section, the study discusses the research methodology practiced in this study. Structured interview technique was used in the study. Since we are in the era of pandemic, this design was chosen for this study because it is efficient, less costly and easily accessible to gather accurate information from the target population. The strategy was then put into action in order to evaluate the impact of strategic planning on institutional performance, as in the case of Somalia's Natural Resource Ministries. For more elaboration, read chapter three. The key areas that chapter three covered are as follows: the research design, data collection method, sources of data for the study, target population and sample size, data analysis.

### Structure of the study

In the next section, three chapters are highlighted in the study's body. The first chapter explains the literature review and what has been said about strategic planning and performance. The sub-topics in the study are related to the overview of strategy (historical and conceptual), strategic planning and its elements, processes, models, and benefits and challenges. Strategic planning and other related topics, such as budget and planning, public sector reform in Africa, institutional performance, and measurement concepts, are also discussed.

This second chapter provides an overview of public sector reforms and its logical thinking in Africa, new public management practice and reforms and institutional theories and change, African continent strategies in general and specifically Somalia's Natural Resource Ministries. In the context of NRM institutions, the study highlights three strategies examining similarities and differences between them. However, the study carefully examines the strategy's design, how it crafted and developed strategic intent concepts, analyzed institutional environment, and resource allocations into the early stages of strategy formulation.

The third chapter discusses the research methodology, analysis, and data interpretation. The chapter highlights research design, techniques and interpretation of data collected from respondents. In addition to this, all the tables have added brief remarks on the subject addressed. Finally, the study concluded with a number of recommendations.

## **CHAPTER ONE: LITERATURE**

### **1.1 THE TERM STRATEGY: HISTORICAL AND CONCEPTUAL**

The term "strategy" originally comes from the Greek term "strategos," which means "general art." Historically, the term strategy was associated with defense army practices and actions. In addition, Guth (1980) suggested that strategic planning models, also known as strategic business models, can historically be traced back to three distinct stages in the strategic planning evolution process: the 1950s, 1970s, and 1980s, each representing a distinctive business focus. Therefore, quantifying and measuring the significance of each model compared to another, in order to critically check, assess and appraise each step of development in the strategy process, reveals the relevance of each to the institution and its specific application to the business industry (Charan & Freeman, 1980; cited in Paul, 2014, p. 25).

Despite this history, the term strategy has been studied and discussed for numerous years by academicians, institutions and business leaders. According to Taylor (1997), the evolution process began in the 1960s with the practice of the Long Range Planning concept. In the 1980s, it was extended to Strategic Planning and in the 1990s; it turned from the practice of Strategic Management to the Strategic Leadership arena (Paul, 2014, p. 20).

Nevertheless, there is no single ultimate answer to what a strategy is really about and how to develop and implement it. Managers have different perceptions of it, but the first perception goes deep, analyzes present circumstances and then anticipates changes that are mostly from market and institutional industry trends as supported by Lorange and Vancil (2000). In addition to this, the future is unknown and difficult to forecast from various angles during a certain period. Therefore, just develop the strategy and see what happens. In this context, the strategy determines where an institution is heading (direction) and the scope of the plans over a given time period, as well as how scarce resources should be managed and configured to meet the needs of markets and stakeholders (Johnson and Scholes, 2005). In the twenty-first century, we are still attempting to come up with the best SP model that unifies the different perceptions that institutional leaders and managers have.



There are various factors in the world today that force individuals and institutions to change. Under these circumstances, individuals and institutions need to react quickly to adapt to rapid changes and survive in a competitive environment. Olsen (2007) strategic planning shows an institution's implementation of a strategy, the goals of the institution and the methods to be used to achieve these goals. Strategies have developed and gone through 3 major stages over the last half century. The first stage was the era of institutional/company establishment, setting up a management portfolio, and the management of capital. The second was industrialization and economic models. The third stage was the era of recognizing competence (Candy & Gordon, 2011, p. 72).

## **1.2 STRATEGIC PLANNING**

Dooris, et al., (2002), argue that strategic planning is a new-born management discipline. Strategic planning as a practice began between 1950 and 1970, and it has been an evolving era in the last few decades. Scholars have differing perspectives on the terms strategic planning and strategic management. Some scholars argue that when it comes to scope, strategic management is a little bit broader than strategic planning and focuses on managing and benefiting from new technologies and market opportunities, whereas strategic planning centers on optimizing strategic decision-making (Özgür, 2004; cited in Caymaz, et al., 2013, p. 190).

Strategic planning has become a popular topic, with an increasing number of professional conference sessions and journal articles devoted to it. In several academic domains, a number of symposiums have been conducted to bring to the attention of readers what strategic planning is, how it may be applied to public-sector challenges, and how it relates to the profession of public planning (Bryson & Robert 1987, p. 6).

According to Bovaird (2009, p. 61), institutions without strategic planning initiatives seem to lack direction, which can lead to confusion and misuse of public resources. When public institutions are deemed to perform less well than expected and have inefficient practices in their use of public resources, it can be a cause for concern. Institutions anticipate environmental volatility and deploy available resources according to them through strategic planning (Rudd et al., 2008, p. 100). The basic perception of engaged citizens is to focus on public managers and how they manage when it comes to a situation that needs strategic thinking in order to minimize

resource waste. According to Berry (2001), the global economic depression of the early 1990s prompted the need to downsize and shrink government branches, prompting political elites to embark on a public-sector reform process that prioritizes strategic management practices (Maleka, 2014, p. 4).

Despite the qualities of an institution, factors that influence strategic planning are the size and structure, drafted goals, expectations and morals of institution managers. As institutions are different, there is no single framework standard of strategic plan guidelines to follow, but the managers should develop a strategy that stands out and defines what the institution dreams of (Seid & Ainsley 2011, p. 2). However, Bryson (2004), Strategic planning is a systematic endeavor to make effective decisions and activities that drive what an institution stands for, what it performs, and why it performs.

Furthermore, Tomazinis (1985) argues that strategic planning usually focuses merely on an institution and what it should do to make progress in its performance, rather than on a community, which is the form of the old model planners. As a result, the strategy does not fulfill its conventional societal duties, such as health care and education. To make it clear, strategic planning that is practiced in the public sector is a systematic endeavor that intends to create key decisions determining the type and direction of an institution practicing within constitutional bounds (Bryson & Robert 1987, p. 6).

Despite its popularity, the effectiveness of strategic planning has been discussed and questioned by private and public theory researchers. Mintzberg (1994) made the first and most loud criticism, claiming that strategic planning does not inevitably support strategic thinking. Recently, Martin (2014) emphasized the concept of massive falsehoods in strategic planning, claiming that SP deceives and confuses institutional managers (George et al., 2019, p. 811).

### **1.3 STRATEGIC PLANNING AND STRATEGIC MANAGEMENT**

Strategic planning and management both have their roots in the 1960s, with the aspect of long-term planning at their core. According to Barnard (1938), Ansoff (1965), and Chandler Jr. (1962), the term strategy was coined at the beginning of the 1930s, but it expanded and gained full momentum in the late 1960s (Bindra et al., 2019, p. 469). In the mid 1980s, due to a fast-changing environment, businesses were increasingly required to manage more complex systems that required vital coordination and constant learning and capacity development. To understand

this complex phenomenon, Dunning (1980) offered the novel idea of the internalization theory, stating that institutional arrangement or structure alone was not noteworthy (Santangelo & Stucchi, 2018; cited in Bindra, et al, 2019, p. 473).

Furthermore, the field of strategy has been changing from simple and original strategic notions to a new mission for academic underpinnings that is both elaborated and analytical for the future ahead. The wide research literature played an essential part in strategy evolution, as well as proposing models and a variety of options (Bindra, et al., 2019, p. 473).

Strategic management relates to the examination of the institution's interior and exterior surroundings, and the assessment of strategic intentions (vision, mission, goals and objectives). Equally, strategic management entails an institution's analysis, choices, and actions for the purposes of building and maintaining benefits in the marketplace. Strategic planning lays out a roadmap for accomplishing an organization's objectives. When initiating a strategic plan, the institution/organization sets a number of goals that it wishes to accomplish during implementation (Maleka, 2015, p. 12, 15).

Institutions that do not practice strategies may achieve and feel short-term survival, but as soon as competitive conditions emerge, the institution's stability is threatened. In addition to the differences and similarities between rivals, institutions have the potential to play a significant role in the market. In today's dynamic and competitive world, any institution, large or small, that is not working strategically is extremely vulnerable. This is due to the fast-changing business environment, which includes both vast technology improvements and severe rivalry in the newly emerging global markets. Businesses that are able to adapt to change are the strongest and most incredible institutions that can exist for longer (Phiri, et al, 2019, p. 138).

Strategic management is the course of action that assesses, develops, and implements strategies in order to retain and improve competitive advantage in a competitive market. During the appraisal process, the environment of the institution is taken into account. Strategic planning, on the other hand, entails the development of an institution's models, provides direction in a competitive market, prioritizes the institution's resources, and commits them to collaborative efforts (Sammut-Bonnici, 2015, p. 1).

Strategic planning, according to Castelán (1985), comprises two qualities. The first quality is recognizing uncertainty, which literally means the fact that the institution's leadership is likely to have incomplete information about the working environment, rivals in the industry, consumers' expectations and so forth. The second quality is based on decision making. Because institutions operate in an uncertain environment, all managers are expected to make decisions and deal with industry trends while measuring risk and taking into account all relevant information (Brito & Zapata, 2020, p. 103). In addition, some researchers argue that strategic management requires a dedication to strategic planning, which is described the extent of institution's capacity to set critical goals and determine the key decisions and activities necessary to attain those goals. Furthermore, the following are the characteristics of strategic management: The strategy provides direction, it is a constant process that adopts change from the dynamics, it makes institutions proactive, and it allows communication and collaboration between departments (Vechelekar, 2017, p. 7, 8).

Academicians have different views on strategic management practice, but the common point is that the strategy does not merely focus on the everyday operations of the institution and is wider than that perception, but rather develops plans for achieving long-term goals. Consequently, when generating strategy, institutions can exercise four essential parts of strategic management: institutional environment scanning (external and internal factors), strategy formulation, strategy implementation, and strategy execution and reporting (Zefer et al., 2013, p. 17).

#### **1.4. STRATEGIC PLANING: FROM PRIVATE TO PUBLIC SECTOR APPLICATION**

Many scholars believe that the early 1980s was the first time that strategic planning was implemented and exercised by public sector institutions. Many academicians have discussed how and why public agencies agree to implement strategic plans. The reasons for public agencies adopting a private sector strategic planning model, on the other hand, have sparked heated discussion in academic circles. Bryson (2004), on the other hand, claims that a variety of economic and social burdens and challenges were confronting public institutions, and that this was the impetus for the implementation of strategic planning.

A government-affiliated institution whose primary purpose is to provide services, as well as general-purpose governments such as cities, countries, states, and nonprofit organizations that

provide essentially public services, can all benefit from strategic planning. The discussion by Bryson expressed the possibility of practicing a strategic plan strategy as long as your service provider or government institution has defined goals (Bryson, 2010; cited in Abdalkrim, 2013, p. 135).

Berry (1994) emphasizes and recognizes the economic recessions that occurred between 1981-1983 and 1991-1992 as the primary dynamic that brought about the acceptance of strategic planning in the public sector. The recession resulted in a budget deficit. This threw the government into a tailspin, and officials investigated and sought techniques from the private sector, sharing fruitful ideas on changing the format of service provision, such as outsourcing services, private-public partnerships, and management apparatus such as Total Quality Management and overall strategic planning adjustment.

Berry also provides historical elaborations on the adoption of strategic planning, indicating that between 1980 and 264 state institutions began strategic planning practices. James Earle (2009) also attributed the recognition of strategic planning understanding and practice in public institutions in the 1980s to what he called a "planning vacuum". Strategic planning and strategic management in public administration are both intimately tied to the broader concept when it comes to management practice. The institution's strategies make the transition from managing scarce resources to achieving impressive results easier (Dinu, 2007; cited by Caymaz et al., 2013, p. 190). By recognizing the emergence and development of planning concepts from private to public practice, Eadie (1983) declares that the pressures that result from "resource paucity and service expectations" are a contributing factor to the expansion of strategic planning in the public sector.

The rehearse of strategic planning in public institutions has grown in popularity, while there is a huge debate about whether strategic planning in its private sector framework can be directly transferred to public institutions. It is obvious that no one can deny the importance and appropriateness of strategic planning, although some scholars state that the contrasts between the public and private sectors are considerable enough that any strategic approach to public sector planning should include large and widespread adaptation, as highlighted (Bloom, 1986, cited in Earle, 2009, p.28, 29).

Many authors have highlighted the differences in practice between the public and private sectors: the first is the public sector's political environment, as well as the involvement of many external hands, the complexity of implementing plans, and the lack of institutional autonomy (Bloom, 1986). According to Bryson and Roering (1988), many stakeholders have a significant influence on the method of judgment that is frequently used to measure governmental performance, as well as the pressures of public accountability and the perception that the public sector can perform better than the private sector. All of these assumptions are in place and work against government strategic planning to practice the model of private sector performance.

Vinzant (1996) points out the matter of institutional autonomy and its obvious impact on the planning process of both private and public institutions. Institutional autonomy is usually taken into consideration as an important condition when it comes to strategic planning implementation. For this reason, institutions having and enjoying full access to autonomy can make successful changes during their mandate for work. After recognizing the importance of leadership in the strategic planning process, Streib (1992) questions whether the public sector has the level of effective leadership required to successfully implement plans. At least partially, Streib again explains how these attributes can be challenged in sustaining a common vision that is shared among elected and appointed officials due to the constant elections and changes in staff. In the private sector, strategic planning usually begins with the formation of and defining a mission statement. Leaders of these institutions can be highly thoughtful when determining their goals, focusing exclusively on their firms' own interests and seeing a purpose that will primarily benefit that company (Wilkinson & Monkhouse 1994, p. 16).

Streib and Poister (1990) addressed public sector limitations and questioned whether public agencies are able to gather the information required for a strategic plan to be completed in a specific time period. According to Streib and Poister's suggestions, leadership consistency would definitely help an institution retain a cohesive vision that will help the strategic planning process. Furthermore, some scholars argue that the generalization of leadership and strategic capacity within government agencies is far from reality and it should take into account competence and leadership quality. Although it is a good assumption to generalize that both profit seeking and wellbeing seeking institutions can have good and weak leadership (Earle, 2009, p. 29).

## **1.5 STRATEGIC PLANNING AND LONG TERM PLANING TERMS**

Planning is focused on certain future expectations and attempts to imagine an ideal future for the institution (Pacios, 2004, p. 260). Planning also entails sketching the future and leaving a written record of the design to guide those who integrate the institution's activities, ensuring that the future grows in the manner intended. This treatment of managing an institution's future is referred to by some writers as strategic planning, while others refer to it as long-term planning.

Historically, long-term planning as a term and definition "began in the 1950s and 1960s, when the first five proposals showed economic development in various countries" (Maqueda Lafuente, 1996, p. 11, cited in Pacios, 2004, p. 260). This planning, which took the form of budgets and operating plans, was seen as an expansion of the traditional one-year financial planning. The term "strategy" was coined after World War II. It was first brought into the field of planning by the military, and by the mid-1960s, the term strategic planning had become applicable in the context of private institutions. The importance of environmental analysis in order to satisfy the institutional strategic diagnosis was introduced by this newly coined word.

Furthermore, despite the minor differences between the two terms that are highlighted in the next paragraphs, strategic planning is a tool that allows institutions to achieve long-term goals while taking into accounts the threats and opportunities in the market, and to improve efficiency by acting in accordance with those plans (Ozdem 2011; cited in Caymaz, et al. 2013, p. 190).

The following points are made to clarify what differentiates strategic planning from long-range planning: "Forested future trends, and competition based on arrogance are all characterized by strategic planning, while long-term planning is defined as "a prediction made in the present or extrapolated from the past. Long-range planning is focused on the bottoms-up and the consolidation of strategies from individual departments. Strategic planning is situated at the highest level of the institution, while long-term planning is located at lower levels (Pacios, 2004, p. 260, 261).

One method scholars distinguish strategic planning from long-range planning is the environmental component of the strategic plan. In contrast to strategic planning, which takes a "big picture" approach that "emphasizes the importance of external trends and forces as they are

likely to impact the institution and its outlined purpose", long-term planning is characterized as a "closed framework" by Poister and Streib (1999, p. 309). Long-range planning systems analyze historical events in order to predict change, according to Bloom (1986), while strategic planning mechanisms rely on potential opportunities presented by a changing environment.

In the 1990s, the concept of long-term and strategic planning was encountered in a hostile environment. Private-owned businesses that manufacture goods and provide services to people are constantly under pressure to maximize short-term profits. As a result, there was an urgent need to strike a balance between the two terms. Furthermore, long-term strategies should consider short-term plans based on a year while also laying the groundwork for long-term plans. Scholars in that era argued for balancing acceptable compliance based on changes in the markets, adoption of technology, and considering the business environment, as well as focusing on what is called PESTLE considerations, to reconcile the compliance between long-term aims and short-term tasks (Carlson, 1990, p. 13).

On the other hand, Eadie (1983, p. 448) writes, the emphasis on recognizing and interpreting an institution's climate is a fundamental feature of strategic planning. Long-range planning and strategic planning, consequently, have little in common. Long-range planning, according to Eadie, focuses on projecting current activities into the future, resulting in the continuation of current operational plans. In general, strategic planning varies from long-term planning in the following ways: Strategic planning involves scanning an institution's environment, seeking a better approach based on a longer strategy and competition, and providing a big picture of the future at the institutional level, rather than a limited or closed structure as long-range planning.

Despite the differences between the two terms, the formulation and development of a plan does not assure the institution's success while ignoring failure. Both victory and failure come through the practice and experience of institutional leaders. It is determined by an institution's managers' capacity and how they work together in good faith to deal with opportunities and overcome threats (Seid & Ainsley 2011, p. 1).



## 1.6 STRATEGIC PLANNING ELEMENTS

The volatile and constantly changing environment does not assist institutions in creating favorable conditions conducive to development agendas and implementing strategies that will provide long-term orientation and direction. Accomplishing a chosen future (Vision), cultivating a feeling of purpose (Mission), and upholding an institution's inherent values are not always as straightforward as many people imagine (Darbi, 2012, p. 95, 97). Of course, everyone agrees on one thing: "the value vision and mission statement should be clearer, more concise statements that can be evaluated, understood, and recognized. In the context of strategic planning, the development of vision, mission and values is part of the strategy formulation stage. This section provides more information and clarification on the vision, mission, and values.

### 1.6.1.Vision,Mission and Values

No public or private institution, when thought about, wishes to stay static; instead, they all want to imagine their future picture and how they can adjust to the changing world. As a result, a vision is intended to elicit powerful and convincing mental representations of their institutions' ideal future states. Many scholars have described the term vision in various ways, but here are a few examples: Future business practices are sketched, formed, and driven by vision (Zel, 1997; cited in Özdem, 2011, p.1889). The designed institution's vision also defines what it hopes to be and what role it wants to play in the future (Efil, 2004, cited in Özdem, 2011, p. 1889). It's possible that the question of who creates the vision has been questioned. Visionaries imagine a vision while still predicting and fantasizing about a different future that plays out the way they want it to. Institutions can't thrive in this environment without visionaries.

In short, a good vision statement has been defined in a variety of ways, the first of which is that the vision should emphasize a unique feature of the institution that distinguishes it from others, as well as be shared by all stakeholders of the institution. A good sound vision, according to John Kotter, should be conceivable, desirable, concentrated, versatile, and communicable. The public should be able to get a sense of the institution's culture through its vision (Özdem, 2011, p. 1889). Vision and mission are two important elements that should be part of the strategic

formulation stage. Not only those two elements, but also goals and objectives should be clearly defined in the strategy (Papulova, 2014, p. 12).

Mission statements are well-known to be a crucial part of any strategy development process (Thompson and Strickland 1992; Wheelen and Hunger, 1998, cited in Darbi, 2012, p. 96). More importantly, the institution's purpose for being in compliance with stakeholders' essential beliefs and wishes is expected to be clarified in mission statements, which should also address the question, "What sector of business are we in? What values do we stand for?" (Johnson et al, 2008). A mission statement's primary function is to inform stakeholders about the institution's strategic direction and to guide them in strategic planning (Bartkus 2004, cited in Darbi, 2012, p. 97).

Every private and public institution has a core value that dictates its behavioral aspect. Values determine just how the institution conducts its business. Furthermore, values are accepted beliefs, philosophies, and worldviews held in high regard by an institution's founding ancestors (Sufi and Lyons, 2003; cited in Darbi, 2012, p. 96). Another way to define a value statement is as follows: A value statement is the foundation for what an institution deems to be significant, and it usually guides how it acts and supports those expressed ideals in general. Most commonly, terms that institutions outline when designing institutional profiles, strategies and policies are among the following; respectful, integrity-committed, inspiring, honest, leadership, transparency, innovation, excellence, reliability and sustainability.

The term value can be defined in two ways: materially and as a fair return, which is getting someone's money's worth back. Ethical behavior is a conduct deserving of respect in and of itself; as behavior of essential value. The institution's values culture becomes a practiced way of life in the workplace when the institution's values are deeply rooted and generally embraced by stakeholders, and it plays an important role in the institution's strategic planned activities (William, 2014, p. 2).

### 1.6.2 Strategic Aims, Goals, Objectives And Priorities

Aims, goals, and objectives can be clearly understood as hierarchically ordered for management purposes. Aims, goals and objectives are put in place in a dynamic aspect that

responds to the progressive agendas of dynamic institutions. Aims, goals, and objectives are established in response to trends that create a dynamic environment (Olurotimi, 2014, p. 804).

Aims are goals that are presented at the most general level possible. Aims are derived from our aspirations and wishes, which are then translated into goals and quantifiable targets. Some policy and strategic plan developers overlook and disregard the importance of establishing goals, reasoning that we are already aware of what we are attempting to accomplish in a proactive and planned manner, and we should simply succeed. Ritz (2014) examines aim as “a general statement that suggests and explains direction”. In a nutshell, goals are intentions expressed by individuals, groups, or institutions that result in a desired outcome.

Goals are a statement that usually translates from aims to goals and measurable objectives. In this context, Anderson, Krathwohl et al (2000) elaborate on goals as an expression that inclines to academic practice as well as gives an intention more specific than aim (it is a subset of aim). Goals show large ambitions for the long-term, depict positive change, and display well documented needs. Goal-setting theory proposes that goals are immediate regulators of human behavior. This theory’s core argument is that people differ in their levels of motivation; just as they differ in the goals they pursue (Ritz et al., 2016, p. 4).

An objective translates or interprets the goals of an institution into concrete action through well-coordinated programmes of activities. The objectives are written in such a way that the institutional goals can be perceived and realized. Therefore, there should be a mechanism that supports an assessment of objectives in order to result in essential adjustment to the plans invented. A well designed objective articulates what an institution can do over a specific period of instruction. Objectives are intended to support the achievement of institutional goals. It is obvious that the attainment of more than one objective will be required to meet a specific goal.

Priority setting refers to the process by which institutions determine which tasks should be given the highest priority and which should be given the lowest rank based on their available and planned resources (UNCTAD, 2013, p. 4). Here, there are connections between resource allocation, priority setting, capable human resources, and knowledge management. On the other hand, priority setting can be defined as the process of determining which type of project should be completed first, before all others, and what enforcement measures should be implemented

over a specific time period. When institutions or businesses adopt a strategic plan, competition powers typically interpret and simplify the plan into operational priorities. This practice aids competition powers in developing an effective instrument that pushes the objectives revealed in their strategic plan.

Prioritization, from a different performance perspective, necessitates greater efficiency and utilization of all available resources. In this sense, using an analytic hierarchy method to prioritize various types of resources can assist the institution in maximizing the limited resources available for a project or task. Setting priorities, on the other hand, does not imply that the competition agency should ignore markets or areas that are not high on its priority list (UNCTAD, 2013, p. 4).

Every institution in the first century is confronted with a number of internal and external forces that can become a catalytic wave or, in other words, a threat to the institution's performance or the target that an institution wishes to achieve over time. SWOT analysis is often applied as a method to help when an institution determines to develop a strategic plan document. The analysis within the strategic formulation aims to identify the institution's internal strengths and weaknesses and, as well as, the external opportunities and threats that exist in the environment of certain institutions (Oreski, 2012, p. 283).

The term "SWOT" is an acronym that stands for "strength, weakness, opportunities, and threats". The first two factors (strengths and weaknesses) shape or affect an institution's internal process, whereas opportunities and threats draw and provide a big picture of the external factors or environment in which an institution operates. Historically, SWOT analysis was practiced in a variety of academic and professional fields until 1960. In addition to this, SWOT analysis is applied for many reasons, for instance, planning and developmental agendas, as well as a tool for support to address current and future trends (Oreski, 2012, p. 283).

## **1.7 STRATEGIC PLANNING PROCESS**

Much of the literature in the context of strategic planning mainly concentrates on the idea of a process for planning. Many authors identify the necessary steps involved in the planning process, as well as a very clear process that illuminates the best way forward for institutions. As

an institution, perceiving what changes are required, how to cope and deal with changes, and how to build a detailed plan that intends to sustain upgrading that leads to top performance are the guiding concepts in any strategic management process, whether it is in the public or private sector (Stevens, 2014, p. 5)

Many scholars contribute in different ways to the strategic planning cycle, but Bryson and Roering are the most prominent. Bryson explains the strategic plan principles as a triangle shape: A represents where you are (current position), B represents where you want to be (future position), and C represents how you get there (techniques). The institution's vision, mission, and goals assist it in moving forward from A to B. A to C are connected by strategy formulation, and B to C are connected by strategy execution. As a result, Bryson suggested a ten-step strategy cycling method as a structure for their strategic planning process review, while Roering proposed an eight-step process (Earle, 2009, p. 12, 13).

Eadie (1983) suggested a strategic planning process focused on five basic tasks as well. Initiate and agree on a strategic planning process, according to Bryson's framework, in a chronological form. Identify institutional mandates, clarify institutional mission and values, Assess the external and internal environments to identify by what we call SWOT, Determine the institution's strategic issues, and create strategies for dealing with existing problems. As a result, strategic plans should be reviewed and implemented. Establish an effective institutional vision. Finally, evaluate the plans and the strategic planning process by developing an effective implementation method.

For their study of strategic planning in public agencies, Bryson and Roering proposed a seven-step structure, with the first step being "an initial agreement or 'plan for planning'; identification of an institution's mandates; mission creation and development; external environmental scanning, internal environmental assessment; strategic planning." Eadie (1983), on the other hand, describes a five-step strategic planning process that includes environmental scanning, resource auditing to assess strengths and institutions' weaknesses, setting strategic goals, strategy development, resource allocation, and execution. The strategy formulation method is described and sketched by Hosmer (1982).

In this context, the method he suggested entails assessing a variety of strategic alternatives, then attempting to correlate these alternatives against the environment's opportunities and challenges, as well as an institution's internal strengths and weaknesses, and plays a significant role in the selection of a single strategy. Other literature emphasizes that effective strategic planning entails a process, and that creating an inclusive process in which all stakeholders have an equal say can result in successful plan implementation. The strategic planning process is divided into three steps: establishing the key goals and objectives, determining the methods of practicing and implementation of strategy, and lastly, putting in place the methods of measurement and control (Artur, 2019, p. 2).

It appears to be more logical than the notion advanced by Lorange and Vancil (2000), which states that there is no one-size-fits-all guideline when it comes to developing a strategy. In this regard, no institution has the same problem or environment as others, because it is suggested that the planning process should be developed within specific institutional contexts, taking into account the institution's unique situation and characteristics.

## **1.8. THE LINKS BETWEEN PLANNING AND BUDGETTING**

In this section, the links between the strategic plan and budget and how it impacts performance will be demonstrated in the next paragraphs. Both these two concepts are interrelated and, as well, it is important to connect the strategic plan's key objectives and priorities to the budget to ensure the planned target milestones. However, when an institution wants to develop a strategic plan, there is a natural conflict that hinders and makes it complex to have any desired degree of collaboration between strategic planning and budgeting. Therefore, integration between planning and budgeting is indispensable and should be put into a position when strategies are supposed to be developed and settled (National, 2010, p. 3). In addition to this, the mechanism by which all plans and resource allocation activities at all levels of an institution are effectively connected and organized, and guided by the institution's vision, mission, and academic goals, is known as integrated planning. Consequently, the planning concept is essential and motivates and drives budget development issues.

To progressively overcome the disparity, the strategy, which is usually formed over time, should be reconciled with resource distribution. All strategies intended to be develop through

informing the budget provision section for a particular year should be put in the pipeline by public institutions in South Africa. The strategy should be clearly written and identify the key objectives of an institution, as well as the required financial and human resources to meet the set objectives (Barclay et al., 2011, p. 46).

Budget program structures serve as a key link between an institution's goals and its operational budgets in the sense of budget structure. The budget program framework and its sub-contents in the document should reflect the main areas of responsibility as well as service provision measurement within an institution's mandate in order to complete the scheduled activities. Certainly, a specific institution's budget program structure should provide a coherent process that links successive strategies and strategic priorities to budget allocations and performance indicators that are track through implementation over the medium to long term. When determining budget program arrangements, keep in mind that much of what an agency does stays the same from year to year, or even from one five-year planning period to the next (National, 2010, p. 14).

When underlining budget program arrangements, it's important to recognize what an institution does most, and this means an institution doesn't change its plans from year to year, or even from one five-year planning period to the next. Planning, programming, budgeting, and evaluation can all be thought of as a series of steps. Planning entails a thorough examination of your surroundings, as well as the identification of essential strategic elements and an evaluation system, Programming is a continuous process in which approved planning documents are turned into major programs and subprograms, and elements for a given period of time, based on available resources. During the budgeting process, the precise allocation of funding for each program for the fiscal year is specified (Raduski, 2010, p. 26, 27 & 28).

Mostly, the new policy proposals often refer to ongoing programs that are already practiced, expressed and as well as can be accommodated in the current budget-programme framework. In addition, the intent statements associated with an institution's way of spending programs and sub-unit programs are supposed to clarify the compliance laws on how funds approved by the legislature will be used. At this point, a number of initiatives have attempted to

draw attention to the connection between budgets and performance success (National, 2010, p. 3).

The main challenge is for institutions to focus on ways to improve the methods they use to collect and compile budgets by incorporating more techniques based on activity-based costing, which will strengthen the link between budgets and performance goals. As a result, concerns about the above activity-based cost discussions will arise. For example, in particular, what adjustments to budget re-arrangements would be required if one of the target performance levels increases or decreases? What would be the criteria in the sense of a given budget if we implemented any productivity or efficiency-related amendment strategies? In conclusion, institutions should refine and create new processes, cost these processes carefully, and then determine the cost of delivery (National, 2010, p. 3).

## **1.9 STRATEGIC PLANNING MODELS**

In this section, strategic planning models provide a number of alternatives for institutions to consider as they begin to develop their strategic plans (McNamara, 2000, cited in Thanos & Elena, 2007, p.29). Occasionally, an institution can take different models to integrate and bring out the best result, as well as to achieve the goals set up.

According to McNamara (2006), strategic planning models have been categorized into the following: basic model, issue-based (goal based) model, alignment model, and scenario planning. The number of analytical steps recommended by David & David (2015) as a set of instruments that must be used in creating strategic decisions is explained as follows. The nine steps are internal factor evaluation, external factor evaluation, competitive profile matrix, SWOT, strategic position and action evaluation, Boston consulting group (BCG), internal external (IE) steps, grand strategy steps, and quantitative strategic planning (Deidhae et al., 2020, p. 157, 158).

Scholars have described strategic planning models and efforts in a variety of ways. According to Hunger and Wheelen (2003), scanning the environment, developing a strategy, implementing the strategy, and evaluating the strategy are all necessary and distinct steps.



Environmental scanning is most critical at the start point of every strategy, and feedback at the end is unquestionably significant in every planning model (Trainer, 2004, p. 133).

### **1.9.1. Basic Strategic Planning Model**

Newly established institutions develop goals as general but it depends on institutions structure, addressing opportunities and the resources that are available (Artur, 2019, p. 2). The following are the characteristics of basic strategic planning. Firstly, the Basic SP model clarifies the purpose of an institution (mission statement) and describes why an institution exists. Secondly, institutions select main goals that must be reached at a certain time. Thirdly, identify specific strategies that must be implemented to achieve each big goal.

Furthermore, when an institution conducts more rigorous strategic planning, particularly by more closely analyzing the external and internal dimensions of an institution, the strategies are often what bring the most holistic change. Fourth, the basic SP model specifies action plans to implement each strategy and, finally, monitors, follows up, and updates the plan. It is the responsibility of the institution's officials to reflect on the extent to which the goals are met. The most important indicator of success is positive feedback from the institution's customers or citizens who directly benefit from the institution's services (Thanos & Elena, 2007, p. 29, 30).

### **1.9.2. Issue or Goal-Based Model**

Goal-oriented methodologies were first used in the software engineering sector in the mid-1990s. Yu (1995) is one of the most widely used goal-oriented and agent-oriented modeling and reasoning approaches in the field today. In terms of goal-oriented requirements engineering, it's well known that goals are critical for area comprehension and eliciting stakeholder intentions (Mylopoulos et al., 1999). Goals are less variable than requirements and can be expressed at a variety of levels of consideration, ranging from strategic main issues to technical issues (van Lamsweerde 2001; cited in Franch et al, 2017, P. 2, 3).

The second SP model elaborates on how, as the activities of a newly established institution become more complex, the strategy model evolves and progresses to the next level. Therefore, the second model has the following benefits. It provides a big picture of the

institutional environment by using SWOT analysis and prioritizing critical issues/goals. It designs major strategies to address these goals. It updates the vision, mission and values. It establishes action plans by identifying objectives, resource needs and timeframes, roles and responsibilities. It records all the updates and develops the yearly Operating Plan document. Lastly, it develops and authorizes the budget for the year one allocation, as well as monitors and reviews any updates in the SP document (Thanos & Elena, 2007, p. 30, 31).

### **1.9.3. Alignment Model**

The third model of SP is adopted when an institution is eager to develop and ensure the alignment between an institution's resources and mission to effectively achieve the target goals. This type of strategic planning is very important when an institution wants to know what is called "fine-tune strategies" or determine why their goals are not being achieved as planned. This model of strategy is often recommended for institutions that are experiencing broad internal issues or other types of inefficiencies (Thanos & Elena, 2007, p. 31). Scholars, for example, have proposed an IT strategic model that emphasizes the importance of strategy-IT alignment.

The first phase of the IT alignment model entails gaining a strategic understanding of the institution. Acceptance of IT is the second phase that examines the key factors that control the uptake of new information management technologies in institutions. The third model is the operating model, which comprises a review of the entity's operational, information needs and IT alignment with required data. The fourth model is IT strategy, which is the result of a series of decisions on the institution's scope, skills, and management practices (Hernández, et. al., 2019, p. 3, 4, & 5).

Therefore, this model should focus on the following: Firstly, the institutional official outlines the institution's mission, programs, resources, and needed support. Secondly, it identifies the current circumstances (what is working well, what is not, and what needs to be readjusted). Thirdly, it recognizes how these adjustments should be done. 4. Fifthly, add all the adjustments as strategies in the strategic plan document (Thanos & Elena, 2007, p. 31). For instance, Australian multinational business units have discouraged communication and collaboration between their business units. Instead of encouraging collaboration, the company

encourages competition and conflict between departments and individuals. Therefore, business neglected positive culture alignment with strategy (Bruce, et al. 2005, p. 2).

#### **1.9.4. Scenario Planning Model**

The fourth strategic planning model is based on "scenarios," and the scenario model is viewed as a technique rather than a model. In comparison to other models, scenario planning is a unique planning tool. According to Hodgkinson and Wright (2002), it is a process that generates a set of plausible but uncertain futures. Predicting the future and working toward that expected future is one method institutions have attempted to cope with change. Ogilvy (2005), on the other hand, reminds us that the future is unpredictable and planners would be out of a job if the future were foreseeable (Shawn & Kevin 2008, p. 167).

This scenario model is helpful for institutions who want to develop and prepare for multiple scenarios in a single document. This is the strategic planning scenario model and its steps: Firstly, it illuminates several external forces or changes in the environment, e.g. demographic changes, changes in regulations. The aforementioned forces may have a positive or negative impact on institutional performance. Placing the newspaper's key headlines on your institution, for example, frequently suggests potential changes that may affect the institution. For each change that brings forces, it underlines three different future institutional scenarios; the scenario can be the best case, worst case and reasonable case (Thanos & Elena, 2007, p. 31).

Scenario planning is a disciplined process for proposing alternative options for an institution's external future by focusing on the uncertainties that can significantly change the nature of work. Scenario thinking has been practiced for centuries as storytelling, and it has been used as a technique for focused thinking and problem-solving since the end of WWII (Paul, 2016, p. 1).

#### **1.10. STRATEGIC PLANNING BENEFITS AND CHALLENGES**

However, regardless of why the public and nonprofits are involved in strategic planning, strategic planning has benefits that are more likely to yield results. Many authors argue that

strategic planning can provide a number of benefits for organizations. The next paragraph will focus on the advantages of strategic planning.

The first and most obvious potential benefit is the promotion of strategic thinking, acting, and learning, particularly through "strategic conversation" and negotiation between key actors (Van der Heijden, 2005, cited in Giraudou, 2014, p. 8). The first is to think strategically, in terms of how to pursue goals or achieve goals. This also includes thinking about what the context is and how it can or should be changed; it means what goals should or should be, and what abilities or competencies may or may be needed to achieve the goals, and how they can be used. Long-term plans, on the other hand, are described as keeping away from common trouble and disorder in the institution's day-to-day activities. It produces potential leaders as it creates brainstorming and strategic thinkers. It eases confusion among the members of the institution and facilitates adoption (Hashim, 2005, p. 2).

The second benefit is that it improves decision making and accountability. Improved decision research is crucial because studies have shown that at least half of all strategic decisions fail as a result of poor decision-making processes (Nutt, 2002, p.74). On the other hand, the following are some of the advantages of a strategic plan: it specifies the institution's strategic intents and identifies the best strategies for achieving the goals. It increases awareness of institutional environments, draws in business rivals and also displays Managers' capacity attaining the institution's goals (Melaka, 2014, p. 23).

The third benefit is the increased institutional effectiveness, responsiveness, flexibility and sustainability resulting from the first two. Institutions engaged in strategic planning are encouraged to clarify and address important institutional issues, respond to them intelligently, and deal effectively with rapidly changing conditions. In other words, they are encouraged to be well managed. And while it may seem almost tautological to say this, it's not straight forward: The evidence is from organizations that are well-managed and relatively stable, perform better, respond appropriately to external demands, are effectively innovative, have greater impact, are better accountable and poorly managed are more durable (Giraudou, 2014, p. 9).

The planning and development processes face some challenges that impede efficient results and create resistance to change (Bakhit, 2017, p. 77). A disciplined attempt to generate fundamental decisions and acts that form and direct what an institution (or other entity) is, what it does, and why it does it, according to the definition of strategic planning (Bryson, 2004). It reflects on the institution's wider policy issues, such as its basic mission and purposes, as well as potential courses of action or tactics to accomplish those goals and purposes. As such, strategic planning systemizes an institution's direction into goals and acts as the backbone on which operational plans are built.

In this context, there is no one-size paradigm that an institution must follow when it comes to strategic planning. Strategic planning depends on the particular qualities of each institution, its dimensions, structure, and the needs and requirements of its senior management. The management style of the Chief Executive Officer (CEO) and senior management is the most important influence on planning activities (Moskow, 1978, cited in Giraudou, 2014, p. 4). As such, it is likely that most of the key decision makers will be insiders, even though considerable relevant information may be gathered from outsiders (Bryson, 2004). Below are highlighted the challenges that institutions face:

The following are the obstacles that the strategy brings: The first problem comes from the strategy preparation stage and managers should consciously think about it. The second problem arises from communication channels, the third problem arises from financial provision, and the fourth issue arises from formation and personnel management. Lastly, political trends and the institutional way of life are among the challenges (Feldberg, 2014, p. 4).

The first major challenge faced when an institution establishes a strategic plan is the time and cost required to deliver an effective and quality strategic plan at the exact time. According to Annie Giraudou and Carolan Mclarney's studies, the first and most important major challenge that an institution faces when establishing a strategic planning process is the time and cost incurred in delivering a quality strategic plan. This demonstrated that a number of developed European countries took many years to successfully implement the strategic planning process, and it was only in 2007 that the implementation phase was fully implemented (Giraudou, 2014, p. 9).

Another factor is that small and medium-sized businesses are often hesitant to develop their own strategy due to the difficulties of strategic planning. The factors that cause these problems, such as the cost of engagement, are a major concern; the process itself is complex, and success is not certain (Maleka, 2014, p. 23). Despite the expense incurred and planning that involving several institutions and stakeholders entails, a key concern and success factor was ensuring that no one was left out of the process. The absence of a key stakeholder not only harmed the project's reputation and credibility, but it also had a depressing effect on the overall strategic plan's consistency. issue was "coordination with other management processes, especially the budget process, which was often difficult and unclear" (Proeller, 2007, cited Giraudou, 2014, p. 9, 10). As a result, deciding who is responsible for implementing and executing a plan, defining success measurements, assessing the results, and assigning responsibility for the outcome has proven challenging.

Scholars have also addressed the unanticipated negative consequences of managers partaking in strategy formulation: First, spending time on strategic planning has a negative influence on ongoing tasks. Second, if the strategists aren't closely involved in the implementation phase, they may abdicate their own obligations to the decisions made. Third, expectations that aren't met can lead to disappointment. The training of managers involved in the strategic planning process is the best solution to all of these concerns (Pearce & Robinson, 2003; cited in Almositeer, 2017, p. 3).

## **1.11. HOW NEW PUBLIC MANAGEMENT ASSISTED INSTITUTIONAL STRATEGIC PLANNING**

As a subject of study, public administration has never been stagnant. It must, of course, adjust its borders from time to time. In recent years, the public administration has had to re-shape itself, and the phrase "management" has shifted the public administration's perspective (Ferdous, 2016, p. 23). The basic definition of managing public programs is a concept known as public administration and it is the means of turning politics into a practice that people will experience at any time. Public management can alternatively be defined as a collection of managerial and ideological principles derived from the private sector and applied to the public sector (Hood, 1991: cited in Kalimullah et al., 2012, p. 1).

As a result, New Public Management is a concept and vision, as well as a set of specific management approaches, methods, and tactics targeted at transforming the traditional way of government administration. In the 1980s, the pressures of change, especially financial pressures, pushed most Western countries to concentrate and focus on making the public sector more competitive and public administrators more responsive to people by providing value for money, choice, and openness.

During the reforms, political leaders have been criticized because the government has the following problems: the public sector (government) handling scale is too large and consumes too many resources, according to the first argument. The second argument was that the government engages in too many things and reform will not be easy. The third point of contention was the mechanism of the government, because the bureaucracy is seen as an unpopular type of social institution (Islam, F. 2015, p. 143)

The vast changes in public administration brought on by reformers and social science culminated in the development of an institutional theory that was followed by management principles. These concepts include the division of labor and specialization concept, the theory of homogeneity and unity of command, the hierarchy of delegation of authority principle, the theory of responsibility, the belief of the period of power, and the staff principle (Minogue et al. 1998). Reformers mandated that public servants perform the following administrative roles within institutional systems and structures based on these values: planning, scheduling, staffing, directing, coordinating, monitoring, and budgeting, abbreviated as POSDCORB by Luther Gulick.

The first point to make in the context of how NPM contributed to the improvement of strategic planning in the public arena is that the New Public Management is based on the division of traditional structures into quasi autonomous units, whereas traditional public services are institutions that are provide on a uniform basis, operating as a single aggregated unit, which clarifies how the new public management works. In the meantime, all public institutions are developing strategies in reaction to the requirements of new public management benchmarks (Kalimullah et al., 2012, p. 2).

Since the last quarter of the twentieth century, there have been significant changes in practically every field. The affluence that humankind has accumulated over the centuries has been significantly altered, and new structures and processes have emerged. The globalization phenomenon has had a huge impact on the way that national and international theories are practiced, on all aspects of conceptions, regulations, and societies (Temizel, 2015, p. 217). Thus, these changes through modernization of old practices in the public sphere have supported strategic planning practices.

#### **1.12. STRATEGIC CONTENTS AND PERFORMANCE: EMPIRICAL ASPECTS**

In general, the strategy used by both public and private institutions focuses on different areas: in the private sector, the emphasis is often on the competitive market, as well as organizing a way to defeat business rivals. In the public sector, on the other hand, strategy is more oriented and designed as a tool to help institutions improve their performance and provide better services to their citizens. Scholars have produced numerous books and papers on strategic issues, and strategic planning is now used at all levels of government. Strategic planning was once an unknown subject, but it is now considered normal practice. There are some reliable results that illustrate how an institution's strategy implementation affects its ability to achieve its goals and desired performance (Poister et. al., 2010; cited in Caymaz, et al., 2013, p. 191).

In accordance with Miles and Snow, if an institution is purposefully focused on seeking and creating new opportunities while also remaining committed to providing existing services. This form of institutional strategy is also known as a "prospector" by Miles and Snow (Boyne & Walker, 2006). If an institution focuses its energies on procedural issues rather than goods and strives to maintain a consistent portfolio of services, it will be more effective. Miles and Snow characterize this type of strategy as "defenders". If an institution does not have a clear strategy to which its center belongs, but instead takes its cues from outsiders in its environment, such as high-ranking government officials or other elites, this has a significant impact. Miles and Snow describe such institutions as reactors (Boyne & Walker, 2010, p. 186).

Shrader et al. (1998), on the other hand, claimed that developing institutional policies and strategies as a means of improving institutional performance is critical in competitive advantage areas (Flemming, 2014, P. 20). Walker and Boyne proposed the institutional strategy typology



developed by Miles and Snow to consider strategy content and its relationship to performance. Walker and Boyne have developed the concept of "strategy content" and the concept encompasses two key terms: strategy stance and strategy actions. A strategic stance describes the extent to which a certain institution is a prospector, defender, or reactor. Secondly, strategy actions also highlight the importance of changes in markets, service provision, external factors and the internal characteristics of an institution. According to Boyne and Walker (2004), all institutions are probably to adopt a combination of techniques.

Three key critiques have been leveled at empirical studies of proponents looking into the connections between strategy and performance: The first one is limited to bi-variate studies of different conceptualizations of strategic planning and performance. Secondly, there's little indication that scholars have looked at intervening variables. It has been limited to financial performance indicators rather than expanding (Rudd et al., 2008, p. 100).

At this point, the detailed investigation underpins that the survey measures in the studies of English and Welsh local governments were perfected after extensive interview programs designed to investigate the natural effects of the two variable-strategy stances of institutions and their links to performance (Boyne & Walker, 2010, p. 187). As found, the statistics demonstrate that strategy content is important. For example, data from a pool-informant survey of a hundred and twenty English local authorities revealed that institutional performance is related to a prospector's stance in a good way and negatively related to the reactor's stance.

Despite Miles and Snow's typology, numerous studies have demonstrated a link between strategic planning and performance. According to Phillips (2000), studies have shown that there is a favorable link between planning and performance in the hotel industry in the United Kingdom. Phillips employed strategic planning as the first variable and performance as the second variable in his study. Baker (2003), with data collected from one thousand CEOs in five different food processing sectors, showed that strategic planning can be used to develop financial performance. On the other hand, Aldehayyat and Twaissi (2011) discovered a strong positive association between strategic planning and corporate performance after Jordanian Small Enterprises were examined (Sahan & Ravindra, 2019, p. 173).

### **1.13. INSTITUTIONAL PERFORMANCE**

The functions and purposes of an institution are viewed differently by different people. North has abandoned the notion that institutions exist to improve efficiency, instead stating that "institutions minimize uncertainty by providing structure to everyday life" (Wegerich, 2001, p. 6). In public management study and practice, institutional performance is perceived as a key notion. However, there have been remarkable discussions concerning it (Andersen et al., 2016; cited in Walker et al., 2010).

Recent research has shown that institutional performance is based on a multidimensional system with many different dimensions (Andersen et al., 2016; Hubbard 2009; Walker et al., 2010). Institutional performance has been an issue on which most experts and practitioners have never agreed. By definition, institutional performance can be described as the extent to which an institution or organization with limited resources is able to accomplish its obligations and achieve its objectives. The most important thing is to assess the efficiency and effectiveness of institutions' practices. Every activity in any institution revolves around performance, and that performance has an impact on the institution's ability to continue to exist. According to Mockie (2008), institutional performance refers to the institution's ability to meet its objectives. Similarly, Curristine (2005) defined an institution's performance as the result of activities carried out when it comes to the pursued objectives (Abdalkrim, 2013, p. 136).

The term institutional performance refers to the transformation of inputs into outputs for the purpose of accomplishing specific goals. In the economic aspect, performance explains the connection between the least and most effective cost that can produce a product. In the literature, there is no broad discourse on the standards to be utilized in measuring institutional performance. However, there are four basic techniques that are widely used: The Goal-Oriented Approach: Institutions are formed for a specific purpose that their founders determine. However, the ability of an institution to achieve its desired milestones is referred to as institutional performance. The System Resource Approach provides a brief overview of the institutions and their surroundings. When institutions benefit from environmental trends, they are considered effective. The Constituency Approach elaborates on an institution's effectiveness when many dominating stakeholders have control over resources. This mostly has an impact on the institution's

performance. The approach, which is competing values, indicates that different institutions may use different criteria to assess performance (Shibru et al., 2017, p. 60).

Alan, (2015, p. 177), institutional success in the area of performance can be viewed from a managerial perspective as encompassing two fundamental principles and concepts: the first principle is effectiveness, which connects outputs to the main goals of the institution and the second principle is efficiency term, which makes linkages input and measures. Furthermore, the term performance clarifies a deep meaning, which provides "accomplishment," "attainment," and the mission of task execution. Furthermore, describing an institution's performance includes both the point of what needs to be done and the most effective method of completing the necessary tasks. Managers frequently ask themselves how well the institution is achieving its objectives, managing its terrifying resources in an effort to arrive at the destination in a reasonable amount of time.

The main point that should be clarified here is that service effectiveness should be the primary concern of management because this is the key business of a social welfare organization that focuses on the wellbeing of society. In general, the natural change of people and the social conditions in which people live are the reasons for the existence of social institutions, rather than the acquisition of resources; it also manages the scary, frightening resources that are available by working for the happiness and growth of human institutions. All of the above are essential ideas themselves, and may even be necessary for delivering effective services, but they might be subordinate to the target (Alan, 2015, p. 177).

Therefore, in this paragraph, institutional performance and effectiveness were distinguished; therefore institutional performance now includes three distinct components of an institution's outcomes: financial performance, overall market performance, and shareholder return. While institutional effectiveness is a larger term, it refers to institutional performance, internal performance outcomes that are often linked with more efficient or effective operations, and external metrics that are not related to economic valuation (Richard, et al, 2009, p. 722).

#### **1.14. INSTITUTIONAL PERFORMANCE MEASUREMENT**

According to management and performance appraisal literature (Kaplan and Norton, 1992; Moore, 1995; EFQM, 1996), there is a common ground perception that indicates performance can be viewed as a multi-dimensional concept. The following paragraphs highlight various measurement tools: In the cycle of inter-governmental administrations, performance assessment has been acknowledged as a part of good governance measures, and it has progressively played a vital role in the management of the public service sphere (Mukokoma & Van Dijk, 2016, p. 123).

The well-known notion of performance measurement is based on four factors that are detailed in the following: First, there's input measurement, which is principally highlighted by the required resources to achieve ultimate production and service provision. Second, it is about activity measurement, which explains the necessary actions taken to attain the production stage. The third aspect relates to the output measurement that determines the quantity of goods and services required to manufacture them. The fourth is about outcome measurement, which clarifies and explains the direct impact of manufactured goods and services on end users (Mukokoma & Van Dijk, 2016, p. 123).

The most effective performance measurement system that an institution employs should include every performance-related component that emphasizes the importance of an institution's existence and the manner in which the desired results are achieved. This can further be explained as institutions should put in place all possible elements that could affect the success of the institution (Nicholas, 2005; cited in Abdalkrim, 2013, p.136).

Consequently, the previous observers shed light on that output measurement relationship and involved several dimensions when needed to explain them. New approaches to classifying performance measurements in both the public and private sectors have also been suggested. We will look at four different performance measuring models: two for the private sector and two for the public sector. The European Foundation for Quality Management (EFQM), The Balanced Scorecard (BSC), the value chain model, and the framework for performance assessment are the key examples of performance measurement and as management apparatus.

The private sector of development created the first two performance measurement tools. The European Foundation for Quality Management (EFQM) excellence model was created to help people understand performance management by identifying system strengths and opportunities for development. EFQM is based on a set of nine criteria grouped into two categories: enablers and outcome indicators. The first five criteria, known as enabling factors, are majorly concerned with what an institution can perform, whereas the remaining four criteria, known as outcome factors, are concerned with what an institution will accomplish in the distant future (Mukokoma & Van Dijk, 2016, p. 123).

According to Kaplan and Norton (1992), the Balanced-scorecard model tries to elaborate on the link between the business unit's strategy and the chosen performance indicators. The BSC model includes four financial and non-financial measurements that present and analyze the primary success features of a certain institution's strategic planning. The fundamental distinction between the BSC and the EFQM is that the EFQM model's important goals are based on complete quality control ideas, whereas the score card approach's important goals are based on the dreams and wishes of certain institutional strategies. The Balanced Scorecard is the most essential performance measuring instrument in theory and practice. When it comes to measuring a complicated process, the Balanced Scorecard outperforms EFQM because it can be tailored to the demands of business in any of its domains (Ivanova & Avasilcă, 2014, p.404).

Another aspect of performance measures is that they can be classified into one of six categories. The first is effectiveness, which describes how well the process result (work product) adheres to the required specifications. The second factor is efficiency: it measures how well the process generates the desired output while using the minimum resources possible. The third factor is quality, which refers to how well a product or service satisfies the needs and expectations of customers. The fourth factor is timeliness, which determines whether a unit of work is completed correctly and on-time. The sixth category is productivity. It refers to the value added by a process, such as the labor and capital used. Finally, there's safety, which assesses the institution's overall health as well as its employees' working conditions (Charles, 2015, p. 716).

Moore (1995) proposes the value chain concept as a paradigm for recognizing and measuring institutional input, output, and outcome, as well as its relationship to its partners, co-

producers and overall stakeholders of institutions. In value chain practices, there are partners and co-producers who can voluntarily help achieve client happiness and societal outcomes in public institutions. Furthermore, a large amount of support from partners and co-producers engaged in the public sector may occur naturally without any motive, help or guidance from the institution (Van Dijk, 2016, p.129). The Balanced Scorecard is the most essential performance measuring instrument in theory and practice. When it comes to measuring a complicated process, the Balanced Scorecard outperforms EFQM because it can be tailored to the demands of business in any of its domains.

## **CHAPTER TWO**

### **PUBLIC SECTOR REFORMS IN AFRICA AND ITS REFLECTIONS IN SOMALIA**

This second chapter provides an overview of African public sector reforms and their logical thinking, new public management practice and reforms, institutional theories and change, the African continent's strategies in general, and, specifically, the Natural Resource Ministries of Somalia. In the context of NRM institutions, the study highlights three strategies examining similarities and differences between them. However, the study carefully examines the strategy's design, how it crafted and developed strategic intent concepts, analyzed the institutional environment, and resource allocations in the early stages of strategy formulation.

#### **2.1. PUBLIC SECTOR REFORMS IN AFRICA:**

Like any other state, the public sector has a diverse set of stakeholders, each with their own set of interests in the common property. Consequently, public institutions naturally face numerous demands from ordinary citizens (Mimba et al., 2007, p. 195; Björk et al., 2014, p. 27). Furthermore, public servants should be aware and consider the variety of expectations that come from different stakeholders, performing the expected mandates efficiently through the dynamics of market needs.

PSR in Africa has made an evolution into three eras. The first era of intervention in Africa was in the 1980s, with the main goal being to control and eliminate unnecessary government payment practices, establish the division of roles between government levels, and participation in engagement. The second phase began in the 1990s, with efforts to assist developing countries in building their capacity, particularly in the public sector. The third era was in the 2000s: The main aim was to enhance public service provision and goal attainment (Bincof, 2020, p. 70, 71).

In the public sector, the twin terms efficiency and effectiveness are used to define how public servants aim to optimize resources in relation to the outputs generated (Mihaiu et al., 2010, cited in Fourie & Poggenpoel 2017, p. 171). This means that public servants must provide

all basic public goods and services that meet the needs of their constituents while remaining within their own budget constraints.

According to Lufunyo (2013, p. 27), following the end of World War II, public sector institutions around the world underwent numerous reforms in order to achieve meaningful institutional change. The extensive reforms and changes were prompted by various concerns about cost efficiency, effectiveness, transparency, improved performance management, and, eventually, the delivery of public services.

In the context of Africa, reforms to the public sector have also been introduced by most African countries. Regardless of the high level of dedication, energy and resources devoted to such reforms, progress has been very slow-moving and inadequate (Ghobadian et al., 2009, p. 1514; Lufunyo, 2013, p. 28). As the evidence shows, there are concerns that these changes have not had a significant effect on service delivery and that there are no positive outcomes for the public in general. This widely explains that all efforts at procedures do not improve the expected service delivery and yet public servants maintain ineffective priorities and plans based on the government's desire (Fourie & Poggenpoel, 2016, p. 171).

In Somalia, the government has carried out public sector reforms in the areas of civil servants and revenue customs over the last four years, and this intervention must be continued in various sectors of public institutions. According to Mr. Keynan (2017), there are numerous justifiable reasons why public sector reform in Somalia is important, mentioning that PSR is the main drive of the government's efforts to improve public institutions through policy reforms and merit-based practices (Bincof, 2020, p. 70).

In Somalia, the public sector has been governed by various regimes (democratic, military, and the newly implemented federalization system) over the last sixty years. This means that all institutions and public service providers are shifting and changing in new directions in every system. In its most fundamental form, the mission and existence of public sector institutions is to enhance society's overall well-being by providing public goods and services. In the meantime, Somalia's public institutions are grappling with two major issues: the first is recovering from the physical destruction caused by the civil war, which has affected all institutions in the country, and the second is the recent adoption of the federal system, which will necessitate a new



governance structure and the establishment of three levels of different mandates and key responsibilities. As a result, the framework of national institutions should be shaped in a flexible manner, and federal laws should be enacted to ensure the success of the collaboration of the three levels of government administration.

## **2.2. PUBLIC SECTOR REFORM (PSR) IN AFRICA: LOGICAL THINKING**

Numerous African scholars have injected the style of PSR existence into Africa and it is fascinating to see how public sector reform influences governance on the African continent. The World Bank's 1981 report *Accelerated Development in Sub-Saharan Africa* (also known as the Berg Report) was the first suggestion to call for comprehensive public sector reform, according to (Mhone, 2003, cited in Omoyefa, 2010, p. 19). The Berg Report focuses on Africa's economic growth and development. The report underlined that African economies are regressing rather than growing at a faster pace. The main goal of PSR in Africa is to empower foreign nationals and help multinational companies have access to total control of all significant African economic institutions.

The World Bank sponsored public sector reform initiatives in many regions of the world over the last few decades as part of what were known as Structural Adjustment Programmes (SAPs) in the 1980s. Scholars argue that the neoliberals, who were inspired by Friedman, Harvey, and Bond, expanded the concept of reform. The development of neo-liberalism provided the momentum for the Structural Adjustment Programme's intellectual basis. It is impossible to conduct a detailed assessment of Structural Adjustment Programmes (SAP) without pointing out neo-liberalism (Afegbua & Ganiyu 2015, p. 96).

According to African scholar Omoyefa, (2010, p. 19), it was declared that PSR was not intended to address public sector dysfunction; it was not intended to establish a blueprint for African states' infrastructure development; and neither was it intended to develop the continent's plentiful human capital. Rather, it was an unintentional strategy established by the World Bank and the United Nations Development Program (UNDP) to defend their loans and credit facilities to African countries. Despite massive efforts and resources devoted to SAP reforms in the 1980s, little progress has been accomplished, and many African countries are still far from achieving their aim of improving and changing their societies to meet the same standards as affluent ones.

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According to African scholar Omoyefa, (2010, p. 19), it was declared that PSR was not intended to address public sector dysfunction; it was not intended to establish a blueprint for African states' infrastructure development; and neither was it intended to develop the continent's plentiful human capital. Rather, it was an unintentional strategy established by the World Bank and the United Nations Development Program (UNDP) to defend their loans and credit facilities to African countries. Despite massive efforts and resources devoted to SAP reforms in the 1980s, little progress has been accomplished, and many African countries are still far from achieving their aim of improving and changing their societies to meet the same standards as affluent ones. Many areas still lack access to quality health care, education, and housing (Lamidi et al., 2016, p. 2).

By doing so, all public and private institutions will use the concept of downsizing to make room for newly recruited expertise from Western countries to make money inside African institutions before returning to their home countries. On the other hand, the African continent's younger generation and brightest minds are being lured and poached by western countries to help improve their economic activities (Omoyefa, 2010, p. 21).

On the African continent, a number of reforms have been planned and executed. The most apparent improvements in the public sector have occurred in the era of independence, mostly after 1960. These are examined from numerous perspectives. Therkildsen (2001, p. 1), PSR was adopted during the immediate post-independence period and was built along colonial lines, but with the goal of intensification of public administration for national development. The fundamental goal, according to Therkildsen (2001, p. 1), was to cut expenses and refocus the operations of the public sector, to modify the way it worked, and to enhance the role of the market and non-governmental actors in both service provision and the economy as a whole. He added that the need for change was prompted by pressures from the economic crisis and structural adjustment, donor pressure, domestic calls for change reinforced by growing political pluralism, and emulation of reforms in other nations (Karyeija, 2012, p. 109).

Genuine African leaders are advised to consider the following key points that are based on the philosophical re-thinking of the PSR. First, African countries have to have an institutional leadership capable of producing a stable, united government based on what former Canadian Public Service head Jocelyne Bourgon described as "a common goal, a common sense of purpose, and common values" (Bourgon, 2002). Secondly, PSR, on the other hand, is completely necessary and viable at any time. African leaders should just understand the idea but not accept and endorse it as it is. The donor suggestions and presentation must be revised so that they are appropriate for the African context. Lastly, African leaders must benefit from the indigenous expertise that requires skills and carry out the necessary reforms in the public sector. In pursuing reform agendas in the African public sector, donor institutions have always relied on their own international technical experience and public management practices (Omoyefa, 2010, p. 27, 28).

### **2.3. NEW PUBLIC MANAGEMENT PRACTICE AND REFORMS**

Essentially, new public management refers to a concept centered on the application of distinct activity-management that can be applied to the public sector in the same way that it has been practiced in the private sector. Similarly, new public management reforms aim to reshape the relationships between governments, markets, and communities by emphasizing market forces, managerial performance, and responsible government. The use of the economic market as a model for political and administrative relationships is at the heart of the NPM. The assumptions of public choice theory, principal-agent theory, and transaction cost economics are strongly influenced by the institutional dimensions of the NPM (Hope, 2001, p. 120).

In the private sector, NPM is defined as an emphasis and focus on the principle of efficiency; advanced practices of input controls, procedures toward production measurement, and performance targets; preference for private ownership, contestable provision, management practice, and devolution of services; and fair contracting of public services with direct contracting. According to Larbi (2003), New Public Management is a response to pressures for change in various African countries that is in various stages of implementation, including rethinking and reshaping public services and their role, restructuring institutions, improving service delivery, reframing performance and accountability systems, and stimulating human resource capacity and institutional performance (Lamidi et al., 2016, p. 3).

Furthermore, the NPM lobby group is motivated by the desire to increase productivity and allocate resources that are hindered by government departments that are unresponsive to citizens' demands and headed by bureaucrats with the power and incentives to extend their administrative territories. Consequently, the NPM establishes a clear formal distinction between the two terms, which are policymaking and service delivery (Self, 1993; Kelly, 1998). According to Aucoin (1990, p.134), every government in industrialized countries is undergoing an internationalization of public management. As a result, some academics and practitioners say that the growth of NPM is inescapable due to a new global paradigm in public administration (Osborne & Geabler, 1992; cited in Kapucu, 2006, p. 886).

Another area in which New Public Management has intervened in the public sector is civil servant reform. In the midst of the 1980s, numerous African countries came to the conclusion that their civil services were not delivering public goods and services in the most cost-effective and productive way possible. In general, the civil service needs to be reformed in order to carry on the path of economic liberalization and good governance that has been established (Hope, 2001, p. 128). Also, African governments are also starting to recognize that, in order to effectively ride the growing tide of borderless economic activities encompassed by the globalization surge, more and deeper reforms of their civil services are needed in this new century. The core elements of the African civil service reform process have been pay and job measures, efficiency improvement, capacity building, training, improved accountability and transparency, and more efficient management.

The introduction of public management signifies a departure from previous reforms. It is more conceptually and programmatically clear than previous revisions targeted at cost-cutting tweaking. The New Public Management (NPM) represents a shift in the public sector's interaction with the government and society (Hughes, 2003; cited in Islam 2015, p. 144). Many government institutions are searching for practical solutions to assess their underlying cost structure, accomplish immediate cost reduction without compromising service quality, enabling long-term operational change, and laying the platform for strategic cost reduction to meet longer-term goals (Islam, 2015, p. 144).

The final aspect that NPM has impacted on public sector institutions is the concept of "State transformation". The debates surrounding state transformation have grown rapidly in both developed and developing countries, including the African continent, over the last few decades. The basic debate about NMP in Africa was started by the weak manner in countries chasing the interchangeable terms growth and development. State transformation in Africa has been found to suppress economic growth, limit progress, and often result in famine, starvation, malnutrition, and a general decline in the quality of life, even in the best of circumstances (Hope, 2001, p.131). Now To put it another way, African governments are seen as a roadblock to growth. In Africa, state transformation should focus on restructuring the governance system through establishing an e-system, smart and modernized government.

## **2.4. THEORIES AND CHANGE**

Institutional theory is a vital discipline in social science that enlightens the notions of both individual and institutional actions and behaviors. Strategists and researchers have emphasized institutional theory to do a deep analysis of how institutions change over time. In fact, institutions can form the nature of society in different aspects, levels and contexts. At the same time, institutions change themselves in ways of character, behavior and potency as time moves on (Coccia, 2018, p.337). Several of the studies on Institutional Theory and Institutional Change contribute significantly by drawing attention to the roots of institutional change, particularly in regard to the deinstitutionalization of existing norms and practices (Dacin, 2002, p. 45, 46).

Institutional change in the social sciences is critical in mobilizing individuals to become active participants in the development of institutional policies (Wayne, 2015, p.5). We came across three main perspectives on institutional transformation in general: designed-based approaches, evolutionary approaches, and the institutional balancing perspective. The first two theories, evolutionary and design-based, emphasize the same dimension of exogenous characteristics that vary as a key part of institutional change, whereas the balancing perspective focuses on changing expectations rather than changing policies. According to Veblen (1899), rapid changes in the population and technology result in institutional change by ensuring that

current institutions and habits of thought, inherited from the past, are never perfectly fitted for the needs of the present.

The gradual evolution of society is largely a mental adaptation mechanism that exposes the parts of individuals under duress who no longer accept patterns of thinking developed under and conform to a different set of circumstances in the past (Veblen 1899, p. 19; cited in Coccia, 2018, p. 339). According to Ayres, speedy technology development is the main cause that brings institutional change. On the other hand, technological progress being made in the last decades has forced a change in the institutional frame by replacing the necessary tools. Furthermore, (Ayres, 1944; cited in Coccia, 2018, p. 339) asserts that institutions are shaped by aversion to change, which frequently places pressure on parameters such as wealth and power in order to avoid instability and confusion. In this context, Nelson (2005, p. 169) contemplates physical technology developments as the key driver of institutional change over time; it is definitely helpful to draw all the dynamic factors that interact with each other.

## **2.5. AN OVERVIEW OF AFRICA STRATEGIES**

This section generally highlights the African continent's strategies that entail making differences in current situations in African countries. Africa has a number of initiatives and strategies that are practiced by different institutions, such as the African Development Bank (ADB), the African Union (AU) and other regional strategies like the Inter-governmental Authority for Development (IGAD), Southern Africa Development Community (SADC), Economic Community of West African States (ECOWAS), Economic Community of Central African States (ECCAS) and the Arab Maghreb Union (AMU).

Historically, African development strategies have been viewed from different perspectives. According to Baah (2003), the history of African development initiatives traces back to two eras: the colonial and post-independence eras (Elias, 2017, p. 360). Let us concentrate on the African Development Bank's (ADB) strategy and vision for 2013–2022, which promotes the continent's overarching goals, ambitions and desires. The Bank's strategies are inextricably linked to experience and information about the extent of recovery and the continent's next destination (African Development Bank, 2013, p. 1, 2). This strategy focuses on five key pillars to improve Africa's overall well-being and development: infrastructure

development, governance and accountability, regional economic integration, the private sector, and the development of the African younger generation's skills and technology.

The strategy that is called the agenda of Africa 2063 is another important element of the African strategy. This agenda of 2063, which has the slogan of "Africa we want by 2063", was ratified by the African Union Assembly of Heads of States in Addis Ababa in 2015. The document was created in response to a request from the Assembly's Heads of State for the development of a strategy for a forward 50-year plan for the continent, dubbed Agenda 2063. The strategy that is based on African Union Vision, proposes seven aspirations derived from the consecutive consultations. Structurally, the strategy of Africa's 2063 has been prepared for ten years and its first plan was developed in 2014 and it will work until 2023, looking for the acceleration of African politics, social, economic and technological renovation while maintaining the Pan African quest for self-determination, independence, collective growth and wellbeing (African Union Commission, 2014, p. 10, 11).

Despite the big dream of Africa known as "The Africa we want in 2063," which is based on the concept of Pan-Africanism, let us take a look at this year's top priorities for the continent. According to the International Crises Group (2021, p. 2), Africa should prioritize the following issues this year: holding the cycle African Union Commission elections, minimizing Central African losses and chaos, Ethiopia's Tigray conflict, the Libya stabilization issue, Somalia's election, supporting Sudan's transition, and drawing on climate changes.

Furthermore, when compared to other continents, Africa's economic performance in the twenty-first century is still regarded as one of the slowest growing and least developed. The national development of countries on the continent has been making sluggish progress in the last decades. The improvement of performance is in question and the continent has been dealing with the fragility of conflicts, disaster vulnerability, and socioeconomic problems that exist in the region (Babatunde, 2012, p. 142, 145).

In terms of Sub-Saharan countries, it has already been mentioned that the development of Sub-Saharan Africa could be possible to grow if provided the necessary recommendations required. Sub-Saharan African countries can develop strategies that effectively contribute to and

boost expected prosperity by utilizing locally available natural resources, as well as necessary capital, well-trained labor, and a generally peaceful environment. On the other hand, the above suggestions, along with two models, which are crop enhancement and industrialization of Africa, have been explained in the study of the growth and development strategies of Africa (Pokhariyal, 2007, p. 89).

## **2.6. SOMALIA PUBLIC ADMINISTRATION AND INSTITUTIONAL STRATEGIES**

The study highlights the Somalis' public administration (governance) and its historical aspects, as well as the three strategies of the Natural Resource Ministries in Somalia, in this section. All natural resource institutions develop a strategy over a certain time and this enables the institutions to achieve certain objectives.

### **2.6.1 Somalia Public Administration**

Somalia's public administration has undergone several transformations in the last sixty years (democratic, military, and the newly adopted federalization system). Somalia's democracy dates back to the Pan-Somali perspectives of the 1950s and 1960s, and it grew and reached its full momentum before the military coup of the 1960s (Khayre & Samatar, 2016, p. 1, 15). Therefore, this indicates that the structure of governance has made major shifts from democratic to military governance. Public institutions have adopted different styles of public service provision. During the first years of military regime, the military system focused on improving internal governance, providing services, and expanding government authority to all sections of the country (Khayre, 2016, p. 17 & 18).

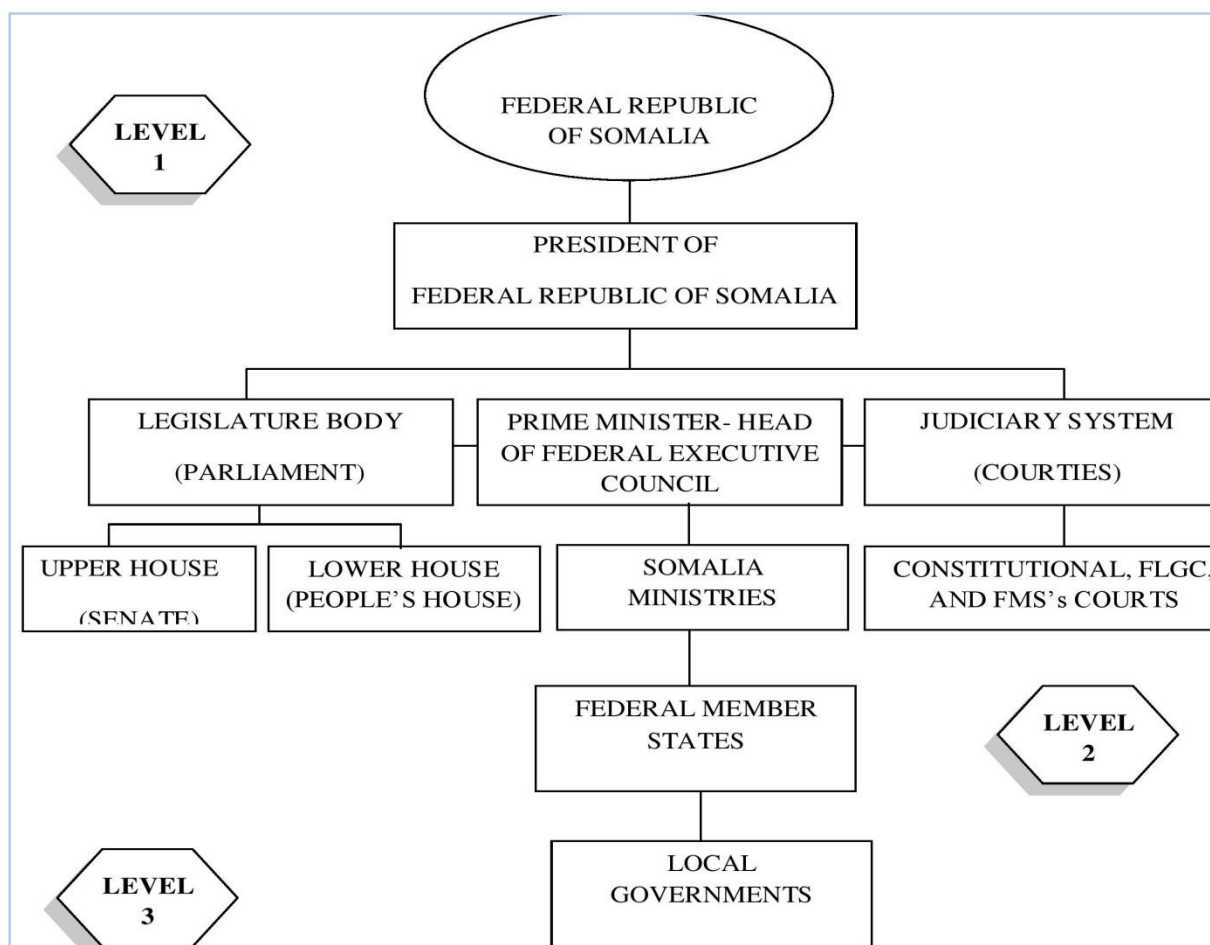
Meanwhile, Somalia's governmental and public institutions are beset by two fundamental problems. The first is the recovery from the civil war's physical destruction, which has impacted all institutions in the country, and the second is the country's recent adoption of the federal system, which will necessitate a new governance structure and the establishment of three levels with different mandates and key responsibilities. In recent years, citizens have been encountering power struggles at both the federal and state levels. To ensure the effectiveness of the collaboration of the three levels of government administration, the structure of national



institutions should be shaped in a collaborative manner and federal laws should be adopted (Yusuf, 2019, p. 193, 194)

As shown in the figure below, the president is the Head of State and is elected by both houses (the Senate and the People's House). The president nominates the prime minister, who serves as the head of the government and leads the council of ministries. On the other hand, Somalia's parliament is divided into two chambers (the lower and upper houses). The upper house stands for the interests of the Federal Member States (FMS), whereas the lower house represents the people and stands for the interests of the citizens.

Figure 2: Governance System



<http://hrlibrary.umn.edu/research/SomaliaConstitution2012>

The president is the Head of State and is elected by both houses (the Senate and the People's House). The president nominates the prime minister, who serves as the head of the government and leads the council of ministries. Somalia's parliament, on the other hand, is divided into two chambers (the lower and upper houses). The upper house stands for the interests of the Federal Member States (FMS), whereas the lower house represents the people and stands for the interests of the citizens (Somalia Constitution 2012, *art.* 55, 89, 90).

The aim and existence of public sector institutions, in their most basic form, is to improve society's general well-being through delivering public quality services. Despite the fact that the newly adopted constitution does not specify how the various levels of government should share responsibilities, article 52 mandates that the first level (federal institutions) and second level (states and local governments) collaborate on critical issues in order to provide basic services to state residents (Heritage, 2019, p. 9). People have been a willing decentralized federal system that can drag them into mass political engagement, resource sharing and devolved service delivery since the dismantling of a centralized military system, as indicated in *Article* 11 of the Transitional Charter (UNDP, 2008, p. 7).

The military regime's tyranny has morally drained the optimism of ordinary folks and intellectuals. Citizens residing in both the two poles (*Ras-aseyr and Ras-kamboni*) of the country have been driven to seek all opportunities and essential services (jobs, passports, education, and so on) in the capital Mogadishu as a result of centralized institutions. All Somalis have been demanding services that are not connected to the center (the capital, Mogadishu), but are devolved and close to the country's villages. The center of the advocacy was "I need to be able to access these services within a reasonable distance of my residence" (Elmi, 2015, p. 2).

### **2.6.2. Strategies for Somalia's natural resource institutions**

This section of the study examines three strategies from the Ministries of Natural Resources in Somalia. All natural resources institutions develop a strategy over a certain time and this enables the institutions to achieve certain objectives. Consequently, the study focused on how the strategic intents (vision, mission and others) have been crafted and developed, how the institutional environment (Internal and External) is analyzed and, lastly, how institutions'

available resources have been planned in order to assess the impact of strategic planning on institutional performance.

## **Livestock**

Livestock is a key economic sector that plays a significant position in adding to the GDP of the country. Collaboration between nomad pastoralists and the private sector has resulted in and aided the expansion and growth of Somalia's economy. Somalia's livestock has been recognized as the most predominant economic sector that creates over 60% of market opportunities and similarly contributes 40% of the country's GDP. Despite numerous issues, such as insecurity, political instability, and prohibitions imposed by several major importing countries in recent years, the number of animal heads exported has gradually increased, helping the economy and livelihoods of rural communities (Mire, et al., 2015, p. 89).

Regardless of vulnerability and fragility, production related constraints such as poor animal management and nutrition, climate change adaptation, and animal diseases are also factors that have been challenging the sector. Consequently, the strategy stated that Somalia has the largest livestock population in the world (e.g. the largest camel population) and the country earns huge revenue from animal exports to Gulf markets. Only 56 million animal heads were exported to the Gulf and other international markets in 2018. The country suffered an estimated two billion head damage and a drastic drop in revenue from 430 million to 180 million as a result of the severe droughts that occurred between 2016 and 2017. In terms of this sector, the country has great influence on the international market (Livestock Ministry, 2019, p. 1).

Despite highlighting the significance of the livestock sector, (Little, 2005) also mentioned informal trade between Horn of African countries. Furthermore, livestock trade is a successful economic story, but Peter Little's argument emphasizes the disadvantages of informal cross-border trade in Horn African countries, citing Somalia's weak government presence and lack of proper control over its borders with neighboring countries, but the issue of cross-border business will persist due to the social structure of the Horn of Africa (Little, 2005, p.1).

First and foremost, the study was determined to focus on the concept of strategic intent, such as the designed vision, mission goals and objectives in the strategy document. Examining

the first Somalia's Livestock Sector Development Strategy, the Ministry of Livestock, Forestry, and Range Strategy developed a strategy with a timeframe of 2020-2030 that provides an overview of the country's endowed animal resources as well as the challenges that impede their development.

The livestock strategy has been written with impressive "strategic intent" elements such as vision, mission, goals, objectives, operational principles, and priorities that will drive the institutions' collective energy into the future. Furthermore, the livestock strategy mentioned the number of institutional environments in scattered schemes and included the necessary legal and regulatory framework, stakeholders, local and international market, NDP compliance and FMS collaborations and, lastly, institutional capacity building, which, by the way, can lead to success or failure over a certain time. Unfortunately, this strategy deals with a shortage of institutional resources, including a budget. According to the strategy, there is a need to increase the budget.

According to the strategy, "the livestock ministry is facing a shortage of resources and human capacity, including highly skilled and experienced technical advisors and consultants, to develop and fund desperately needed research institutions that can provide livestock producers with modern breeding products to improve the animal population's resilience to rapidly changing environmental conditions." It is unequivocally a reflection of our findings that NRM institutional resources have a negative impact on institutional performance.

The overall vision of the Somali livestock sector by 2030 has been written in the strategy and it is described as follows: The vision is to make a major contribution to: I) better nutrition and enhanced food security of its entire population via an expanded supply of high-quality and hygienic animal proteins. II) To improve the livelihoods of the majority of the rural population via higher incomes from livestock products. And III) to the country's economic growth, via more efficient, inclusive and environmentally sustainable production, improvements in product quality, and expanded value-adding processing (Livestock Ministry, 2019, p. 48).

A study conducted by the Heritage Institute and City University, based in Mogadishu, Somalia, has stated that the largest and most ambitious component of the National Development Plan for 2020–2024 (NDP-9) is Pillar 3. To achieve maximum progress, this pillar requires

agriculture and livestock development plans, initiatives and necessary interventions. The main objective of Pillar 3 is to revolutionize the sluggish economy by strengthening the elasticity and resilience of traditional livestock in order to better manage growing challenges from droughts and climate change. On the other hand, we think of private sector expansion as a way to extend and sustain the growth base and create more job opportunities (Haji & Shirdoon, 2020, p. 12).

### **Petroleum Strategy**

This section highlights the necessary information about Somalia's petroleum sector and its recent improvement. Since 2012, Somalia has made progress and achieved political stability, which has fueled speculation about hydrocarbons (oil and gas) and future oil agreements. Historically, Somalia's petroleum exploration began in the 1960s, 1970s and 1980s. Major oil companies began surveying in Somalia, and the most hopeful locations were discovered to be eight petroleum basins, mostly onshore. The government granted Soma Oil Company a license to explore offshore reserves in mid-2014, and the company completed a 2D survey. Later, the government awarded another contract to Spectrum Geo to conduct a more advanced 3D survey. All the surveys done in the offshore and coastal areas reveal that there are potential oil resources (Gundel, 2020, p.2).

In 2004, the country adopted the federal system, and all laws must be amended accordingly. The government has made strides in the legal and regulatory framework in recent years. In 2019, the Somalia Parliament (people's house) passed a petroleum law. According to Article 4 of the law, petroleum revenues will be shared (in accordance with the Resource Sharing Agreement) between the Federal government (FGS) and Federal Member States (FMS) in a way that benefits the entire country. The law's major goal is to protect Somalia's sovereign rights over its on-shore and offshore petroleum resources, including exploration, development, discovery, utilization, and management practices (Planning Ministry, 2019, p.127).

The most important oil firms that were involved in the oil sector operations in Somalia before the country's civil war included Conoco-Phillips, Amoco (BP since 2001), Shell (Pecten), Chevron, ENI (Agip) and TOTAL. All these companies have declared "force majeure" until the country regains full stability. The countries that are interested in the potential oil and gas reserves in Somalia, given both its potential geopolitical importance as well as commercial profits, are also mentioned. The United Kingdom, Norway, and the United States are three notable countries

on the frontlines, with Turkey, Qatar, and the United Arab Emirates also having interests in the Somali oil and gas sector. In addition to this, major donors and international financial institutions such as the World Bank and the International Monetary Fund also eye future oil extraction as a major revenue (Gundel, 2020, p. 6, 8).

The ministry's strategy document on Somalia's petroleum strategy is very concise and does not provide more details about the framework, but instead focuses on the petroleum regime (structure), principles impeded by the petroleum law, and the old and new contract forms set by the Somalia federal government to deal with International Oil Companies (IOCs) and the process of petroleum exploration. In the strategy document, it has not been clearly written and elaborated on key focus areas like strategic intent (vision, mission goals and objectives) and resources management, but a bit on institutional environment like how the international oil companies and Ministry of petroleum should collaborate has been clarified. The document clearly defined 11 principles that are the basis of the strategy.

## **Water Strategy**

The Somali constitution stands out as the principal instrument that guides all policies and legislation on the environment and other social wellbeing. There are numerous chapters and articles in the constitution that reflect the wishes, aspirations and dreams of the Somalis. Article 25 (*section1*) gives details that every Somali has a right to live in an atmosphere that is secure for their health and happiness as a citizen and protects them from contamination and destructive substances. Article 27 (*section 1*) also gives citizens the ability to enjoy clean water (African Development Bank, 2016, p.4).

In terms of the United Nations Sustainable Development Goals, SDG6 stands out for ensuring the right to use water and sanitation for all members of society by focusing on eight goals that should be collaborated on: safe drinking water for all, sanitation for all, water use efficiency, reducing pollution, protecting water-related ecosystems, expanding corporations and capacity building, and strenuous efforts to achieve these goals (Jama & Mourad, 2019, p.4).

As shown in the strategy, the major role of the Somali government at present is to develop a functional water sector governance framework. The efforts to develop policies, legislation, and strategies for improved water sector governance were detailed in the water

strategy document. Water supply practices in Somalia are carried out by the private sector using less standardized Public Private Partnership management practices. PPP is a kind of cooperation between the public and private sectors, to achieve a goal together, with the same targets and shared risks. The private sector's involvement in the social service arena has brought many benefits to filling the government's position in an efficient manner, but it still needs to do more to compete on the international market (Jama & Mourad, 2019, p.5).

Due to the increasing severity of climate change, water challenges in developing and fragile states have been discussed. The higher the temperature is, the greater the surface water evaporation and this leads to less rainfall and an increased risk of flooding (Bolton, 2020, p. 4). As a result, the strategy emphasized water-prone conflicts and the interventions required to prevent and reduce water-prone conflicts in Somalia.

The strategy of National Water Resources is newly developed and it has a time-frame of five years. The strategy's foundation is that water is a key natural resource that needs to be effectively managed and sustainably developed to support the growth and development the country needs. Therefore, the water strategy highlighted a number of issues, such as: strategic intentions, the theory of change, principles and values, institutional environments and ways to improve institutional resources. Furthermore, the vision depicts "national unity," which makes sense in the context of conflicts over the use of river water and wells.

The strategy also details The key institutional environment factors addressed in the strategy are institutional structure, legal and regulatory improvements, communication channels among strategy partners, key priorities and stakeholder engagement in the strategy, NWR strategy and NDP compliance, inter-ministerial, inter-governmental, and partner cooperation, and the need for capacity building and knowledge improvement. Therefore, the NWR strategy is designed in the best way, focusing on many internal and external factors that every institution should address in the strategy formulation stages. On the other hand, NRM institutional strategies have the same features, and are written in a way that complies with the international donor's measurements. Therefore, all strategies should be written in a simple, understandable and realistic way rather than crafting surprising documents that are difficult to implement and attain their goals in a certain period.

## **CHAPTER THREE**

### **METHODOLOGY**

As the title of the dissertation indicated, this chapter includes the research methodology and the main purpose of this chapter is to describe the methodology and procedures that the researcher employed during the study. This chapter highlights the research problems and purpose, the research design, data collection techniques, sources of data for the study, target population and sample size, data analysis and measurement of the study.

#### **3.1. RESEARCH PROBLEM**

Given that most government ministries have strategies in place, the study investigates why these strategies are ineffective and are not impacting institutional performance. Therefore, the general problem of the study is to investigate the framework, problems and impacts of strategic planning on institutional performance: the case of Ministries of Natural Resources in Somalia. To accomplish this, the study examined how the institutions mentioned develop understanding of the concepts of strategic intents (vision, mission, goals, and objectives), institutional environment (internal and external factors), and institutional resources (expertise and materials).

#### **3.2. RESEARCH PURPOSE**

The purpose of the study is to determine the reasons why the strategies of ministries of natural resources fail to meet performance enhancement. For this main work, the study has begun to dig deeper into factors that cause the failure of NRM strategies through collecting the required data from the relevant institutions and personnel in the mentioned institutions. The study's findings and recommendations are intended to benefit decision makers in NRM institutions in order to outline effective strategies and also improve performance.

#### **3.3. RESEARCH METHOD**

The study employed quantitative methods by preparing a structured interview questionnaire. The participants have been answering a questionnaire in an online form since we were in the pandemic era. The following scholars contributed to the study's fact-finding questions, which



were related to the study of strategic planning and performance; Eadie, D. C. (1983), George, B., Walker, R. M., & Monster, J. (2019), Bryson, J. M., & Einsweiler, R. C. (1987) and Sahan J. & Ravindra D. (2019)..

### **3.3. RESEARCH LIMITATION**

The first major limitation was the pandemic restrictions imposed during Covid-19. The second challenge was obtaining reports and strategies developed by the target institutions, and the third limitation was obtaining reliable information, such as the institutions' strategic development experience.

### **3.4. RESEARCH DESIGN**

A structured interview technique was used in the study. This design was chosen for this study because it is efficient, less costly and easily accessible to gather accurate information from the target population. This design was implemented to evaluate the impact of strategic planning on institutional performance, as in the case of the Ministries of Natural Resource in Somalia.

### **3.5. DATA COLLECTION TECHNIQUE**

The study collected data through a structured questionnaire approach as a tool to collect data from the respondents. Interviews are an ideal form of data collection in this pandemic era because they are a convenient tool for gathering a large amount of information in a relatively short period of time. The primary data source was used to collect data from target participants. The general purpose of this study is to identify and explain the impact of Strategic Planning on institutional performance, especially in the case of the Ministries of Natural Resources in Somalia.

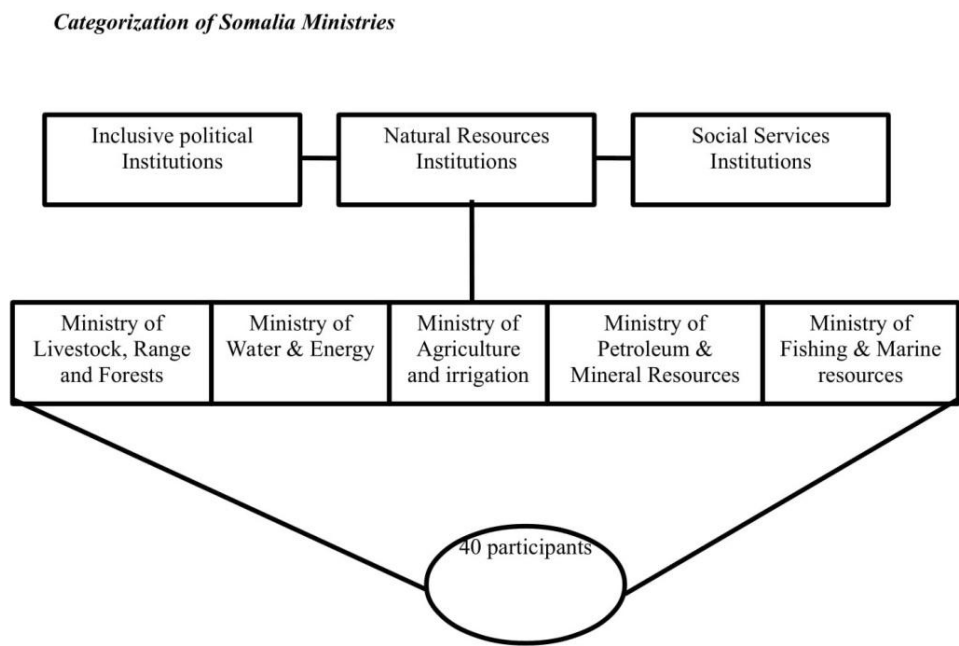
Primary data was collected through a structured questionnaire by 40 participants from different Natural Resource Ministries' personnel, specifically the head sections of planning departments, directors of planning departments, Director Generals and Senior Advisors in the NRM institutions. Secondary data sources were used, such as academic journals, institutional strategies, strategic planning as a concept, and institutional performance. The researcher considered and read some relevant handouts, books related to the study area, and crucial

institutional websites to get some knowledge. The various sources of materials in the study were cited in the bibliography section.

3.6 TARGET POPULATION AND SAMPLE SIZE

The overall goal of the research is to focus on the strategies developed by the Ministries of Natural Resources. The figure below explains the targeted institutions of the study as a concept enhancement, as it indicates Somalia's ministries can be categorized into political, social and natural resources (Productive or economic sector). Therefore, the study focused on natural resources institutions to obtain the required data. Each ministry has been selected by 8 participants, which makes for a total of 40 respondents. The study interviewed and collected the data required mainly from planning department staff, planning directors, director generals of the institutions of the ministry, advisors and consultants.

Figure 3: Natural Resource Institutions



The sample employed by the study was based on stratified random sampling by selecting each planning department equal proportion which is 40 respondents from all NRM institutions. Furthermore, the members of the sample who were chosen to participate had relevant job

experience in the field of NRM institutions and were aware that the questions were academic in nature.

### 3.7. DATA ANALYSIS

In this section, the study employed descriptive analysis based on the perceptions of the personnel and managers of the Ministries of Natural Resources to analyze the primary data. Data collected in structured form, organized into an excel sheet, is tabulated in the SSPS tool.

The study worked with the data collected from various respondents to generate meaningful and readable results. Each question was tabulated and shown as a figure and added to a short statement of analysis. It means statistical methods like the frequency distribution table, and charts used to analyze each statement. After determining the absolute figures for the various responses, percentage scores were also determined for each statement.

### 3.8. DATA ANALYSIS AND INTERPRETATION

This section discusses data analysis and interpretation of the study; the necessary primary and secondary data has been collected and compiled. Primary data has been collected through a structured questionnaire form, modified into an excel sheet and then tabulated into the well-known software program called SPSS to analyze the raw data that was collected from respondents to change the data into a readable text.

#### 3.8.1. Demographic Profile of Respondents

**Table 1:** Explains the gender respondents

Indicators		Frequency	Percent (%)
Gender	Female	6	15,0
	Male	34	85,0
	Total	40	100,0

The gender respondents who participated in the research are explained in table 1 above. To begin, 34 out of 40 respondents (85, 0%) were male. Therefore, the table above shows that the majority of the respondents were males. However, 6 respondents, equivalent to (15.0%) were female, constituting the minority of respondents.

Despite the result above table, generally, gender issues (female and male) are proportionally equal in Somali society, but this result further confirms two important old narratives; the first one was that the Somali community is attributed to a male-dominated society and the second point is that there are less equal employment opportunities in Somalia, which makes the case worse when it comes to accessibility of women market opportunities. The study showed a big difference between the men and women participants, but despite the facts of the patriarchal system, women have still had a very significant role in the issues in Somalia.

**Table 2:** Explains about the respondents' ages and marital status

	Indicators	Frequency	Percent (%)
Age	25-32	19	47,5
	33-41	12	30,0
	41-51	3	7,5
	Above	6	15,0
	Total	40	100,0
	Indicators	Frequency	Percent (%)
Marital status	Married	32	80,0
	Single	8	20,0
	Total	40	100,0

Table 2 explains and displays the respondents' ages. 19 respondents out of the total sample of 40 equivalents (47.5%) were between the ages of 25-32 years old. 12 respondents, equivalent to (30.0%), were aged between 33-41. 3 respondents equivalent to (7.5%) were between 41-51 old and last but not least 6 respondents equivalent to (15.0%) were above 51 old.

This analysis suggests that the majority of respondents were between the ages of 25-32 years. This above result again indicates that 70% of Somali people and people who work in public sector institutions, specifically Natural Resource Ministries are aged below 40 and, as defines our population pyramid in Somalia. Furthermore, the results show that the experience required by public sector personnel, particularly those working in NRM institutions, is in doubt.

As shown in table 2, it also explains the marital status of the study respondents; 32 out of the total sample, equivalent to (80, 0%) are married. Whereas 8 respondents, equivalent to (20, 0%) are unmarried. On a scale, no respondents revealed being divorced or widowed. Furthermore, the result clearly indicated the early marriage practices in Somali society.

**Table 3:** Provides detail about respondent's titles

	Indicators	Frequency	Percent (%)
Title	Consultant/Senior advisor	5	12,5
	Director	15	37,5
	Director General	3	7,5
	Head Section	17	42,5
	Total	40	100,0

Table 4 presents the positions of the respondents that participated in the study interview. The table reveals the titles of respondents who took part in the designed questionnaire. Out of 40 respondents, 5 participants were equivalent to (12.5%) of the consultants and senior advisors. 15 respondents, which is equal to (37.7%) are departmental directors, 3 respondents equivalent to

(7.5%) are Director Generals and finally 17 respondents equivalent to (42,5%) are Departmental Head Sections. The majority of the respondents were departmental heads of sections and this indicates their role in the respective institutions.

Consequently, the above positions and the key personnel who exercise them are the cornerstone of the development of public institutions' strategies. Furthermore, the results demonstrated that section heads and departmental directors performed important work. Head sections and directors are at the heart of all institutional key mandates, such as the creation of institutional strategic plans, the compilation of departmental work plans, and the development of other action plans as needed.

**Table 4:** Provides detail about respondent's educational level

		Indicators	Frequency	Percent (%)
Educational level		Bachelor	12	30,0
		Master	26	65,0
		PHD	1	2,5
		Secondary level	1	2,5
		Total	40	100,0

Table 5 elaborates on the education level of the participants. Out of 40 respondents, 12 respondents equivalent to (30.0%) have a bachelor's degree, 26 (65.0%) have a master's degree, 1 (2.5%) has a Ph.D. whereas, 1 respondent equivalent to (2.5%) has a secondary education. That is the educational profile of the study respondents, and it helps to explain the research findings. This analysis suggests that the majority of the respondents who attended the questionnaire possess a good level of education and this further explains an indicator that the majority of the Natural Resource Ministries' staff regard education as the source of life's worth.

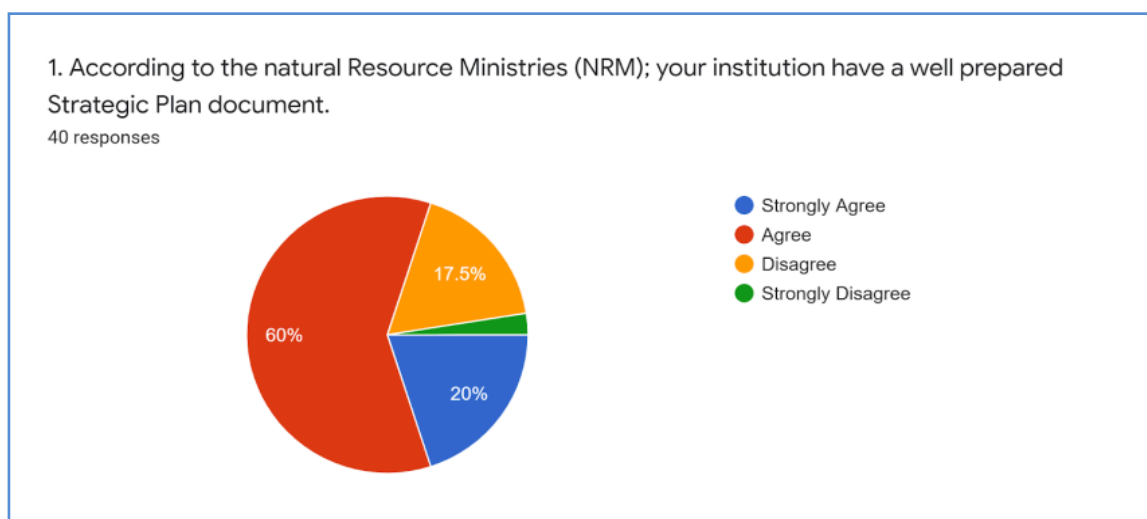
### 3.8.2. Strategic Planning and Institutional Performance Statements

**Table 5:** According to the Natural Resource Ministries (NRM), your institution have a strategic planning document

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	8	17,5
	Agree	24	60,0
	Disagree	7	20,0
	Strongly Disagree	1	2,5
	Total	40	100,0

Table 6 shows that the Somalia Natural Resource Ministries has prepared a strategic plan document; 8 respondents, or 20.0%, are marked as strongly agreeing. In addition, 24 respondents (60.0%) were marked as agreeing and According to the results shown in the above table, 8 respondents, equivalent to 25% of the respondents, reflected that their institutions have no well prepared strategic plan. Eighty percent of respondents have confirmed that their public institutions have well prepared strategic plan documents.

**Figure 4:** Your institution have a well prepared strategic plan document



Similarly, as illustrated in figure 1, the above result confirms that every NRM public institution in Somalia has strategies, but the big question was how it affects the institution's performance and designed goals. Definitely, numerous studies have underlined that strategies frequently fail not because of inadequate strategy formulation. Therefore, whether this raised issue exists or not was highlighted in the next paragraphs in this study.

In short, Somalia's public institutions, particularly the NRM, must maintain development of strategy that makes at least proactive rather than reactive. Institutions that do not promote strategies are incapable of dealing with immediate challenges and facilitating day-to-day operations.

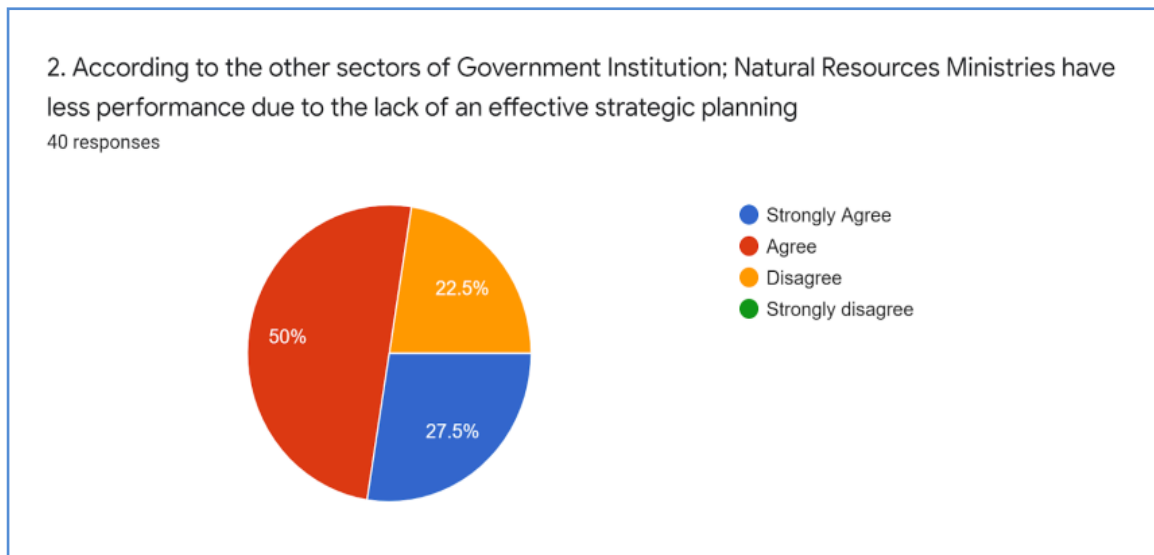
**Table 6:** According to the other sectors of government institutions; natural resources ministries do less performance due to the lack of effective strategic planning

	Indicators	Frequency	Percent (%)
Valid	Strongly agree	11	27,5
	Agree	20	50,0
	Disagree	9	22,5
	Strongly disagree	0	0
	Total	40	100,0

The above table explains the perception that NRM institutions have less performance compared to the other public institutions of Somalia's government. 11 (27.5%) of the respondents were marked as strongly agreeing. Only 20 out of 40 respondents (50.0%) agreed, while only 9 (22.5%) disagreed, with none marked as strongly disagreeing. The question raises an important issue that many citizens should be aware of and understand.



**Figure 5:** Natural Resources Ministries do less performance due to the lack of effective SP



Equally, the above chart indicates that the majority of the respondents, which is almost (70%), have confirmed the existence of that perception inside Somalia's public institutions. It is necessary to explain in detail how this assumption came to be a reality. Here are some elaborations; the government has not reached the developmental stage and the country is still in a fragile situation.

Therefore, other sectors, such as what are known as inclusive-political institutions and other service provision-based institutions, collaborate more closely with Somali partners (donors), getting them more funds, whereas NRM institutions are less donor-friendly institutions, unless the government provides special bonuses intended to strengthen the goals of those institutions. Consequently, the government should support and give more budgets to NRM institutions to exploit and benefit its citizens from the endowed resources.

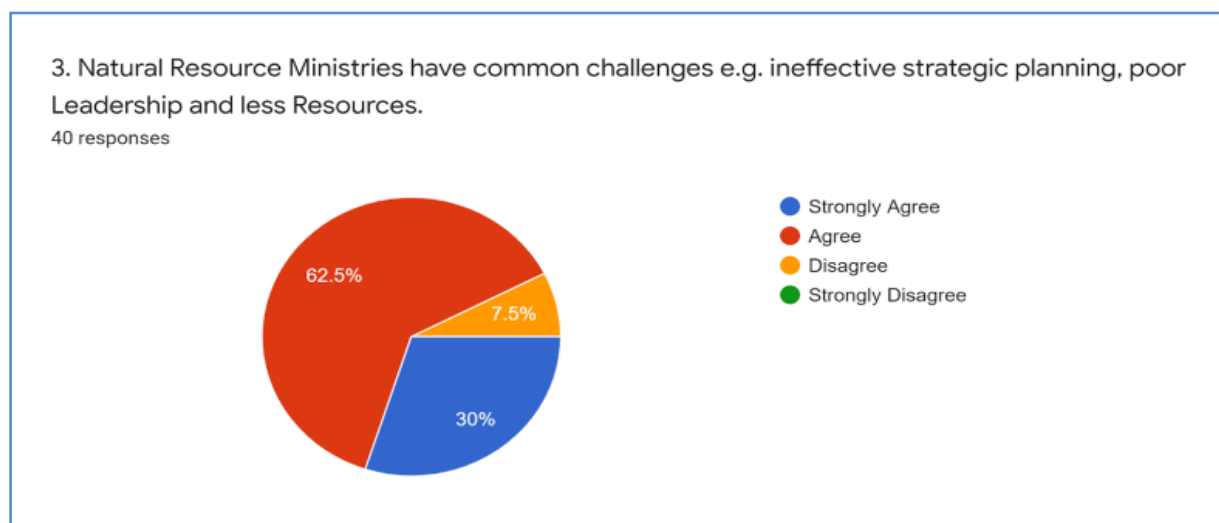
However, this concept relates to the categorization of Somalia's institutions into political, social and natural resource institutions. Therefore, the study focused merely on natural resource institutions (productive sector) and why their performance is not at the best level. The mentioned institutions are the most significant and needy, in order to eliminate poverty and enhance the well-being of citizens.

**Table 7:** NRM have common challenges e.g. Ineffective strategic planning, poor leadership and less resources and so forth

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	12	30,0
	Agree	25	62,5
	Disagree	3	7,5
	Strongly disagree	0	0
	Total	40	100,0

The above table explains the common challenges that NRM institutions are dealing with. 12 respondents, equivalent to (30, 0%) were marked as strongly agreeing. On the subject of common challenges, 25 respondents, or (62.5%), agreed. and the remaining 3 respondents, equivalent to (7.5%), disagreed with the existence of those common challenges. Nobody vehemently disagreed.

**Figure 6:** NRM deal with ineffective strategic planning, poor leadership and less resources



As indicated in table eight, the majority of respondents confessed that NRM institutions are dealing with the mentioned common challenges. Compared to the other sectors, NRM

institutions are the cornerstone and the most needed institutions in the economic sector of the country. The result indicates the urgent need for government intervention to overcome all the challenges that hinder any efforts an institution attempts to realize its mission, vision, goals and objectives.

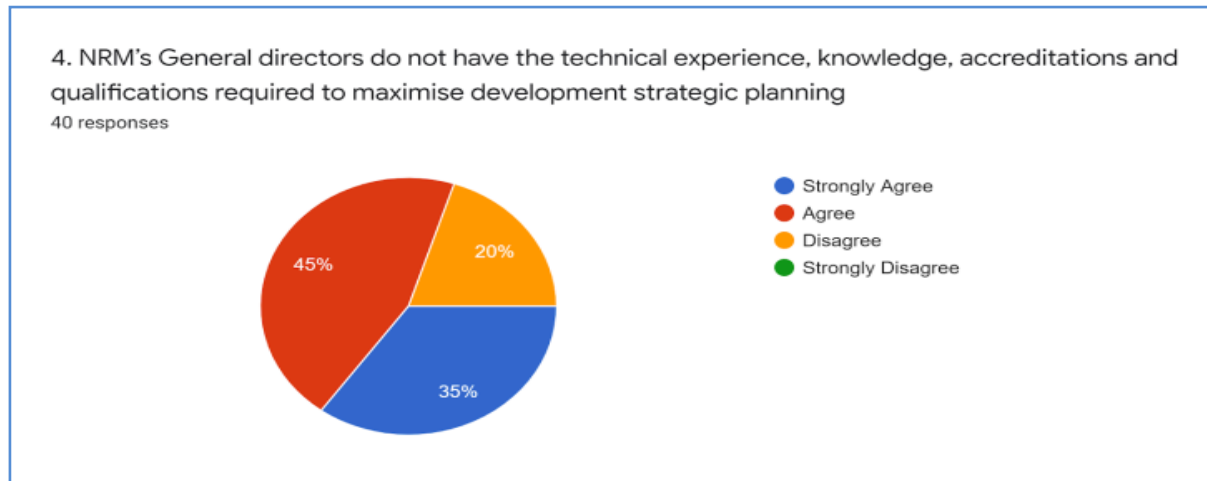
**Table 8:** NRM's general directors have not the technical experience, knowledge, accreditations and qualifications required to maximize development of strategic planning

Indicators	Frequency	Percent (%)
Strongly agree	14	35,0
Agree	18	45,0
Disagree	8	20,0
Strongly disagree	0	0
Total	40	100,0

Table 9 and Figure 4 discuss the capacity of the NRM institutions' general directors. The table shows that 14 respondents, equivalent to (35.0%), were marked as strongly agreeing. Similarly, 18 respondents (45.0%) agreed with the statement that the directors general of NRM institutions lack the necessary technical experience. This underlines that (80%) of respondents were fully inclined that the director generals of mentioned institutions do not have the technical experience, knowledge and other required skills to develop effective strategic plan document.

Although strategies that are based on all-knowing leaders' perceptions have been challenged, this might harshly harm and limit the energy of developing initiatives while simultaneously going forward with establishing multilevel strategic leadership teams. On the other hand, each institution must have its own expertise, technical, and qualified leadership whose primary mandate is to direct and train staff to achieve their desired future.

**Figure 7:** General Directors do not have the technical experience and knowledge required



Furthermore, as shown in the preceding table and figure, it is difficult to find a functioning leadership capable of executing strategies through teamwork. Similarly, able to identify and create competitive initiatives through bringing multiple approaches that can simplify with open inquiry tactics, calling and inviting key stakeholders to put their important narratives in place, organizing team discussion platforms, regular feedback from progress being made within a certain time and so forth.

**Table 9:** Despite the visible SP challenges yet we can recognize that corruption and mismanagement is part of factors that causes failure of strategies

Indicators	Frequency	Percent (%)
Strongly Agree	12	30, 0
Agree	20	50, 0
Disagree	5	12,5
Strongly Disagree	3	7.5
Total	40	100

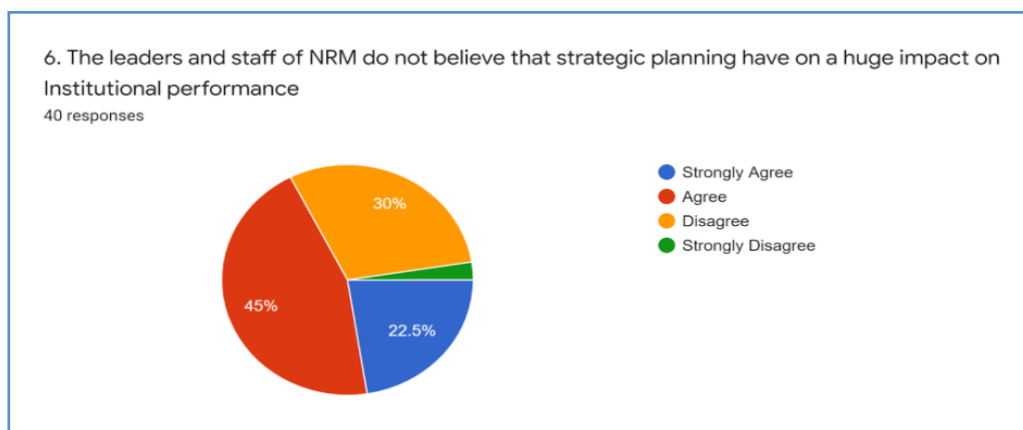
According to the above data, 12 respondents, equivalent to (30, 0%) strongly agreed that corruption matters, whereas 20 out of 40 respondents, equivalent to (50, 0%) agreed. 5 respondents, or 12.5%, were opposed to the existence of the narratives. This indicates that 80% of respondents confirmed that corruption and mismanagement are major factors causing the failure of institutional strategies. Corruption is one of the most serious issues that are wreaking widespread destruction on vulnerable institutions. Strategies will not be successful until mismanagement and corruption are still practiced in the fields of the public sector.

**Table 10:** The leaders and staff of NRM do not believes that effective strategic planning have on a huge impact on institutional performance

Indicators	Frequency	Percent (%)
Strongly Agree	9	22,5
Agree	18	45,0
Disagree	12	30,0
Strongly Disagree	1	2,5
Total	40	100,0

The above table elaborates on why the leaders and staff of NRM do not believe that strategic planning has a huge impact on institutional performance. 9 respondents (22, 5%) indicated they strongly agree. 18 respondents, equivalent to (45, 0%) marked agreed the matter raised. Similarly, 12 respondents (30% of the total) agreed, while 1 respondent (2.5% of the total) strongly disagreed.

**Figure 8:** Leaders and staff perception on how sp impacts institutional performance



Despite the fact that (32, 5%) of the study participants were opposed to the above narratives, indeed, (67, 5%) of the respondents agreed that there is a gap in their understanding that NRM institutions should be recognized to deal with it. The result also approves the need to upgrade the understanding level of the institution's staff and leaders. Fortunately, NRM institutions are the most important institutions compared to other sectors. Therefore, the government should come up with initiatives that can overcome the low pace and improve the level of understanding.

If NRM institutions are not aware of the importance of understanding that strategies can have a positive influence on institutional performance, it is a big thing that they ought to worry about. Likewise, if NRM staff and the entire institution's leaders are unaware of that perception, they could lose out on a great opportunity that could contribute to the achievement of their ultimate target as well as the most effective use of resources.

**Table 11:** The performance of your institution's staff is aligned with the goals and objectives in your strategic plan document

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	8	20, 0
	Agree	15	37, 5
	Disagree	16	40, 0
	Strongly Disagree	1	2, 5
	Total	40	100,0

The above table and figure 6 discuss whether the performance of an institution's staff is aligned with the goals and objectives defined in the strategic plan. Eight respondents, equivalent to 20, 0%, were marked as strongly agreeing out of 40 participants. On the other hand, 15 participants equivalent to (37, 5%) were agreed on.

On the contrary, 16 respondents, equivalent to (40, 0%), were invalidated and voted to disagree with the issue raised (40, 0%). One 1 respondent (equivalent to 2.5% of the total) strongly disagreed. In the figures above, although more than fifty percent of the respondents admitted that the performance of the NRM institution's staff is not matched to the goals and objectives in the strategy, a huge number, equivalent to (42, 5%) are against the motion.

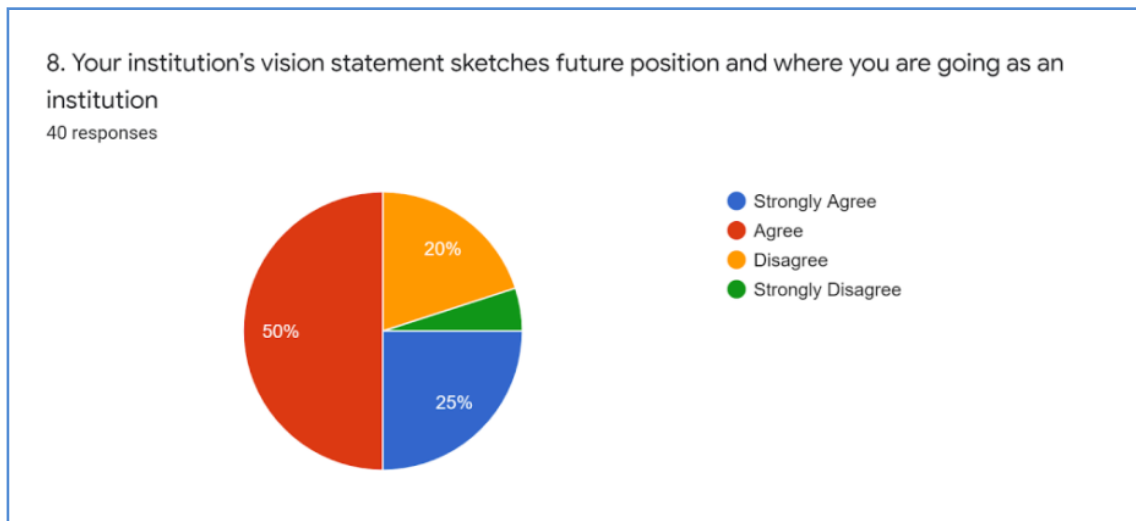
As a result, it suggests that the staff and leaders of some NRM institutions are on the right track and carrying out their responsibilities in accordance with the strategy's goals and objectives. Therefore, the above figure and table both disclose the reality of the staff who work in the public sector in general, and particularly in NRM institutions. So far, the cabinet has taken a number of reform initiatives aimed at justifying pertinent staff.

**Table 12:** Your institution's vision statement sketches future position and where you are going as an institution.

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	10	25,0
	Agree	20	50,0
	Disagree	8	20,0
	Strongly Disagree	2	5,0
	Total	40	100,0

Table 13 shows whether or not the institution's vision defines its future position and where it will be in the coming decades. 10 respondents, equivalent to (25, 0%), showed their strong perception and voted strongly to agree. 20 respondents agreed, equating to (50, 0%). And 8 respondents, equivalent to (20, 0%) disagreed and 2 respondents, equivalent to (5, 0%) strongly disagreed. The vast majority of respondents (75%) agreed that their institution's vision predicts its future position.

**Figure 9:** Vision statement sketches future position as an institution



The vision always articulates the position that an institution would like to attain in the defined future. In support of that statement, understanding level of vision statement in the NRM institutions has been responded impressively. Vision comes from the minds of top leaders and experts. A vision is not a dream, nor a flight of the imagination. It is an idealistic projection of what an institution might be and might achieve in the coming future.

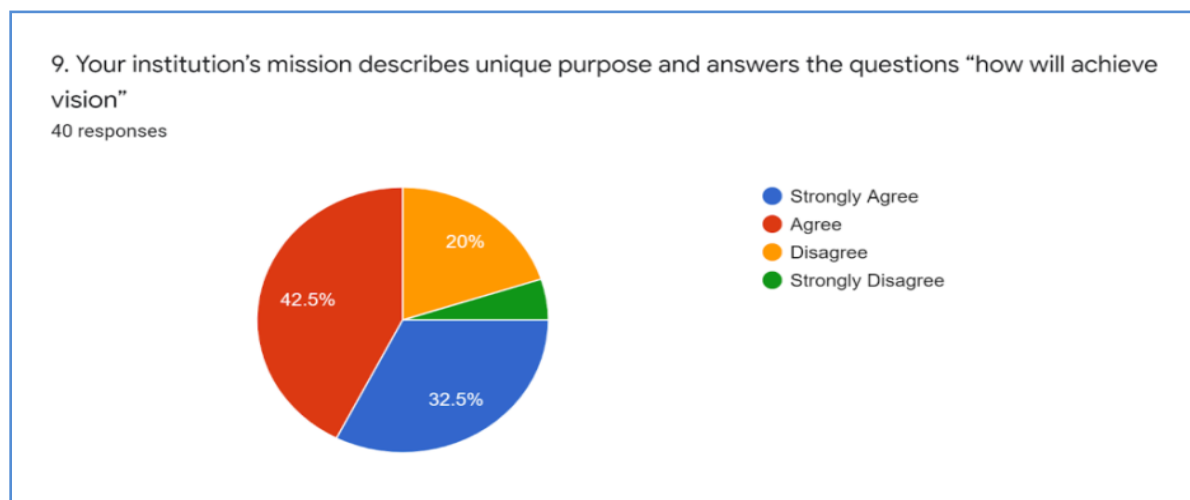
**Table 13:** Your institution's mission describes unique purpose and answers the question "how will achieve the vision"

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	13	32,5
	Agree	17	42,5
	Disagree	8	20,0
	Strongly Disagree	2	5,0
	Total	40	100,0



The above table and the below figure elaborate on whether an institution's mission describes a unique purpose and answers the question "how will achieve vision". 13 respondents (32, 5%) were marked as strongly agreeing, while 17 respondents (42, 0%) agreed. This indicates that the majority of respondents agreed that the mission statement sketches a distinct purpose and also defines how the institution will achieve its vision. On the other hand, 10 respondents (25, 0%) were marked as disagreeing or strongly disagreeing that the institution's mission served a distinct purpose.

**Figure 10:** Your institution's mission describes unique purpose and answers the question "how will achieve the vision"



The result above shows that the understanding level of an institution's mission is remarkable. Persistently, the mission statement shows the way in which a vision can be transformed into a concrete existence for an institution. A good mission example should provide the necessary guidance for how to design a strategy, hunt out key opportunities, make resource allocation choices and satisfy stakeholders.

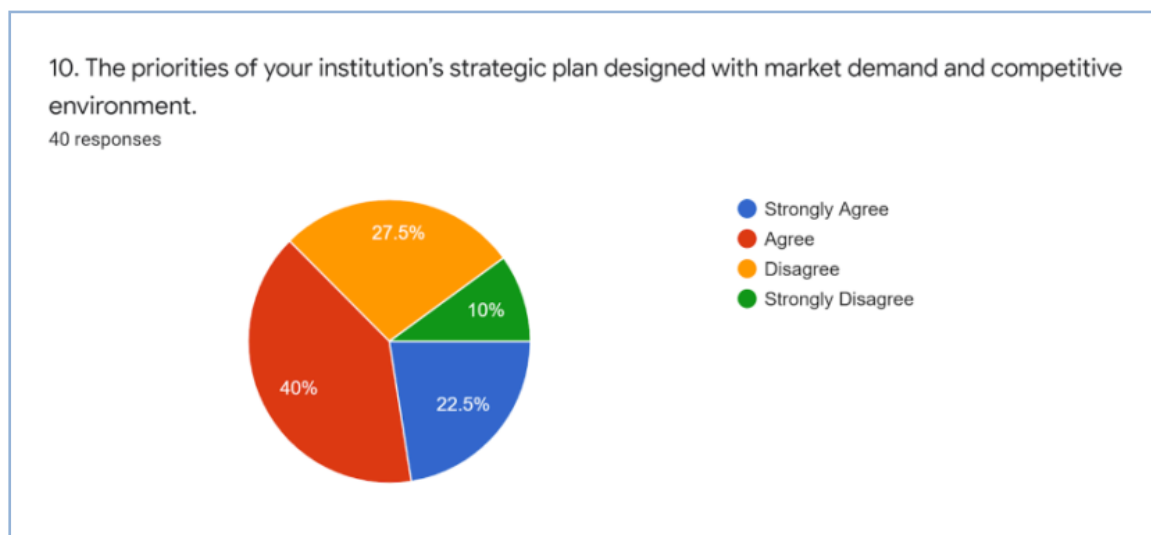
Strategies are the road map of using a mission to achieve a vision. Understanding the importance of strategic intentions plays an important role in improving institutional performance. The greater the understanding of the mission, vision, goals, and objectives by the institution's staff, the more successful the institution will be in its mandated work.

**Table 14:** The priorities of your institution's strategic plan designed with market demand and competitive environment

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	9	22,5
	Agree	16	40,0
	Disagree	11	27,5
	Strongly Disagree	4	10,0
	Total	40	100,0

The above table defines whether the priorities of the institution that have been written in the strategic planning document are aligned with market demand and the competitive environment. 9 respondents, equivalent to (22, 5%) were marked as strongly agreeing. Equally, 16 respondents, (40, 0%) agreed. This indicates that over (60%) percent confirmed that their institution's priorities are based on market demand and a competitive market. On the other hand, 11 respondents equivalent to (27, 5%) voted to disagree, while 4 respondents equivalent to (10, 0%) were also marked to strongly disagree.

**Figure 11:** The priorities of your institution's strategic plan designed with market demand



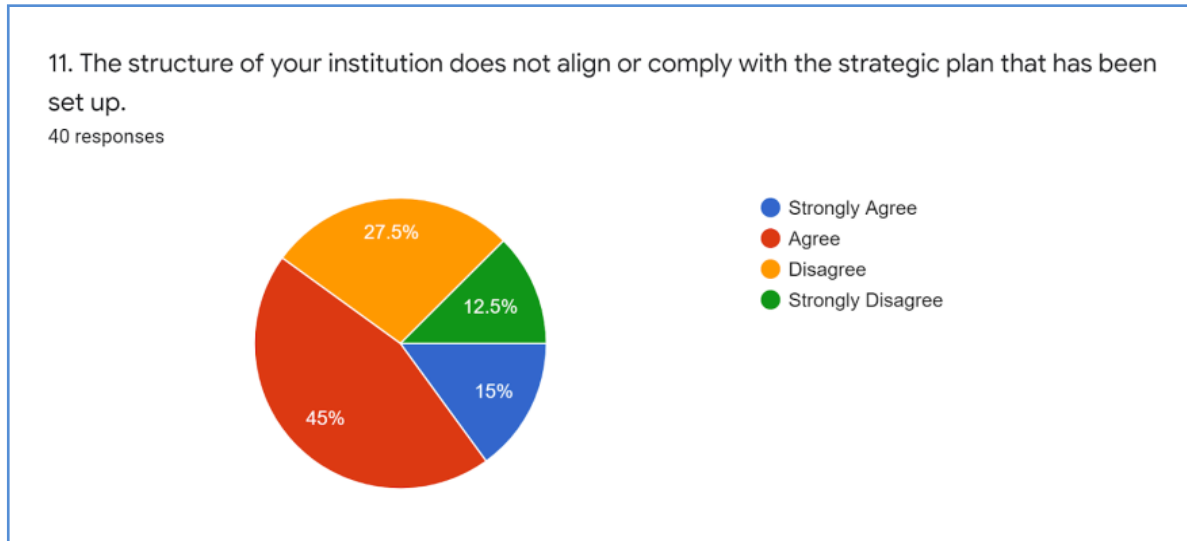
In addition to the above table, over 37% of respondents disagreed with that perception, indicating that their institution's priorities are not based on strong demand and a competitive market. When an institution is eager to develop a strategy, that institution should focus on crafting priorities that are based on trends in market demand and on rivals in that industry. Institutions that do not align priorities and market trends are no longer on track and might fail the goals intended to attain.

**Table 15:** The structure of your institution does not align or comply with the strategic plan that has been set up

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	6	15,0
	Agree	18	45,0
	Disagree	11	27,5
	Strongly Disagree	5	12,5
	Total	40	100,0

The above table explains whether an institution's structure fits with the strategy that has been set up. Institution structure is an important element when doing an analysis of the internal issues of the institution. 6 respondents, equivalent to (15, 0%) were marked as strongly agreeing, while 18 out of 40 respondents, equivalent to (45, 0%) also agreed. On the contrary, 11 respondents, or (27, 5%), disagreed with that perception and were marked to disagree, while 5 respondents, or (12, 5%), were marked to strongly disagree. In the context of Somalia, the institutional structure can be seen as very complex due to the number of issues that are not addressed well. The mentioned issues include the employment procedures and key departments that an institution requires.

**Figure 12:** The structure of your institution does not align the strategic plan designed



The result indicates that (60%) of the respondents confirmed that the structure of their institution does not align with the strategic plan that has been set up. 16 respondents, equivalent to (40%), were opponents of that perception and this underlines that some institutions' structures should be re-structured to fit with institutional strategies. For instance, if an institution has a superfluous structure and impertinent personnel, they are at risk of not achieving their institutional goals and objectives.

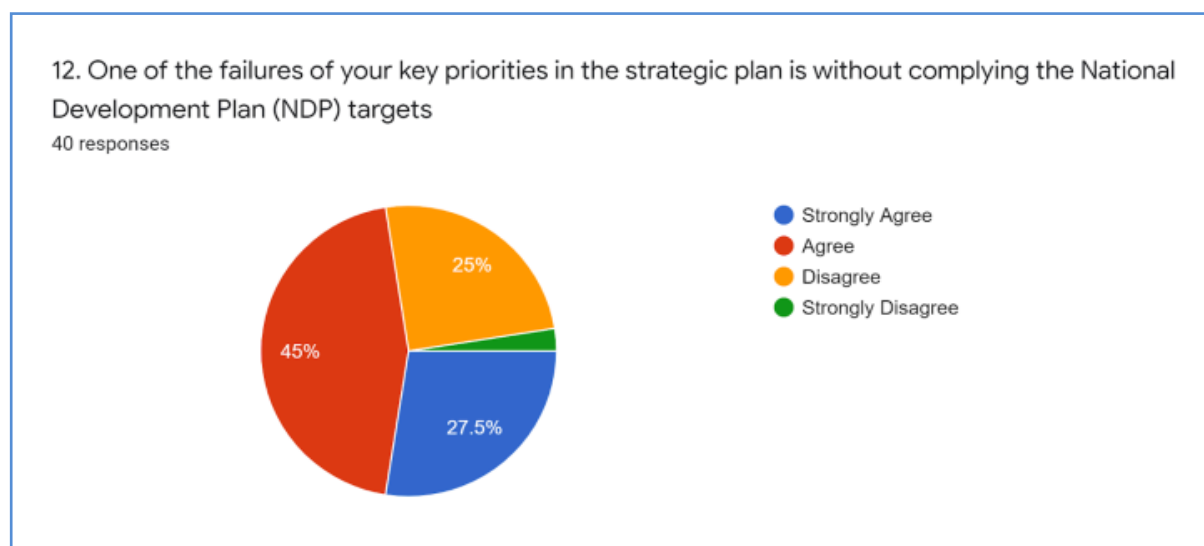
**Table 16:** Your key priorities in the strategic plan brings failure not comply the national development plan (NDP) targets

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	11	27, 5
	Agree	18	45, 0
	Disagree	10	25,0
	Strongly Disagree	1	2, 5
	Total	40	100,0

The above table is to determine whether there are links between the sectoral strategic plans and the National Development Plan. 11 respondents, or (27, 5%), also emphasized the existence of that perception and voted strongly in favor of agreement. 18 respondents, equivalent to (45, 0%) agreed as well. 10 respondents equivalent to (25, 0%) disagreed while 1 participant equivalent (2, 5%) voted strongly disagree.

This indicates that the majority of respondents agreed that the NDP is an impediment to the success of public institutions' strategies. More research is needed to determine the effects of the NDP and the compliance between the two strategies. Certainly, the Federal Government of Somalia presented the ninth National Development Plan (NDP-9), 2020-2024, which provides the nation with a path leading to economic growth and the reduction of poverty within the next five years.

**Figure 13:** Key priorities in the SP brings failure due to the not comply the NDP targets



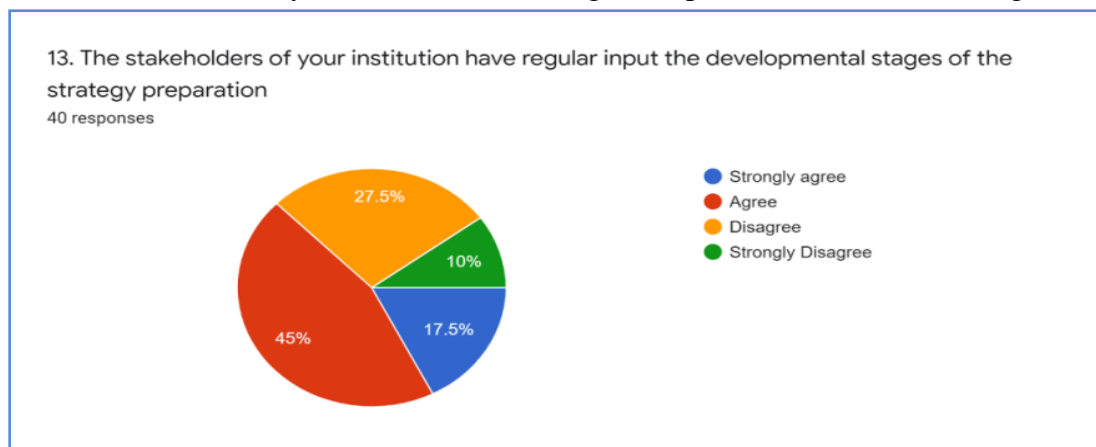
To reconcile the two parallel strategies (Sectoral and National Development plan), a consultative meeting should be organized with national development planners and other sectoral strategy developers to propose better solutions for collaboration.

**Tables 17:** The stakeholders of your institution have regular input in the developmental stage of the strategy preparation

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	7	17,5
	Agree	18	45,0
	Disagree	11	27,5
	Strongly Disagree	4	10,0
	Total	40	100,0

Table eighteen elaborates on whether the NRM institution's stakeholders contribute to the strategy's development stages on a regular basis. 7 respondents, equivalent to (17, 5%) were voted strongly agree. 18 respondents equivalent to (45, 0%) also emphasized the issue and marked agreed. 11 respondents, equivalent to (27, 5%) were against this perception and marked "disagree", while 4 respondents, equivalent to (10, 0%) revealed their strong feelings and voted strongly to disagree.

**Figure 14:** Stakeholders of your institution have regular input in the formulation stage of SP



According to the above explanation, more than 60% of respondents said "yes, stakeholders have input in earlier stages of strategy formulation," while less than 38% said they have no input role

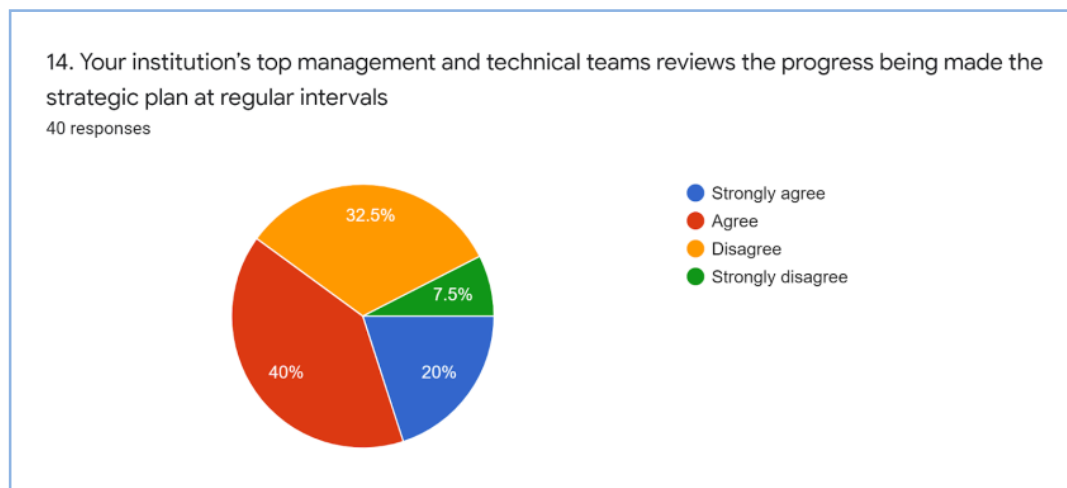
in the process of SP preparation. The numbers who voted "have no input roles" are enormous and there is a need for improvement in figuring out the importance of stakeholders in the institution and as well as the success of strategies.

**Table 18:** Your institution's top management and technical teams reviews the progress being made the strategy at regular intervals

	Indicators	Frequency	Percent (%)
Valid	Strongly Agree	8	20,0
	Agree	16	40,0
	Disagree	13	32,5
	Strongly Disagree	3	7,5
	Total	40	100,0

Table nineteen details how top leaders of NRM institutions review the strategy's progress at regular intervals. 8 respondents equivalent to (20, 0%) marked strongly agree while 16 respondents equivalent to (40, 0%) marked agree. On the contrary, 13 respondents, equivalent to (32, 5%), were opposed to and voted to oppose those narrative suggestions. In addition to this point, 3 respondents (7.5%) were marked as strongly disagreeing with them.

**Figure 15:** Your institution's top management reviews the progress being made at regular intervals



According to the findings, 60% of NRM institutions conduct regular reviews of their strategic plans, while 40% do not conduct a review of how the strategies are progressing. Institutions that do not encourage regular review and evaluation of their strategic performance fail to sustain their market position, assess and develop core activities (products and services), evaluate institutional efficiency and financial position, and ultimately fail to do analysis of new market entrants and rival competitors.

### 3.8.3. Strategic Management in Practice

In the next section, the study highlights strategic management practice in key areas, like the evaluation method, the technical challenges that hinder the progress of strategy, measurement of progress being achieved, how extent NRM institutions have achieving successfully in the designed goals and so forth.

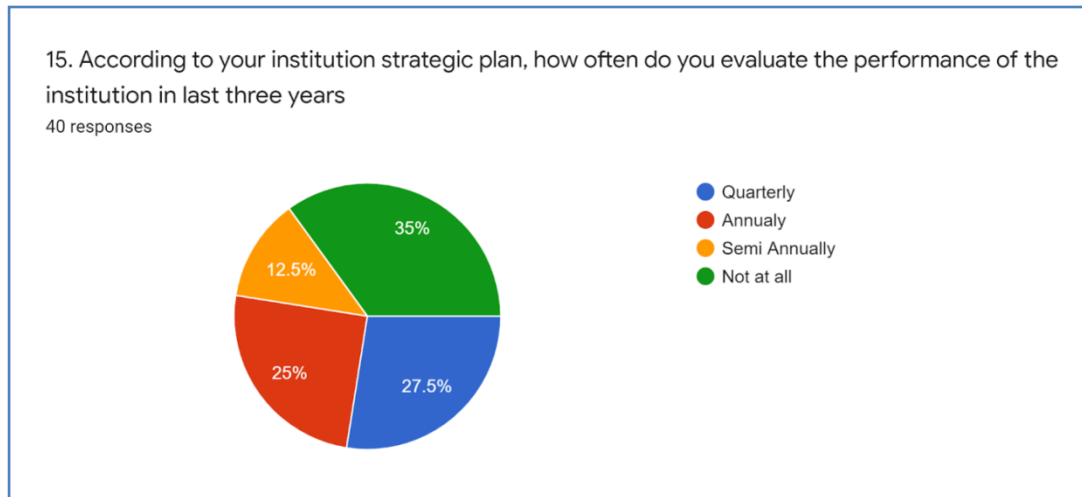
**Table 19:** According to your institution strategic plan, how often do you evaluate the performance of the institution in last three years

	Indicators	Frequency	Percent (%)
	Quarterly	11	27,5
	Annually	10	25,0
	Semi Annually	5	12,5
Valid	Not at all	14	35,0
	Total	40	100,0

Table 20 draws up how NRM institutions evaluate strategic performance over a certain time. 11 respondents equivalent to (27, 5%) vote quarterly, 10 respondents equivalent to (25, 0%) are marked annually, 5 respondents equivalent to (12, 5%) are marked semi-annually, and finally, 14 respondents equivalent to (35, 0%) are marked "not at all". According to the results come out, NRM institutions review the progress being made by the institutions at different intervals.



**Figure 16:** How often do you evaluate the performance of the institution



At this point, 26 out of 40 respondents confirmed that their institutions have a system of reviewing, revising and evaluating strategies. 14 out of 40 respondents confirmed that their institutions have no system of reviewing and revising strategies. Basically, whenever institutions develop a strategy, they should come up with regular reviews, revise and evaluate the performance progress being made in a short time.

**Table 20:** To what extent do you encounter technical challenges that have made it difficult to develop strategic plan and implement it effectively

	Indicators	Frequency	Percent (%)
Valid	Often	13	32,5
	Sometimes	16	40,0
	All the time	7	17,5
	Not at all	4	10,0
	Total	40	100,0

This table demonstrates to what extent institutions encounter technical challenges that hinder developing a strategic plan and implementing it effectively. 13 out of 40 respondents, equivalent to (32, 5%) were marked "Often". 16 respondents, which is equal to (40, 0%) were

marked "sometimes". 7 respondents, equivalent to (17, 5%) voted "All the time". And 4 respondents equivalent to (10, 0%) are marked "not all at all".

This result indicates that just ten percent of NRM institutions have the capacity to formulate and implement strategies required by their institutions. Regardless of the extent, 90% of respondents stated that they were having difficulties with developing and implementing strategies. According to the respondents, NRM institutions require additional knowledge, expertise, and intensive training courses to improve the capabilities of strategy developers, in-line departments and, generally, the leadership of institutions.

**Table 21:** To what extent your institution has been successful in achieving the strategic goals and objectives defined by your strategic plan

	Indicators	Frequency	Percent (%)
Valid	Low extent	20	50,0
	Somewhat extent	13	32,5
	Great extent	4	10,0
	Not at all	3	7,5
	Total	40	100,0

Table 22 explains the extent that NRM institutions have been successful in achieving the strategic goals and objectives defined in the strategies. The data in the table shows that 20 respondents (50, 0%) voted at a low extent. 13 respondents, equivalent to (32, 5%) are marked "somewhat extent". 4 respondents equivalent to (10, 0%) are revealed to a great extent, and lastly, 3 respondents equivalent to (7, 5%) are marked "not at all".

This emerging result discloses that very few institutions are capable of achieving the desired goals and objectives in the strategic planning document. Consequently, if over fifty percent of institutions are not achieving the expected results, this means strategic planning of NRM does not impact institutional performance. Not being realistic when developing a strategy, not being focused, plans that are overly complex in nature, unstructured team roles and

responsibilities and, as well, less resources are the major challenges that accelerate failing to achieve the desired goals and objectives. Furthermore, NRM should be aware of all these factors that need to be re-defined to produce strategies that can massively change the current circumstances in their institutions.

**Table 22:** According to the other national institutions; to what extent does your institution's strategic plan create hope for the citizens

	Indicators	Frequency	Percent (%)
Valid	Low extent	13	32,5
	Somewhat extent	11	27,5
	Great extent	12	30,0
	Not at all	4	10,0
	Total	40	100,0

This table provides details about the extent that the strategies of the NRM create hope for the citizens. 13 respondents (32, 5%) voted "low extent. 11 respondents (27, 5%) marked somewhat extent. 12 respondents (30, 0%) marked "great extent". And lastly, 4 respondents (10, 0%) marked "not at all".

According to this result, more than 60% of respondents agreed that public strategies create little hope. On the other hand, the study found that only 30% of respondents emphasized citizen engagement and hope. The study, on the other hand, reveals the links between citizen engagement, public service providers, and strategy developers. The NRM institutions should promote and work to increase citizens' confidence in the government. The more citizens' integration with public institutions increases, the more public strategies create hope for engaged citizens.

Despite the fact that experts say that tactics are developed solely for the benefit of institutions and not for the benefit of the community, institutions themselves represent a shift in

society's social, economic, and political obligations. However, if the plan does not inspire citizens to participate in government activities, it is a waste of time, resources, and energy.

**Table 23:** To what degree of change do you believe is required for your institutions strategic plan to fulfill its mandate of work

	Indicators	Frequency	Percent (%)
Valid	Low change	5	12,5
	Somewhat Change	11	27,5
	Great Change	24	60,0
	Not at all	0	0
	Total	40	100,0

Table 24 demonstrates the degree of change that is required for an institution's strategic plan to fulfill its mandate for work. The participants in the study responded as follows; 5 respondents equivalent to (12, 5%) were marked as "low change". 11 respondents equivalent to (27, 5%) were also marked "somewhat changed". 24 out of 40 respondents, or (60, 0%), voted and marked "great change."None of the respondents checked the "not at all" box.

The result above shows that over sixty percent of respondents are demanding great change to existing NRM strategies in order to become an effective and result based strategy. As we have experienced, strategies that are no longer effective are a waste of time, resources, and energy. Thus, massive changes in the way we develop, budget, implement, and evaluate the feedback from institutional strategies are required. Previous studies have highlighted that a weak institution's strategy results in being a re-actor instead of being pro-active.

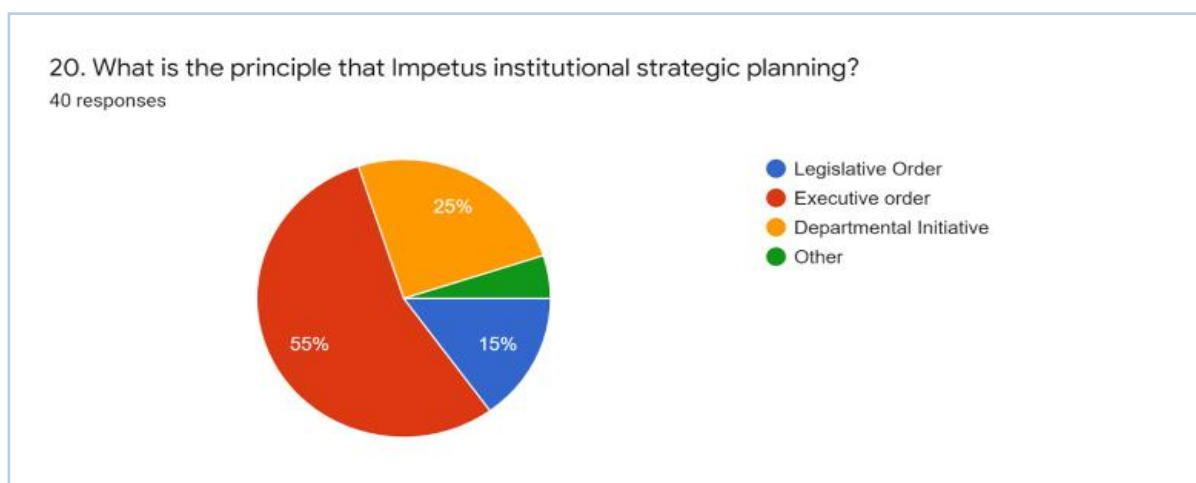
### 3.8.4. Other Questions

**Table 24:** The principle that impetus NRM institutional strategic planning

	Indicators	Frequency	Percent (%)
Valid	Legislative Order	6	15,0
	Executive order	22	55,0
	Departmental Initiative	10	25,0
	Other	2	5,0
	Total	40	100,0

This table relates to the guiding principle for the NRM's institutional strategic planning. According to the attached table, 6 respondents (15.0%) believe that NRM strategies are based on the law. 22 respondents (55, 0%) voted that the strategies were based on an executive order from the cabinet. 10 respondents, or (25, 0%), marked the departmental initiative, while the remaining 2 (5,0%) did not.

**Figure 17:** The principle that impetus NRM institutional strategic planning



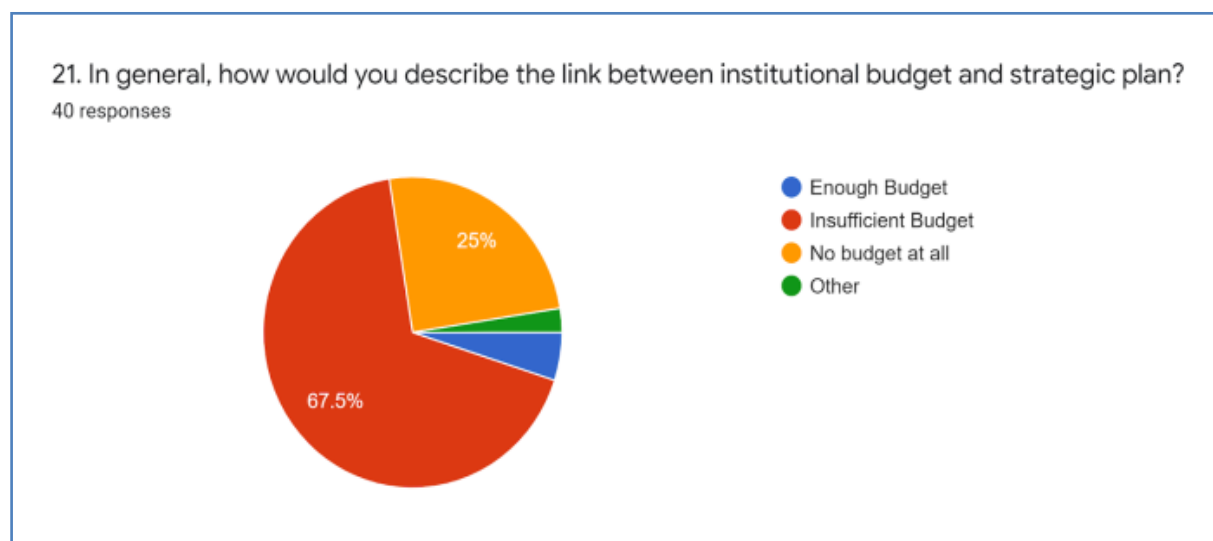
According to the outcome numbers, the majority of the respondents confirmed that NRM strategies are based on orders from the cabinet and, as well, from the office of the prime minister of the country.

**Table 25:** How would you describe the link between institutional budget and strategic plan

	Indicators	Frequency	Percent (%)
Valid	Enough Budget	2	5,0
	Insufficient Budget	27	67,5
	No budget at all	10	25,0
	Other	1	2,5
	Total	40	100,0

Table 26 elaborates the relations between the institutional budget and strategic plan. According to the findings, two respondents (or 5.0 percent) admitted to "having enough budget". 27 respondents, equivalent to (67, 5%) are voted "insufficient budget". Wonderfully, 10 respondents equivalent to (25, 0%) are marked "no budget at all". This indicates that over eighty percent of participants confirmed that the budget of public institutions is insufficient.

**Figure 18:** How would you describe the link between institutional budget and strategic plan



As a result, planning motivates and drives budget development. This clarifies institutional utility costs, the salaries of employees, the allocated budget for the implementation of strategies and so forth.

This is a crucial step in the planning process and all the NRM institutional managers should make realistic budget estimations to meet their priorities and objectives as outlined in the strategic plan. Consequently, effective planning seems to focus on all possibilities in attempting to achieve desired outcomes. Therefore, the strategic plan and budgeting are interconnected concepts; institutions can't set up a plan without it being funded for implementation. Likewise, strategic action plans are related to the institution's strategic plan goals and objectives.

## **CONCLUSION**

Strategic planning is an essential apparatus for planning and forecasting. It plays an important role in making institutions organized and it gives direction to where institutions are heading to in a certain period of time, and it also positions the institutions to meet the demands and changing expectations of ordinary citizens through providing services and creating hope.

The study looked at the impact of strategic planning on institutional performance using the Natural Resource Ministries of Somalia as a case study. The main areas that the study sheds light on include how institutions think about at the beginning stages of developing strategic plan documents; how institutions carefully understand the concepts of strategy intents, analyze the institutional environment, and plan and manage institutional resources to have positive impacts on institutional performance.

The study has been implemented by using structured questions, selecting forty respondents from the target population of NRM institutions, specifically planning departments and institutional director generals. In terms of gender, eight-five percent of respondents are male; this indicates that Somalis are a male-dominated society. The majority of respondents are aged below 40 and sixty-five percent of respondents are master graduates and, lastly, eight-five percent are married; it also shows the existence of early marriage practice in Somalia.

Although NRM institutions in Somalia are dealing with a number of challenges, eighty-five percent of NRM institutions admit that they have well written strategies. As you can understand results, the strategies are no longer effective and it is a waste of time, resources, and energy. Thus, massive changes in the way we develop, budget, implement, and evaluate the feedback from institutional strategies are required.

Basically, leaders and staff working in NRM institutions must properly use the scarce resources of the country in the interests of all citizens. In this context, NRM institutions should launch initiatives that will allow them to achieve their expected prosperity through realistic strategic planning.

As a result, the study concludes that all strategies should be designed by Somali developers, should be realistic rather than surprisingly written but a waste of time and energy, should meet key priorities, goals, and objectives that are achievable, should be deeply analyzed by internal and external environmental factors, that they should be accessible to acquire the required budget to implement them, and that they should have clear tools for revising and evaluating them. Finally, NRM institutions have a lot of work to do, and in order to do so, institutions must change the way they develop strategies.

## RECOMMENDATIONS

The study carried out on Somalia Natural Resource Ministries (NRM), investigated the title of “how strategic planning impacts institutional performance”, recommends and suggests the following highlighted points.

Since there has not been much previous academic research on this case study in the context of Somalia, the primary recommendation of the study is to conduct more additional research on this topic "in the case of how NRM strategies impact on institutional performance to achieve practicable results." On the other hand, the perception of how a strategy can positively contribute to an institution's performance is mysterious. Therefore, the study suggests developing more training that improves the way of thinking of the institution's personnel and even the leaders.



The study also proposes addressing and questioning why alignments are not at the desired level; institutional managers will be required to improve the institution's internal and external issues and to re-shape in a way that is fit for the institution's major core activities while also bringing efficiency and rapid growth. Furthermore, encountering a couple of parallel strategies which make the goals very complex, the study recommends that NRM and other sectoral institutions should organize consultative meetings and debate on the compliance between NDP and SSP strategies in order to attain all the common goals.

All NRM institutions are dealing incapability of performing strategic plan at best level; therefore, the study recommends to make consecutive trainings that improving way of producing effective strategies. Similarly, NRM institutions face common challenges, one of which is a lack of a stable budget. As a result, rather than developing unreasonable strategies, this study recommends that institutions develop realistic ones based on their available allocated resources. Corruption and mismanagement are two barriers to the success of NRM strategies. Therefore, the study recommends the government should take the responsibility of bringing to the table policies and mechanisms that ensure the protection of public resources.

The study also proposes the essentiality of making enormous change in the way we develop strategy, budget, implement, evaluate the feedback of institutional strategies is essential. The study underlined that general directors and other sectoral line managers need the technical experience and knowledge required to maximize development strategic planning. Therefore, the study suggests the government should put in place the right person and the right position strategy to accomplish the goals and objectives designed. Finally, as institutions have faced enormous challenges in developing, implementing, and controlling the strategies that will lead to the most desired future, the study recommends consecutive and comprehensive training as a method of dealing with the strategies.

## ÇALIŞMANIN TÜRKÇE ÖZETİ

### GİRİŞ

Stratejik planlama, kurumların değişen şartlara karşı başa çıkmaları ve hedeflerine ulaşmada daha odaklı, organize ve proaktif olmaları için önemli bir araçtır. Kurumsal performans ise, bir kurumun kısıt kaynaklarıyla daha iyi girişimlerde bulunma kabiliyeti ve temel hedeflerini gerçekleştirmek için verimlilik uygulamasıdır. Bu çalışmanın genel amacı, stratejik planlamanın kurumsal performansı üzerindeki etkisini Somali Doğal Kaynaklar Bakanlıkları kapsamında incelemektir.

Bu çalışma Somali'nin Doğal kaynak kurumların alanındaki sınırlı araştırmayı zenginleştirmeyi amaçlamaktadır. Çünkü Somali'nin kamu yönetimi akademisyenleri ve uygulayıcıları, stratejik planlama ve kurumsal performansı konularında yeterince araştırma makalesi yayınlamamıştır. Diğer taraftan çalışma, Somali'deki Doğal kaynak kurumlarının karşılaştığı zorlukları açıklamaktadır. Ayrıca hükümetin en önemli uygulamalarından biri, Doğal kaynak kurumlarının etkinliğini artırmaktır. Bu nedenle çalışmanın bulgu ve önerileri, belirtilen kurumların karar vericileri için faydalı olacaktır. Bu yönüyle çalışmanın önemli olduğu düşünülmektedir.

Çalışmanın sınırları ise, öncelikle DKB Stratejik Planlama ve kurumsal performansı hakkında birincil ve ikincil verilerin yeterli olarak elde edilememesidir. İkinci olarak, uygulanan pandemic kısıtlamaları yöntem kısmında değişikliklere sebep olmuştur. Üçüncü sınırlama, kurumların stratejik planlarına ilişkin edindikleri deneyimlerini veri paylaşımına açmamaları olmuştur.

Strateji oluşturma aşamasına ilişkin olarak çalışma, Doğal Kaynaklar Bakanlıkları'nın stratejisini ve bunların kurumsal performansı üzerindeki etkisini araştırmıştır. Bu çerçevede söz konusu Bakanlıklar kapsamındaki kurumların stratejik niyetleri (vizyon, misyon, hedefler ve amaçlar), kurumsal çevresi (iç ve dış faktörler) ve kurumsal kaynaklarının (bütçe, uzmanlık ve materyaller) performansa etkisi incelenmiştir.

Bunun için öncelikle çalışmada stratejik planlama ve kurumsal performansa ilişkin literatür taraması yapılmıştır. Daha sonra stratejik planlama süreci (nelerin dahil edilmesi gerektiğini) ve iyi tanımlanmış stratejik planın kurumsal performansı üzerinde ne kadar etkili

olduğu ortaya konulmaya çalışılmıştır. Üçüncü olarak, çalışmada birinci değişkenin (stratejik planlama) ikinci değişkene (kurumsal performansı) etkisi literatür kapsamında oluşturulan mülakat sorularıyla Somali Doğal Kaynaklar Bakanlığında bir örnek uygulama ile değerlendirilmiştir.

## **BİRİNCİ BÖLÜM**

### **STRATEJİK PLANLAMA VE KURUMSAL PERFORMANS İLE İLGİLİ LİTERATÜR**

Birinci bölümde stratejik planlama ve onun unsurlarını, süreçlerini, modellerini, fayda ve zorlukları detaylı bir şekilde açıklanmaktadır. Bütçe ve planlama, kurumsal performansı ve ölçüm kavramları gibi stratejik planlama ve diğer ilgili konular tartışılmaktadır. Konuya ilişkin bazı açıklamalara yer verilecek olursa; "Strateji" terimi, aslen "genel sanat" anlamına gelen Yunanca "strategos" teriminden gelmiştir. Tarihsel olarak, strateji terimi, savunma, ordu uygulamaları ve eylemleri ile ilişkilendirilmiştir.

Bir stratejinin gerçekte nasıl geliştirilip uygulanacağına dair tek bir nihai cevap yoktur. Çünkü yöneticilerin farklı algıları vardır; bir kurumun ne olduğunu anlamak, mevcut koşulları analiz etmek, piyasa ve kurumsal endüstri eğilimlerini ve ortaya çıkan değişiklikleri tahmin etmek gibi. Bovaird'egöre (2009, s. 61), stratejik planlama girişimleri olmayan kurumların kendilerine yön verme eksikliği bulunmaktadır. Bu durum yönetsel anlamda karışıklıklara ve kamu kaynaklarının kötüye kullanılmasına yol açabilmektedir. Kamu sektörü uygulaması kapsamında stratejik planlama, anayasal sınırlar içinde faaliyet gösteren bir kurumun vizyon ve misyonunu belirleyen, kilit kararlar oluşturmayı amaçlayan sistematik bir çabadır (Bryson & Robert 1987, s. 6).

Bazı bilim adamları, stratejik yönetimin stratejik planlamadan biraz daha geniş olduğunu ve yeni teknolojileri ve Pazar fırsatlarını yönetmeye ve bunlardan yararlanmaya odaklandığını belirtirken, stratejik planlamanın stratejik karar vermeyi optimize etmeye odaklandığını iddia etmektedirler (Özgür, 2004; akt. Çaymaz, vd., 2013, s. 190). Öte yandan, Bryson (2004) kamu kurumlarının karşı karşıya olduğu çeşitli ekonomik ve sosyal yüklerin ve zorlukların stratejik planlamanın uygulanmasına ivme kazandırdığını iddia etmektedir.

## İKİNCİ BÖLÜM

### AFRİKA'DA KAMU SEKTÖRÜ REFORMLARI VE SOMALİ'DEKİ YANSIMALARI

Bu bölüm, Afrika kamu sektörü reformları, yeni kamu işletmeciliği uygulamaları ve reformları, kurumsal teoriler ve değişim, genel olarak Afrika kıtasının stratejileri ve özellikle Somali Doğal Kaynaklar Bakanlıkları (DBK) hakkında genel bir bakış sunmaktadır. DKB kurumların bağlamında, çalışma, aralarındaki benzerlikleri ve farklılıkları inceleyen üç stratejiyi vurgulamaktadır. Bununla birlikte, çalışma stratejinin tasarımı, stratejik niyet kavramlarını nasıl oluşturduğunu ve geliştirdiğini, kurumsal ortamı nasıl analiz ettiğini ve strateji formülasyonunun ilk aşamalarında kaynak tahsislerini nasıl yapıldığını incelemektedir.

Afrika bağlamında, kamu sektöründeki reformlar çoğu Afrika ülkesinde uygulamaya konulmuştur. Bu reformlarda adanmışlık, enerji ve kaynaklar ne kadar Yüksek olursa olsun, ilerleme çok yavaş ve yetersiz olmuştur (Ghobadianvd., 2009, s. 1514; akt. Lufunyo, 2013, s. 28). Somali'de hükümet, son dört yılda memurlar ve devlet gelir gümrükleri alanlarında kamu sektörü reformları gerçekleştirmiştir ve bu müdahale kamu kurumlarının çeşitli sektörlerinde sürdürülmelidir (Bincof, 2020, s.70).

Afrikanlı bazı bilim adamları, kamu sektörü reformlarının (KSR) Afrika'daki yöntem ve uygulamasını sorgulayarak kamu sektörü reformunun Afrika kıtasındaki yönetişimi nasıl etkilediğine araştırmışlardır. Mhone'egöre, Dünya Bankası'nın 1981 tarihli Sahra Altı Afrika'da Hızlandırılmış Kalkınma Raporu (Berg Raporu), kapsamlı kamu sektörü reform çağrısı yapan ilk öneri olmuştur (Mhone, 2003, akt. Omoyefa, 2010, s. 19).

Kurumsal teori, sosyal bilimlerde hem bireysel hem de kurumsal eylem ve davranışlar kavramını aydınlatan hayati bir disiplindir. Sosyal bilimlerdeki kurumsal değişim, bireylerin kurumsal politikaların geliştirilmesinde aktif katılımcılara olmaları için harekete geçirilmesinde kritik öneme sahiptir (Wayne, 2015, s.5). Tarihsel olarak, Afrika kalkınma stratejilerine farklı perspektiflerden bakılmıştır. Baah'a (2003) göre, Afrika kalkınma girişimlerinin tarihi iki döneme kadar uzanır: sömürge ve bağımsızlık sonrası dönemler (Elias, 2017, s. 360). Afrika stratejisinin bir diğer önemli bileşeni olan Afrika 2063 gündemi ise, Afrika kıtasının geliştirdiği en çok bahsedilen stratejilerden biridir. "2063'e kadar Afrika'yı istiyoruz" sloganıyla yol açılan 2063'ün bu gündemi, 2015 yılında Addis Ababa'da bulunan Afrika Birliği Devlet Başkanları

Meclisi tarafından onaylanmıştır. Çalışmanın bu bölümünde ayrıca Somali'nin kamu idaresi ve aynı zamanda hayvancılık, petrol ve su kurumların gibi Doğal kaynaklar bakanlıklarının stratejileri hakkında kısa bir açıklama sunulmaktadır.

Somali'nin son altmış yılda devlet sisteminde farklı rejimler (demokratik, askeri ve yeni Kabul edilen federalizasyon sistemi) gelişmiştir. Yönetişimin yapısı, demokratik yönetimden askeri yönetime büyük geçişler yapmıştır ve bu nedenle, kamu kurumların farklı kamu hizmeti sağlama tarzlarını benimsemiştir.

## ÜÇÜNCÜ BÖLÜM

### METODOLOJİ

Çalışmanın bu bölümünde, gerekli verileri toplamak için farklı DKB kurumlarından seçilmiş planlama biriminde görev yapan yönetici pozisyonundaki katılımcılara, yapılandırılmış mülakat yöntemi uygulanmıştır. Bu pandemic çağında, mülakat, nispeten kısa bir süre içinde önemli bilgi toplamak için uygun bir araç olduğu için ideal veri toplama biçimi olarak düşünülmüştür.

Genel olarak, hedef kitle Doğal Kaynaklar Bakanlıkları, özellikle de planlama departmanları olmuştur. Mülakata yanıt verenler DKB kurumlarında planlama baş bölümleri, planlama müdürleri, kıdemli danışmanlar ve genel müdürlerdir. Çalışmada Doğal Kaynaklar Bakanlıklarına bağlı 5 farklı kurumdan 8'er kişi seçilerek toplam 40 katılımcıdan veri toplanmıştır.

Bu bağlamda demografik verilerden bahsedilecek olunursa şu bilgilere ulaşılmıştır. DKB çalışmasına katılanların %85 erkektir; bu Somalililerin erkek egemen bir toplum olduğunu gösteriyor. Katılımcıların çoğu kırk yaşın altındadır; bu sonuç, Somali nüfusunun ve kamu kurumlarında çalışan memurların %70 genç tanımı döngüsünde olduğunu göstermektedir. Mülakata katılanların %65 fazlası Yüksek lisans ve doktora sahibidirler. Mülakatları yanıtlayanların %85 evlidir; bu durum Somali'de erken yaşta evlilik uygulamasının da etkili olduğunu düşündürmektedir.

Çalışmada, stratejik niyetleri anlamının, derin kurumsal çevre analizinin ve kaynakları planlamanın ve yönetmenin performansı nasıl etkilediğine odaklanılmıştır. Elde edilen sonuçlar; vizyon, misyon, personel uyumu, Pazar ve öncelikler ile paydaşların rolü gibi göster gelerin kurumsal performansı olumlu yönde etkilediğine göstermiştir. Diğer taraftan hedefler ve amaçlar, liderlik kapasitesi ve kalitesi, bütçe, Ulusal Kalkınma Planı (UKP),yolsuzluk ve yanlış yönetimin DKB kurumsal performansını olumsuz etkileyen faktörler olduğu tespit edilmiştir.

Diğer çalışma bulguları, mülakata katılanların %80 fazlasının DKB kurumlarının iyi hazırlanmış stratejik plan belgelerine sahip olduğunu belirtmesidir. DKB kurumlarının stratejileri kabineden alınan idari emirlere dayanmaktadır. Ek olarak, en önemli bulgu, DKB kurumsal liderlerinin ve personelinin stratejilerin değerine ve kurumsal performansı nasıl iyileştirebileceklerine ilişkin düşük bir algıya sahip olduğudur. Ayrıca yanıt verenlerin %60 fazlası, etkili ve sonuca dayalı bir strateji oluşturmak için mevcut DKB stratejilerinde "büyük değişiklik" talep etmektedir.

## **SONUÇ VE ÖNERLER**

Çalışma, kurumların stratejik plan belgelerinin nasıl geliştirileceğine vurgu yaparak kurumların stratejik amaçlarını nasıl anladıkları, kurumsal çevreyi nasıl analiz ettikleri ve kurumsal performans üzerinde olumlu etkilere sahip olmak için kurumsal kaynakları nasıl planladıkları üzerinde durmuştur.Stratejik planlama, kurumların geleceğe ilişkin vizyon tasarımı ve gelecekteki çevrenin tahmini için gerekli bir aygıttır. DKB kurumlarında görev yapan çalışanlar, ülkenin kıt kaynaklarını tüm vatandaşların çıkarlarına uygun olarak doğru bir şekilde kullanılmalıdır. Bu bağlamda, DKP kurumları, gerçekçi stratejik planlama yaparak kurumların beklenen refahı elde etmelerini sağlayan girişimler başlatmalıdır.

Somali’de Stratejik Planlama ve Kurumsal Performans ilişkisine yönelik araştırma eksikliği bulunmaktadır. Bu konuda daha fazla araştırma yapılması gerektiği öncelikli öneridir. Çalışma, kurumun stratejisini uygun bir şekilde kurumun iç ve dış çevreyle uyumunu iyileştirmeyi önermektedir. Çalışma, paralel stratejiler arasındaki uyum konusunda istişare toplantıları ve tartışmalar düzenlenmesini önermektedir. Strateji ve performans ilişkisine ilişkin algı çok düşüktür. Bu nedenle çalışma, düşünme biçimini iyileştiren eğitimlerin yapılmasını önermektedir.

Somali’de Doğal Kaynaklar Bakanlığı’nda yapılan araştırmada Stratejik planın iyi düzeyde uygulanmadığı görülmüştür. Bu nedenle çalışma, etkili stratejiler üretmek için eğitim ve periyodik geri beslemenin yapılmasını önermektedir. Çalışma, kurumların gerçekçi olmayan stratejiler geliştirmek yerine mevcut kaynaklarına dayalı gerçekçi stratejiler geliştirmelerini önermektedir. Çalışma, hükümetin kamu kaynaklarının korunmasını sağlayan politikalar ve mekanizmalar getirme sorumluluğunu üstlenmesini tavsiye etmektedir. Kurumlarda teknik deneyim ve bilgi eksikliği görülmüştür. Hükümet, tasarlanan hedeflere ulaşmak için doğru kişi ve doğru pozisyon stratejisini uygulamalıdır.

Son olarak, Somali’deki DKB kurumların bir takım zorluklarla mücadele etse de, mülakata katılan DKB kurumlarının planlama departmanı yöneticilerinin %85 iyi yazılmış stratejileri olduğunu Kabul etmektedir. Ancak görüşme sonrası elde edilen sonuçlara göre, stratejilerin etkili olmadığı anlaşılmıştır. Bu nedenle, çalışma, kurumsal stratejilerin geri bildirimlerini geliştirme, bütçeleme, uygulama ve değerlendirme şeklinde önemli değişiklikler yapılmasını önermektedir.

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## APPENDICES

### QUESTIONNAIRE

#### THE TOPIC OF THE RESEARCH

#### DEAR RESPONDENT,

These structured questions will be conducted for an academic research propose, as well as on behalf of graduation thesis of Master of Public Administration and Politics program at ESKIŞEHİR OSMANGAZİ UNIVERSITY in faculty of Economics and Administrative Sciences. I am required to conduct, a research about **“THE ROLE OF STRATEGİC PLANNING ON INSTITUTIONAL PERFORMANCE: SOMALIA NATURAL RESOURCE MINISTRIES.** I am pleased to inform you that you have selected to participate in my study. I hope you could complete the questionnaire as honestly and objectively as possible. This questionnaire is purely for academic purpose and your participation is voluntary. Answering the questions completely, truthfully and sincerely will contribute to the achievement of this research proposal.

Note better; please do not write anything indicating your name, surname and identity in the questionnaire paper

#### PART ONE: DEMOGRAPHIC INFORMATION

##### 1. Gender status

A. Male

B. Female

##### 2. Age

A. 25-32  B. 33-41  C. 41-51  D. above

##### 3. Marital status

A. Married

B. Single

C. Divorced

4. Endowed

##### 4. Educational level

A. Secondary level

B. Bachelor

c. Master

D. PHD

### 5. Title of Respondent

A. Department head

b. Director

c. Director General

d. Consultant/Senior advisor

### PART TWO; STUDY AREA

No					
		Strongly Agree	Agree	disagree	Strongly disagree
1.	According to the Natural Resource Ministries (NRM), your institution have well prepared Strategic Planning document.				
2.	According to the other sectors of Government Institution; Natural Resources Ministries have less performance due to the lack of effective strategic planning.				
3	Natural Resource Ministries have common challenges e.g ineffective Strategic Planning, Poor Leadership and less Resources and so forth.				
4.	NRM's General directors have not the technical experience, knowledge, accreditations and qualifications required to maximise development strategic planning				
5.	Despite the visible SP challenges yet we can recognize that corruption and mismanagement is part of factors that causes failure of strategies				

6.	The leaders and staff of NRM do not believes that effective strategic planning				
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	have on a huge impact on Institutional performance				
7.	The performance of your institution's staff is aligned with the goals and objectives in your strategic plan document				
8.	Your institution's vision statement sketches future position and where you are going as an institution.				
9.	Your institution's mission describes unique purpose and answers the questions "how will achieve vision"				
10.	The priorities of your institution's strategic plan designed with market demand and competitive environment				
11.	The structure of your institution does not align or comply with the strategic plan that has been set up.				

12.	The failure of your key priorities in the strategic plan is without complying the National Development Plan (NDP) targets				
13.	The stakeholders of your institution have regular input the developmental stages of the strategy preparation				
14.	Your institution's top management and technical teams reviews the progress being made the strategic plan at regular intervals.				

### PART THREE: DIFFERENT SCALE MEASUREMENT

No		Quarterly	Annually	Semiannually	Not at all
1.	According to your institution strategic plan how often do you evaluate the performance of the institution in last three years?				
		Often	Sometimes	All the time	Not at all
2.	To what extent do you encounter technical challenges that have made it difficult to				

	develop strategic plan and implement it effectively?				
		Low extent	Somewhat extent	Great extent	Not at all
3.	To what extent your institution has been successful in achieving the strategic goals and objectives defined by your strategic plan?				
		Low extent	Some extent	Great extent	Not at all
4.	According to the other national institutions; To what extent does your institution's strategic plan create hope for the citizens				
		Low Change	Somewhat Change	Great change	Not at all
5.	To what degree of change do you believe is required for your institutions strategic plan to fulfill its mandate of work?				

What is the principle that Impetus institutional strategic planning?

Legislative order: Law

Executive mandate

Department initiative

Other,pleasespecify\_\_\_\_\_

In general, how would you describe the link between institutional budget and strategic plan?

Enough budgets

Insufficient budget

No budget at all

Other,pleasespecify\_\_\_\_\_

Do have any particular comments regarding the strategy of natural resource ministries

\_\_\_\_\_

Thanks for the voluntary participating; I wish this study will support the decision makers in public sector.

**ABDINASIR MOHAMED ABDI.**

