CHALLENGES OF IMPLEMENTING STRATEGIC MANAGEMENT IN PUBLIC ORGANIZATIONS OF NEPAL

Center for Research and Development
Nepal Administrative Staff College

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ABSTRACT

Public organizations in Nepal face significant difficulties in implementing their strategic plans, sometimes even to accept and own the plans themselves. This study examines the underlying challenges in the implementation of strategic management in public organizations of Nepal. It was based on the review of documents and interview with the officers involved in strategy implementation at Nepal Administrative Staff College and Lalitpur District Court. The study was based on Kurt Verwiere strategy - commitment and alignment model. The analysis showed that clarity in strategy is directly dependent on experience or involvement of organization in formulation and implementation of the strategy and inherent of organizational value in strategy. The study established that inadequate funding and untimely disbursement of resources were a major hindrance to the effective implementation of strategies in both these organizations. Although there was participation and involvement of all levels of employees in the strategy formulation and action plan preparation, the implementing level employees were not well informed about the amendments and review process. It created the information gap among employees and decreased the level of ownership required for their implementation. There was never issue of commitment in the top-level management at both the public organizations. The dedication of all employees was equally important for alignment of the strategy and commitment in this study model.

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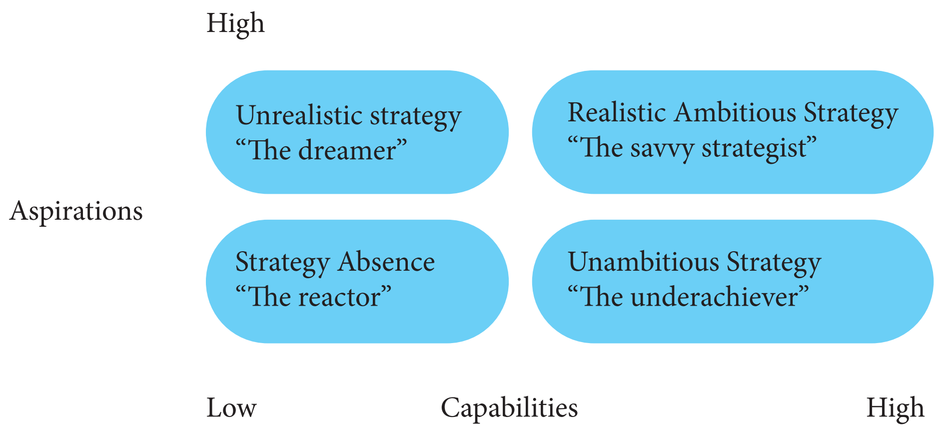
CHAPTER ONE

Introduction

There is often a misconception that strategy is essential only for private organizations but less so for public organizations. In reality, public organizations also need strategies for realization of their organizational goals. However, it has always been a great challenge for the policy makers and public managers to appreciate the importance of the strategy, strategic planning and management into the public organizations even though they have been using it within the organization. In fact, strategies are omnipresent within the public organizations. Strategy, strategic planning and strategic management are the standard toolbox of public managers and policy makers. The public managers and policy makers are confronted with myriad of challenges all of which require the effective strategies to deal with the questions such as: what is the public value he or she wants to generate? How he/she will do so? And which whom? (Bryson and George, 2020). Strategy as a focus, strategic planning, and strategic management emerged from the new public management–type thinking in the 1980s and onwards. Hence, these concepts have often been conflated with those imported from businesses, including efficiency and effectiveness, market-oriented thinking, and competition—all of which actually have deep roots in the public sector.

Strategy may be defined as a concrete approach to aligning the aspirations and the capabilities of public organizations or other entities in order to achieve goals and create public value. (Bryson and George, 2020). This definition highlights, first, that strategies are needed and emerge in any context where aspirations and capabilities should be aligned. For example, many authors have discussed successful strategies in the context of complex networks (Kickert, Klijn, & Koppenjan, 1997) and collaborations (Emerson & Nabatchi, 2015). Second, strategy in public administration is not necessarily, or even often, about competitive advantage. Rather, the main idea underlying strategy is that public organizations and related entities—through their strategies—can actually achieve important goals and, subsequently, create public value (Moore, 1995). Third, strategy elucidates how aspirations can be achieved in a given context taking into account current or needed capabilities. The quality of a strategy should thus be judged by the nature of the aspirations, the capabilities needed to meet the aspirations, and how well the aspirations and capabilities are linked within the given context (Bryson, Ackermann, & Eden, 2007). In other words, strategies can



vary greatly in how well they align aspirations and capabilities. (Bryson and George, 2020).

Four different types of strategies (individuals, teams, organizations and collaborations) can be identified on the basis of the above explanations.

Figure 1: The aspirations-capabilities matrix of strategy in public administration (George and Bryson)

The reactor is a public organization or other entity that does not really have a strategy. It has low aspirations and is not focused on developing high capabilities. A reactor is typically a follower awaiting instructions from its institutional environment before acting. Research has shown that a reactor strategy is an unlikely pathway to effective public service performance and can even result in decreased performance (R. Andrews, Boyne, Law, & Walker, 2012).

The dreamer is a public organization or other entity that has high aspirations but does not have or is not developing the capabilities needed to meet these aspirations. Such a strategy is unrealistic, and it is unlikely the goals will be achieved. The Europe 2020 strategy, for instance, has very ambitious targets concerning employment, research and development, climate change and energy, education, and poverty and social exclusion. While some progress has been made toward these targets, many are still seemingly unachievable by 2020.

The underachiever is a public organization or other entity that has low aspirations despite having (or being able to develop) high capabilities. Such a strategy is not ambitious and is unlikely to result in the creation of substantial public value.

The final category is the savvy strategist, a public organization or other entity with both high aspirations and existing or developing high capabilities. This is likely the preferred strategy many entities should strive for—meaning an effective alignment of high aspirations for goal achievement and the creation of public value and the capabilities potent enough to actually realize the aspirations. (Bryson and George, 2020).

The public organization should always aspire for the strategy and the aspirations alone doesn't lead the organization towards the path of success so along with the aspirations the organization should develop the capabilities to meet the aspirations set within the organization to achieve the organizational effectiveness in the long run.

Strategic Planning:

Strategic planning is a set of concepts, procedures and tools that organizations use when determining their overall strategic direction and the resources required to achieve strategic objectives (Bryson, 2011). Although aspects of strategic planning are common to all types of organizations, the application of planning processes needs to be carefully tailored to the public sector environment when applied by public service organizations (Bryson, 2011). In particular, public managers have to build-in the perspectives and needs of those stakeholders with whom they must co-operate and collaborate in order to achieve organizational goals (Bryson, Crosby and Bryson, 2009). The more time and effort that is devoted to analyzing the internal and external environment, and developing and evaluating strategic options, the managers may feel more confident that the outcome of that process will be a positive one (Camillus, 1975; Capon, Farley and Hulbert, 1987). As such, the basic assumption underpinning the practice of strategic planning is that it is rational to invest resources in formulating good plans because this will vastly improve the prospects of implementation success. (Mintzberg, 2000).

Strategic Management:

Strategic management is an approach to strategizing by public organizations or other entities that integrates strategy formulation and implementation, and typically includes strategic planning to formulate strategies, ways of implementing strategies, and continuous strategic learning. Strategic management can help public organizations or other entities achieve important goals and create public value (Bryson and George, 2020).

Strategic management process is a full set of commitments, decisions, and actions required for a firm to achieve strategic competitiveness (Hitt et al., 2011). The main functions of strategic management have been explained by Robbins and Coulter (1996) as identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results. Strategy implementation is regarded as the actions required to undertake in order to achieve organizational effectiveness. However, during strategy implementation there are challenges that hinder smooth implementation of the strategy plans and it is impossible to foresee all the problems that will arise during implementation.

Organizations spend huge amount of money on consulting and training in the hope to create better strategies. But all too often brilliant strategies do not translate into brilliant performance. Strategy implementation ranks high on senior managements' agendas but is a topic that has not received sufficient attention in the academic world. It seems like academics assume that if an organization has a strategy, it gets implemented automatically. But in real world scenario, the thing is different as most of the senior management admit that their organization is experiencing significant problems with translating their strategy into concrete activities and results. Why do so many organizations struggle with strategy implementation? And what can be done about it? The analysis is based on Kurt Verwiere model which consists three building blocks Strategy - Alignment - Commitment model.

The study covered the root cause of the failure of translating the strategies into activities in the public organization of Nepal. Two public organizations were studied via key informant interview and the challenges were analyzed on the basis of the responses from the interviewee experiences. The organizations chosen for the study are:

Nepal Administrative Staff College: Nepal Administrative Staff College (NASC) is as a premier training institution established in 2039 which is involved in capacity development of the government and public sector through training, research and consulting services. From the period of 1995, NASC has practiced strategic planning formally in its operation. The earlier strategic plan of NASC has its major thrust to bring improvements in its core areas of human resource development. But with changing need and demand of organization and its stakeholder NASC have formulated its strategic plan for 2072/73-2076/77 with a vision of being Center of Excellence in developing managerial competencies and organizational capabilities of public sector for providing quality service to the people. The whole strategy was formulated for maintaining the core values: Integrity, Respect, Responsibility, Creativity and Innovation as its mantra and developed plans. NASC has adopted an Organizational Scorecard of measures, targets and initiatives that will ensure that the Strategic Plan is implemented.

Lalitpur District Court: Lalitpur District Court is one among the 77-district court of the country. It was established on BS 2021 with an objective of making efficient, effective, trustworthy and accessible judicial system. For achieving these objectives judicial system has adopted strategic plan from BS 2061/62-2066/67, 2066/67-2071/72, 2071/72-2075/76 and at present the fourth strategic plan 2076/77-80 is under implementation.

Lalitpur district court formulates it strategy being in line with the strategic plan of Supreme Court to achieve the vision of "ensuring justice for all". All district courts in Nepal develop their own action plan based on the strategic plan of Supreme Court following the judicial values: trust on constitution and laws; freedom, fairness and competence; autonomy; accountability and responsibility; unbiased and equality; quality; integrity; representation and inclusion; ownership and participation; and co-ordination. The yearly action plan prepared by district courts are to achieve the five objectives: ensure timely and quality administration of justice; increase access to justice; promotion of good judicial governance; improvement on court management; and increase trust and trustworthiness of judicial system where Lalitpur District Court also review their resource capacity, geographical locations, previous year's progress and achievements for preparing its action plan. It also considers the support and co-ordination of employees and stakeholders in timely achievement of its targets.

1.2 Statement of the Problem

Many organizations face significant difficulties with regards to strategy implementation process. Most organizations best-formulated strategies fail to produce superior performance for the firm due to poor implementation. Many valuable strategies are faced with problem and failure in the implementation stage. Basically, the main challenges in the strategic management lie in the implementing of the strategies rather than in developing stage (Magambo, 2012). Brenz and Morikko, German, Molina (2008) and Ansoff (1987), believe impeders affecting the successful implementation of the strategy are as: top management commitment, availability of funds, organization structure, organization culture and organizational change.

In Nepal, some emerging private corporate business houses have increased their strategic orientations due to the fast-changing environment affected by both the 11-year political conflict and increased competitive pressures. Similarly, the international non-government organizations (INGOs) and large non-government organizations (NGOs) have been practicing some aspects of strategic management mainly derived from international practices. However, significant segments of private and public sector businesses lack a strategic orientation and are less focused on long term growth objectives (Pant, 2007).

Various researches have been done in challenges of implementing strategic management and most of the researches are international research. Only countable number of researches have been done in context of Nepal and also few researches have been carried out specially targeting the public organization. Thus, this research aims at covering this part of the gap of strategy implementation challenges by public organizations by providing answer to the following research question: What are the challenges facing strategy implementation by public organizations in Nepal?

1.3 Objective of the Study

The main objective of the study:

- To explore the underlying challenging on strategy implementation and strategy failure.
- Identify the root cause of the failure of translating the strategies into activities in the public organization of Nepal.

1.4 Rationale

The study will contribute new knowledge to the existing body of knowledge on strategy implementation challenges faced by public corporations in Nepal. The researchers in the future can use this research as the reference for understanding the underlying challenges and the main hindrances for implementing the strategies in the public organization of Nepal. Government policy makers will be able to get insights on areas that need more attention in terms of successful strategy implementation in the public organizations for enhancement of better service delivery in public sector. The study will be helpful in giving insights to the management of the various public organizations on the strategy implementation challenges and provide them with possible solution to these challenges. The knowledge gained from this research will thus be useful in improving the performance of public corporations.

1.5 Limitations:

The study aimed to cover more public organizations for study. But due to travel and other restriction arise from COVID – 19, the study area was limited up to two organizations. The number of interviewees and the methodology planned to use for the information collection was limited due to the situation.

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CHAPTER TWO

2.1 Literature Review

In this chapter, literature related to strategy implementation challenges facing public corporations is reviewed. Reviewed literature includes the concept of strategy, strategy implementation, challenges facing implementation and the measures taken to address these challenges.

Concept of Strategy and Strategic Management

According to Glueck (1984), strategy is the unified, comprehensive and integrated plan that relates the strategic advantage of the firm to the challenges of the environment and is designed to ensure that basic objectives of the enterprise are achieved through proper implementation process. The concept of strategy has grown in importance among management scholars and practitioners since 1950s. The importance of this concept has been underscored by various leading management scholars and practitioners such as Porter (1980), and Ansoff (1987).

However different authors have defined "strategy" in different ways. Some define the concept broadly to include both goals and means of achieving them. Chandler (1962) and Ansoff (1990), define strategy narrowly by including only the means to achieving the goals. The definitions suggest that the authors gave selective attention to aspects of strategy, which are all relevant to our understanding of the concept.

Chandler (1962) considered strategy as a means of establishing the purpose of a company by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve set goals and objectives. Andrews (1971) brought together the views of Drucker (1954) and Chandler (1962) in defining strategy. To him, strategy is the pattern of major objectives, purposes or goals and essential policies and plans for achieving these, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be. In this definition, Andrews (1971) introduces an additional dimension that strategy deals with the definition of the competitive domain of the company.

Strategies go first though planning then implementation processes. Different writers have defined the concept of strategic planning from several points of view. Naylor (1970) defines strategic planning as a long-range planning with time horizon of 3-5 years. Heifer (1976) on the other hand suggests that strategic planning is concerned with the development of a match between organizations capabilities and the risks present in its environment. In their definition, Litschent and Nicholson (1968) view strategic planning as the highest level of decision making concerning a company's basic direction and purpose in order to assure long term health and vitality of the organization.

According to Steiner (1979), strategic plans are formulated either as master strategies or programme strategies. He defines master strategies as basic mission purposes, objectives and policies. On the other hand, he views programme strategies as being concerned with acquisition, use and disposition of resources for specific projects. Mintzberg (1994) observes that corporate strategic planning faces a number of challenges: cultural web, organizational structure, uncertainty and learning organization, division of responsibility, the time challenge of implementation and the process itself.

Strategy management theories enlighten the ground rules and philosophical basis of strategy formulation and implementation. According to Johnson et al., (2008) the resource-based view strategy is about exploiting the strategic capability of an organization, in terms of its resources and competences, to provide competitive advantage. Systematic planning view entails that organizations predetermine the strategic direction of the organization. That means management plays tremendous role by predetermining the strategic direction. Institutional theory proposes that organizations can adapt to varying environmental conditions by imitating other successful organizations. The organization is adapting to changing environment by copying the strategies and management techniques of other successful organizations (Wheelen and Hunger, 2008). In addition, the theory of Strategic choice perspective proposes that not only do organizations adapt to a dynamic environment but they also have the capacity to influence and shape their environment (Wheelen and Hunger, 2008). In that regard, management decisions have impact in not only the performance of the firm but also the industry overall factors.

Process of Strategic Management:

The strategic management process the flow of information involves historical, current, and forecast data on the operations and environment of the business. The aim of the process is the formulation and implementation of strategies that work, achieving the organizations long term mission and near-term objectives. Strategic management is a process that affects the whole organization. It outlines the way in which objectives are determined and strategic decisions are made (Juach and Glueck, 1984). A change in one component results in changes in all other components (Pearce and Robinson, 1997). The process of strategic management is classified in three different stages: The first stage includes the definitions of strategies i.e., the components that forms the strategies to actually operate in the organizations. The second stage includes the formulation of the strategies which elaborates about how the strategies are formulated after diagnosing the internal and external environment of the organization and the implementation of the strategies aligned with the core purpose of the business. And the third stage of strategy formulation includes the evaluation of strategies where the strengths, weaknesses, opportunities and threats of the organization is identified and the organization tries to mitigate the weaknesses and challenges whereas grab and capitalize the strengths and opportunities for the organization to grow and sustain.

First Stage (Definitions)

1. Preparation of Mission: 'Mission' is the purpose for which organization is established. Mission includes both a statement of organizational philosophy and purpose. An organizational philosophy establishes the values, beliefs, and guidelines for the manner in which the organization is going to conduct its business. The first step of strategy formulation depends on well-defined mission statement or organizational purpose. The mission may be described as the scope of the operation in terms of nature of business.
2. Setting of Objectives: Objectives are defined as ends which the organization seeks to achieve. Objectives may be internal or external. Internal objectives are those which define how much is expected to be achieved with the resources that the organization commands.
3. Fixation of Goals: Goals are specific, and time-based points of measurement. Generally, goals are determined by the owner or entrepreneur of the organization. In case of large-scale companies' CEO (Chief Executive Officer) will determine the goals for its firm. Thus, goal of the owner will be the goal of firm.
4. Policies: A policy is a definition of common purposes or organization components. The process of strategic planning sometimes encompasses the formulation of important policies. Policies help to ensure that all units of an organization operate under the same ground rules. They also facilitate coordination and communication between various organizational units. Policies of competitors also influence an organization's policies.
5. Analysis of Environment: Business environment always influences decision-making. There may be external or internal factors that influence business. Buyers, suppliers, government and competitors are likely to react in accordance with changes in environment. Thus, business also should act in the same fashion.

Second Stage (Formulation)

6. Formulation of Strategies: Strategies can be formulated after diagnosing the environment. Each strategy with suitable sub-strategies and alternative strategies should be available to top management. Thus, top management always mentors the administration with strategies which can be adapted from time-to-time.

7. Implementation of Strategies: This is an important stage in strategic management process. Well-designed strategies may fail in implementation. Hence, adaptability of

strategies and implementation process should be clearly mentioned while formulating strategy. It is the strategist's responsibility to take care of implementing strategies in accordance with the requirements of an organization.

Third Stage (Evaluation)

8. SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats simply termed SWOT. Every organization should go through SWOT analysis. It is an important tool for evaluating organizational capabilities.

Evaluation: This can be stated as the last stage of strategic management process. The strategist should evaluate each strategy after implementing them. The strategist should evaluate whether there is profit maximization or cost minimization or achievement of long-term or short-term goal.

Strategy Implementation

Strategy implementation is the process through which strategy is translated into action and results are achieved (Pearce and Robinson, 1988). In this process strategic goals are translated into functional and operational targets (objectives and goals). The long-term strategic thrust is also transformed into short-term functional strategies and day-to-day operational procedures (J. Gesare,2006). Strategy execution is the most demanding and time-consuming part of strategy management process. It involves the management organizational change, build organizational competencies, create strategic-supportive work environment, employee motivation, and meeting performance targets (Thompson et al., 2008). Operationalization of strategy involves identification of measurable annual objectives, formulation of specific functional strategies, and development and communication of concise policies to guide decision. Institutionalization deals with posting enabling organizational structure, effective leadership, and creating fit between the strategy and organizational culture. Lastly, control and evaluation process aim at adjusting the organization to changing condition. It deals with establishment of strategic controls, operations control that monitor deviations, and reward system that motivate control and evaluation. A new strategy must be first institutionalized and then operationalized for effective implementation (Pearce and Robinson, 2005).

Challenges of Strategy Implementation

Strategy implementation is a process where managers diffuse a strategy into a user community (Kwon and Zmud, 1987). Top management commitment is believed to be essential for any strategy implementation success (Wixom and Watson, 2001). It has been found that top management commitment significantly affects user beliefs (for instance perceived ease of use, perceived usefulness) (Lewis et al., 2003), organizational implementation success (Wixom and Watson, 2001), progressive use of systems, and organizational strategy adoption (Bruque-Ca´mara et al., 2004). Among the issues pointed out by Hrebiniak (2006) as overreaching issues that impede strategy implementation is the organizational change. He notes that managers are often trained to plan and not to execute strategies; the top managers are therefore always reluctant to soil their hands in the messy tasks of implementation. Strategy implementation always creates the need to manage change in complex organizational contexts (Kazmi, 2008). Many of these areas of change are behavioral in nature and are therefore multifaceted and messy in nature. For instance, leadership style changes required to implement different kinds of strategies or the cultural changes to be brought about to facilitate new strategy implementation are intricate matters that call for careful handling (Kazmi, 2008).

In Nepal some emerging private corporate business houses have increased their strategic orientations due to the fast-changing environment affected by both the 11-year political conflict and increased competitive pressures. Similarly, the international non-government organizations (INGOs) and large non-government organizations (NGOs) have been practicing some aspects of strategic management mainly derived from international practices. However, significant segments of private and public sector businesses lack a strategic orientation and are less focused on long term growth objectives (Pant, 2007). The practices of strategic management in Nepalese organizations have not been studied. Therefore, it is not known if strategic management practices in Nepal are similar to those in western countries or have some unique characteristics of their own. (Gyawali & Shrestha, 2008).

Around the globe the organizations both private and public has been using strategic orientation in the organization to achieve the organizational effectiveness however it has always been challenging while translating those strategies into action. The main reason might be the lack of prior study of the situation and the projection of the future of the organization. In context of Nepal, very few researches have been carried out on strategic management and no researches have been carried out on understanding the underlying implementation challenges of strategies at public organization which shows that this topic is less prioritize.

3

CHAPTER THREE

3.1 RESEARCH METHODS

3.1.1 Research Methodology

The main objective of the study was to identify the root cause of the failure of translating the strategies into activities in the public organization of Nepal. The study was conducted using key informant interviews based on the open-ended questions. Also, the secondary data was collected through the websites of the concerned organization on the list of study.

3.1.2 Population and Sample

The population of the study was two public organizations implementing the strategic plan and the selected organizations are Nepal Administrative Staff College and Lalitpur District Court.

3.1.3 Data Processing and Analysis

As the data was collected through the key informant interview the responses was processed through qualitative descriptions and the analysis and results was derived on the basis of the open- ended questionnaires prepared for the interview.

3.2 Theoretical Framework:

The theoretical framework adopted under this study is Strategy-Alignment-Commitment model. This model helps to capture the essential elements that constitutes the effective strategy implementation.

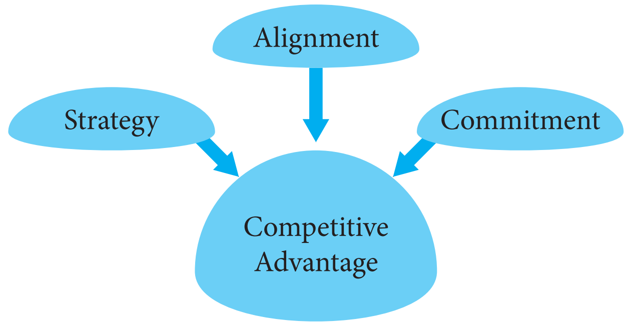

Figure 2: Strategy, Alignment and Commitment model by Kurt Verweire

Strategy:

In order to implement the strategy effectively, organization needs a clear strategy. The organization implements the clear strategies and translate them into the performance that fosters the organization's effectiveness. A clear strategy makes the choices explicit that the organization has made to have a clear picture or image of it in the mind of the service receiver or stakeholders. The strategy should answer the questions of: Who do we serve? What do we provide? What is our operating model? What is our value proposition?

Alignment:

The second component is called alignment and defines which activities your organization should set up to make the strategy concrete. Successful organizations spend time to build up a powerful management infrastructure that facilitates the implementation of the strategy. The alignment should answer the questions of: What is our direction and goal setting? What is the operational process? What is our support process? How is the evaluation and control? and how is the organization behavior process?

Commitment:

The last lever to effectively implement the strategy is – commitment which is often overlooked in the strategic management literature. It is the behaviour that good organization instill within their employees which has the direct impact to the service delivery and dealing with their service receiver and the stakeholders. The commitment should answer the questions of: Are the strategy making process participative? How is the strategy review process? Is human resource well informed about strategy? What is the organization regular mechanism for strategic review?

Strategy

Do we have a winning strategy? Have we made clear choices that provide guidance and direction to our people?

Alignment

Are all our activities aligned around a core competitive theme?

Commitment

Have we created an organizational context that ensures that employees and managers are committed to make strategy work?

Source: Strategy Implementation book by Kurt Verweire

4

CHAPTER FOUR

4.1 Analysis of the study

The concept of strategy and strategic management are just as important in the public sector as in the commercial firms (Johnson & Scholes, 2002). The environment of the public sector is a complex phenomenon and has not yet been adequately conceptualized. It is more unpredictable and less stable than that of private enterprise; mainly because it's social-political contents are very large (Edwards, 1967). Public organization have numerous objectives, more ambiguous and less distinguishable from underlying conditions. Moreover, they fluctuate in their supposed order of priority almost from day to day at the whim of public. Management does not have the freedom to optimize its performance in pursuit of a single objective, even in pursuit of a number of stable and compatible ones. These factors have led to poor strategy implementation in public sector.

The challenge of achieving sustained economic growth for wealth and employment creation demand the transformation of the public service to be more focused, efficient and increasingly responsive to the need of those being served. The public service mandate, structure and operation must be reshaped and its productivity enhanced so that it can more effectively facilitate national development. A leaner public service, which directs its energies towards the implementation of well-defined core functions, policy priorities and utilizes resources more productively, will be better placed to play its part in countries' economic development.

As per the report by Center for excellence in public leadership, George Washington University titled strategy implementation in public sector (Haddon) the top major challenges in strategy implementation are a) employees have already a high engagement b) they work in an environment where poor communication persists, c) they have access to insufficient resources and lack leadership from the top and d) that they are not trained in the skills required to be effective at strategy implementation.

4.2 Nepal Administrative Staff College

Table 1: Analysis of Nepal Administrative Staff College

Strategy	– The strategies formulated by NASC are clear, achievable but some strategic plans are detailed too much in few places. – The strategic planning process is based on the core functions: -leading to transformative change in training programs, encouraging research, recruitment of proficient staff, collaborative extension and internal capacity building of NASC, which makes its achievement more realistic, relevant and suitable to the operation of the organisation. – NASC's organisational values are integrity, respect, responsibility innovation and creativity which is found reflected in all its strategic actions, organisational leadership, employees' behaviour and organisation function. Its strategic plan implementation is successful as the strategies are directed to achieve the organisational value proposition.
Alignment	– The major challenge in strategy implementation is the alignment of the organisational annual activities (annual calendar or work plan) with the organisational strategies. – At NASC, its annual program and budget is always finalized being in line with its strategic plans. As faced by major public enterprise in world, NASC have not face budget inadequacy for its strategic plan implementation. – The capacities of employees are relative phenomenon in organisation which may differ as per time and assignment. But at NASC, it has always aligned its capacities to strengthen its core functions. The dedication of employees to achieve organisational and individual goals is very high and adequate in achieving its goals. – As per change in governance landscape and elaborated mandate given to NASC, the existing structure demands few revisions which is in process of completion. However, the existing structure and functions have always supported in achieving the targets of strategic plan.
Commitment	– In NASC the strategy making process was participative where all the exiting member have given their contribution to identify the strength, weakness, opportunity and threats. Further, the strategic plan was reviewed regularly during implementation at least once in a year during the planning process but could have been done more frequently for better results. – The strategic in implementation phase lack communication about the revisions and amendments to all the employees. Also, as the new member are regularly recruited at NASC, they are not well informed or educated about the strategic plan. – NASC has a regular mechanism of meetings and feedback to discuss the issues raised in the regular program and activities but not focused on strategy implementation process or with major focus on discussing the targets and achievements based on strategic plan.

4.2 Lalitpur District Court

Table 2 Analysis of Lalitpur District Court

Strategy	– The strategies formulated by court was clear and achievable as it was their fourth strategic plan in process and the level of maturity of organisation is high to understand and execute it. – The strategic planning process was based on the core functions and services provided by organisations but the need of physical infrastructure to perform these functions are not in line with strategic objective. – The strategies are formulated and targets are set against the overall strategic objectives framed by Supreme Court. So, the action plans formulated are relevant and suitable to the operation of the organisation. – The strategy and action plan of Lalitpur district court support core value: trust on constitution and laws; freedom, fairness and competence; autonomy; accountability and responsibility; unbiased and equality; quality; integrity; representation and inclusion; ownership and participation; and co-ordination of judicial system which is found reflected in all its strategic actions, organisational leadership, employees' behaviour and organisation function.
Alignment	– For Lalitpur district court, the action plans prepared for the year are the annual work plan which are aligned with the strategic plan of 2076/77-2080/81. – For every organisation the budget allocated by government is limited where they have to formulate their yearly work plan in principle of efficiency. The budget for overall operation of Lalitpur district court not sufficient but it is adequate for implementation of its strategic plan. – The capacity of judicial employees is sufficient to achieve the set targets. But major concern is about the capacity at implementation level the employees of certain age group are reluctant to adopt the information, communication technology. Further, the dedication and orientation at the implementation level (esp. officers and below) is inadequate for implementation of strategic plans.
Commitment	– The employees of the organisation are involved in drafting the yearly action plan based on the strategic plan. The action plan so formulated are reviewed quarterly, half yearly and yearly to examine whether the organization is moving as per the set time and targets. – Although the action plan preparation phase was participatory, all the employees are not well informed about it during its implementation and reviewing process but lack communication about informing the revisions and amendments to all the employees. Also, as the turnover at non-gazette employee is high, – The employee of the organisation does not well acquaint themselves with the strategic plan. – It has a regular mechanism of meetings and feedback to discuss the issues raised in the implementation.

Discussion:

The study is done on the basis of the model of Kurt Verweire Strategy-Alignment and Commitment.

Strategy: The strategy of Nepal Administrative Staff College somewhere lacks clarity which can create confusion to achieve it. It has completed the first strategic plan while Lalitpur District Court design the action plan on the basis of the strategic plan of Supreme Court and at present fourth strategic plan is under implementation. It clearly shows the clarity of the strategy is directly dependent on the experience or maturity of involvement of the organization in drafting and implementation of the strategy.

Alignment: The major challenges in strategy implementation is the alignment of the organizational annual activities (annual calendar or work plan) with the organizational strategies. At both the organizations inadequate funding and untimely disbursement of resources is the major hindrance to the effective implementation of strategies. The yearly action plan sets target to be achieved on timely basis, more focus on the achievement on the quantity of the results sometimes force organization to compromise the quality.

Commitment: From both the organization it is established that the commitment is comparatively high at the top-level staffs than the implementation level staffs. At NASC, the staffs are involved during the formulation of strategy irrespective of their position but there is less or no involvement of the implementation level staffs during amendments or review of the strategic plan. The involvement at all phases of the review process creates the sense of belongingness and ownership which ultimately boost enthusiasm level of employees to achieve the targets set by the organizations. Whereas at Lalitpur District Court, the executing and decision-making level's staffs have high level of commitment towards the strategic plan whereas the implementing staffs are comparatively low inclined and unaware about what is inside the strategic plan. The reason for the top management's inclination and high commitment towards the strategic plan is the ownership and their continuous involvement at different phases of strategic management: formulation, implementation, review and amendment process. It shows that in order to increase the feeling of ownership towards strategic plan and mitigate the challenges of low commitment from operational level staffs, there is a need to increase continuous involvement in different phases of strategic management process.

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CHAPTER FIVE

5.1 CONCLUSION

Organizations make their strategic plan as a blueprint to implement the organization's ambitions and goal. Strategy making itself is a very comprehensive and visionary activity of the organization where all the organizational vision, mission and its priority with responsibility have to be translated into actions and activities. The effective implementation of the strategy is possible when the organization's strategy is clear, relevant and aligned with organization's core function and value. Further, when the organization's strategy is aligned with its budget, function and organization human resource capacity, the risks of failure of strategy implementation is weak. And, lastly organizations need to make the strategy more participative, and conduct regular review and feedback mechanism during the strategy implementation in order to increase the commitment at all level of officials.

This study sought to understand the existing challenges of strategy implementation in Nepal Administrative Staff College and Lalitpur District Court. The study found that management maturity at the organizations is positive for successful strategy implementation. Both organizations have strong strategy and are clear about their target and action plan. Their strategies carry strong value propositions and the services they impart. Furthermore, the yearly budget, work plan, structure and functions of both organizations were aligned with their organizations' respective strategies. However, it was found that NASC needs improvement in regard to its commitment of making the review and feedback in the strategy, whereas Lalitpur district court carried them out regularly. Both the organizations need to inform and educate all their employees about the strategy on a regular basis to increase their commitment for strategy implementation.

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Questionnaire used for the study (interview)

Strategies:

1. The strategies are clear, achievable and enhance organisational effectiveness.
2. The strategies are directed towards the services provided by organisation.
3. Strategies are relevant and suitable to the operation of the organisation.
4. The strategies are directed to achieve the organisational value proposition.

Alignment

5. The organisational annual activities (annual calendar or work plan) are aligned with the organisational strategies.
6. The capacities/dedication/orientation of existing human resources are adequate for implementation of strategic plans.
7. The adequate budgets are formulated for implementation of strategic plan.
8. The organisation's structure and functions support in implementation of strategies.

Commitment

9. The strategy making process was participative and review regularly during implementation.
10. The human resources are well informed about the strategic plan.
11. The organisation has a regular mechanism (meetings, feedback) to discuss the issues raised in strategy implementation process.

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