CHAPTER IV

RESULTS

This study aimed at strategic plan process evaluation of the Bureau of Non-Communicable Disease. Study populations consisted of 2 groups; officers and managers. The latter group consisted of director and other mid-level managers. Thirty-eight officers and 7 managers agreed to participate in the study. Data were collected by self-reporting and an in-depth interview by external interviewers. Thirty-eight staff members, 84% of all the target population, filled out the other set of questionnaire.

Part 1: Analysis of population characteristics

Part 2: Analysis of factors influencing strategic plan

Part 3: Analysis of strategic plan process

Part 4: Quality evaluation of strategic plan

Part 5: Analysis of association between plan process and quality

Part 6: Evaluation by in-depth interview

Part 1: Analysis of population characteristics (Table 4.1)

Population characteristics of study participants could be summarized in Table 1. Most officers were female (76.3%) and the female: male ratio was 3.2: 1. The average age was 43 years with standard deviation of 8.69 years and 31.6% aged between 41 and 50. Nearly a third (55.3%) of the participants were married.

Most officers (44.7%) graduated higher than bachelor degrees while 36.8% were bachelor degree graduates. Mean employment length in civil service was 17.64 ± 10.07 years and 34.2% had been working for the government for longer than 26 years. However, these officers worked at NCD Office for the average of 1.7 years (SD 2.22). Overall, 63.2% of the participants worked for this office up to 5 years. Classified by job description, 34.2% were involved in technical aspect of disease control and prevention programs while 10.5 were involved in both technical and management aspects.

Table 4.1: Number and percentage of participants classified by general population characteristics

Characteristics	Number (n=38)	Percentage
Gender		
Female	29	76.3
Male	9	23.7
Age (years)		
20-30	5	13.2
31-40	11	28.9
41-50	12	31.6
more than 51	10	26.3
Marital Status		
Never married	13	34.2
Married	21	55.3
Separated	3	7.9
No response	1	2.6
Educational Level		
Lower than Bachelor Degree	6	15.8
Bachelor Degree	14	36.8
Higher than Bachelor Degree	17	44.7
No Response	1	2.6

Table 4.1: (Cont.) Number and percentage of participants classified by general population characteristics

Characteristics	Number (n=38)	Percentage
Length of Employment in Civil Service (years)		
< 5	5	13.2
5-10	6	15.8
11-15	7	18.4
16-20	3	7.9
21-25	4	10.5
more than 26	13	34.2
Length of NCD work (years)		
< 1	10	26.3
1-5	24	63.2
longer than 6	4	10.5
Job description		
Administrative	3	7.8
Technical	13	34.2
Administrative and Technical	4	10.5
Planning and Evaluation	3	7.8
Public Relations	2	5.2
Service	4	10.5
Clerk	5	13.1
Secretarial	1	2.6
Human Resource	1	2.6
No Response	2	5.2

Part 2 Analysis of factors influencing strategic plan (Tables 4.2 and 4.3)

Factors that might influence strategic plan such as staff experience, training were analyzed as shown in Tables 4.2 and 4.3. Information on strategic plan development was disseminated among the staffs. Nearly all (92.1%) staffs received information and approximately half (55.3%) were exposed 1 – 5 times. Most common means of information dissemination was meeting or seminar (64.8%) followed by self-study (18.5%) and other modes (12.9%). Seventy-three percent of the staffs had some degrees of experience on strategic plan formulation. Half of them (50%) were involved between 1 –5 times. However, when asked specifically about participation in development of the 2003 plan, 76.3% responded positively with the number of times as 1 to 5 (68.4%).

Table 4.2: Number and Percentage of participants classified by experiences to strategic planning.

Characteristics	Number (n=38)	Percentage
Experience with Strategic Plan		
Yes	28	73.7
Never	8	21.1
No Response	2	5.3
Received information on strategic plan development in the last 12 months		
Yes	35	92.1
Never	3	7.9
Sources of information (more than 1 items is allowed)	7	12.9
Mass media, e.g. brochures	10	18.5
Self-study	35	64.8
Meeting or seminar	2	3.7
No Response		

Table 4.3: Number and Percentage of participants classified by participation in strategic planning.

Characteristics	Number (n=38)	Percentage
Participation in the 2003 Strategic Plan		
Yes	29	76.3
Never	8	21.1
No Response	1	2.6
Number of participation in the 2003 Plan		
1 - 5	26	68.4
6 – 10	3	7.9
More than 11	9	23.7

Part 3 Evaluation of strategic plan process

Context factors which most of the staffs rated (Table 4.4) as strongly appropriate were public participation (69.7%) and national policy (54.5%). Budgeting system (63.6%), mission (57.6%) and networking (51%) were rated as adequate while tasks duplication with other organizations were considered strongly inappropriate.

Most strongly appropriate input factor was limitation of plan process to managerial staffs (45.5%) followed by the role of manager as organization leader in plan process (42.4%) and the use of information technology (36.4%). On the other hand, the two strongly inappropriate input factors were insufficient staff number (63.6%) and corporate culture (24.2%).

Process factors which were considered most adequate were capacity building for staffs (54.5%) while clearly assigned responsibility, integration of staff's opinion, systematic monitoring and evaluation were equally rated (51.5%) as adequate. Other

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factors rated as adequate included staff participation (42.4%) and continuous and objective monitoring (39.4%). Staffs allocation was seen as most strongly inappropriate process factor (42.4%)

Table 4.4: Staff's opinion on the Strategic Plan Process, classified by Context, Input and Process

Issues	Strongly appro-priate	Adequate	Not Sure	few	Strongly inappro-priate
(Context)					
1. NCD Office's strategic plan process should be related to national policy	18(54.5)	13(39.4)	1(3.0)	0(0)	1(3.0)
2. One of NCD Office's mission is to become the leader in NCDs prevention both nationally and internationally	8(24.2)	19(57.6)	5(15.2)	1(3.0)	0(0)
3. NCD Office advocates and seriously implements RBM for strategic plan process	4(12.1)	15(45.5)	13(39.4)	1(3.0)	0(0)
4. Budgeting system is highly influential to strategic plan	11(33.3)	21(63.6)	0(0)	1(3.0)	0(0)
5. NCD Office is well supported by the department and MOPH	3(9.1)	15(45.5)	12(36.4)	3(9.1)	0(0)
6. NCD Office frequently receives public complaints with regard to NCDs or injuries prevention and control programs	1(3.0)	7(21.2)	12(36.4)	10(30.3)	3(9.1)
7. Public participation is critical to successful NCDs or injuries prevention and control programs	23(69.7)	8(24.2)	2(6.1)	0(0)	0(0)
8. Tasks and mission of NCD Office are duplicated with other organizations (either public or private)	0(0)	3(9.1)	7(21.2)	14(42.4)	9(27.3)
9. Networking is an essential strategy for NCD Office	13(39.4)	17(51.5)	3(9.1)	0(0)	0(0)
10. All staffs participate in strategic plan process and strongly advocate its usage	6(18.2)	15(45.5)	10(30.3	2(6.1)	0(0)

Table 4.4: (Cont.) Staff's opinion on the Strategic Plan Process, classified by Context, Input and Process

Issues	Strongly appro-priate	Adequate	Not Sure	few	Strongly inappro-priate
(Input)					
11. All NCD staffs are capable of implementing of NCDs or injuries prevention and control programs	1(3.0)	11(33.3)	14(42.4)	7(21.2)	0(0)
12. The current number of staffs is insufficient	1(3.0)	1(3.0)	1(3.0)	9(27.3)	21(63.6)
13. Corporate cultures e.g. command and control line, seniority are one of the obstacles for strategic plan process	1(3.0)	9(27.3)	6(18.2)	9(27.3)	8(24.2)
14. Most staffs are well trained with regard to strategic planning	1(3.0)	17(51.5)	11(33.3)	4(12.1)	0(0)
15. Budget allocation is systematic and appropriate to NCD Office activities	1(3.0)	12(36.4)	14(42.4)	5(15.2)	1(3.0)
16. In your opinion, budget allocated for your project/program is sufficient	1(3.0)	11(33.3)	13(39.4)	8(24.2)	0(0)
17. NCD Office has effectively utilized information technology	1(3.0)	12(36.4)	9(27.3)	10(30.3)	1(3.0)
18. In your opinion, strategic planning is not staffs' role. In other word, it should be limited to managerial level	7(21.2)	15(45.5)	3(9.1)	7(21.2)	1(3.0)
19. Staffs frequently disagreed at work	2(6.1)	4(12.1)	3(9.1)	18(54.5)	6(18.2)
20. Organization leader should be strategic plan manager	12(36.4)	14(42.4)	3(9.1)	3(9.1)	1(3.0)
(Process)					
21. NCD Office emphasizes the use of explanatory meetings prior to strategic plan formulation	1(3.0)	12(36.4)	13(39.4)	6(18.2)	1(3.0)
22. You regularly attended trainings for strategic plan process	3(9.1)	13(39.4)	10(30.3)	7(21.2)	0(0)
23. NCD Office assigns clear and acceptable responsibility to staffs for strategic planning process	1(3.0)	17(51.5)	12(36.4)	3(9.1)	0(0)
24. NCD Office regularly disseminates information on progress of strategic plan process	1(3.0)	12(36.4)	12(36.4)	8(24.2)	0(0)

Table 4.4: (Cont.) Staff's opinion on the Strategic Plan Process, classified by Context, Input and Process

Issues	Strongly appro-priate	Adequate	Not Sure	few	Strongly inappro-priate
25. There exists continuous and objective monitoring and evaluation for strategic plan process	1(3.0)	13(39.4)	15(45.5)	4(12.1)	0(0)
26. Staffs' opinions are well integrated into strategic plan	1(3.0)	17(51.5)	8(24.2)	5(15.2)	2(6.1)
27. There exists a systematic monitoring and evaluation for strategic plan progress	1(3.0)	17(51.5)	10(30.3)	5(15.2)	0(0)
28. Managers and staffs participate seriously and continuously to adjust the strategic plan to accommodate changing external environment	2(6.1)	14(42.4)	10(30.3)	7(21.2)	0(0)
29. NCD Office organizes training session(s) to increase staffs efficiency	1(3.0)	18(54.5)	9(27.3)	5(15.2)	0(0)
30. NCD Office appropriately and sufficiently allocates staffs according to organization role	1(3.0)	3(9.1)	10(30.3)	14(42.4)	5(15.2)

Table 4.5 shows that the majority of the respondents (93.6%) rated context as appropriate. Their opinion on input and process, however, were mostly considered inappropriate (63.6% and 45.5%, respectively).

Table 4.5   Staff's opinion on the Strategic Plan Process, classified by Context, Input and Process

Opinion on the Plan Process	Number (n = 33)	Perspectives
Context		
Inappropriate	2	6.1
Appropriate	31	93.9
Input		
In appropriate	21	63.6
Appropriate	12	36.4
Process		
In appropriate	15	45.5
Appropriate	18	54.5

Analysis by factor showed that negative opinion on contexts include complaints on the complexity of the work regarding prevention and control of non-communicable diseases. Meanwhile, negative opinion on input factors was staff shortage, corporate culture and staff conflicts. Among the negative factors under process category, the staffs rated staff allocation (items 6, 8, 12, 13, 19 and 30 on the questionnaire).

Part 4 Staff opinion on quality of evaluation of strategic plan

Most NCD Office staffs considered quality of strategic plan as medium across all indicators (Table 4.6). The most cited indicator was plan clarity (78.9%) while validity, difficulty and relationship were equally rated as 57.9% and timeliness was judged as having least quality (47.8%).

Table 4.6: Staff opinion on quality of evaluation of strategic plan

Question	QUALITY SCORE		
	Low (1)	Moderate (2)	High (3)
1. **Clarity** : Is the plan clearly understood by everybody in the organization?	5(13.2)	30(78.9)	3(7.9)
2. **Validity** : Does the plan reflect direction, vision or mission of organization?	6(15.8)	22(57.9)	10(26.3)
3. **Difficulty** : Is the plan complicated ?	7(18.4)	22(57.9)	9(23.7)
4. **Relationships** : Is the plan related logically to resources management; both manpower and budget ?	12(31.6)	22(57.9)	4(10.5)
5. **Timeliness** Is the plan up-to-date with current situation /external environment?	7(18.4)	20(52.6)	11(28.9)
6. **Data Availability** Is there sufficient scientific basis/ evidence/ data available when formulating the plan?	17(44.7)	18(47.8)	3(7.9)
7. **Data accuracy** Is the information in (6) accurate?	12(31.6)	21(55.3)	5(13.2)

Table 4.7 demonstrated that most staff (65.8%) rated quality of the plan as moderate, followed by high (28.9%) and low (5.3%) quality. Item analysis showed that, among the seven indicators used in the NCD Plan, validity, simplicity and up-to-date of indicators were moderate, while relationship (with other plans), data availability and data accuracy were rated as low quality.

Table 4.7: Quality Assessment of Strategic Plan

Results	Number (n = 38)	Percentage
High quality (mean scoring = 3)	11	28.9
Moderate quality (mean scoring = 2)	25	65.8
Low quality (mean scoring = 1)	2	5.3

Part 5 Association between plan process and quality

Table 4.8 shows the potential relationship between planning process and its quality as classified by CIPP model. It was found that only process factors were significantly related to quality (Chi-square p-value 0.03).

Table 4.8: Relationship between process and quality of strategic plan based on CIPP model

Process	Quality		χ^2	p-value
	Low to moderate	High		
Context				
Inappropriate	2 (8.0)	0 (0.0)	0.68	0.56[*]
Appropriate	23 (92.0)	8 (100.0)		
Input				
Inappropriate	18 (72.0)	3 (37.5)	3.11	0.09[*]
Appropriate	7 (28.0)	5 (62.5)		
Process				
Inappropriate	14 (56.0)	1 (12.5)	4.62	0.03[*]
Appropriate	11 (44.0)	7 (87.5)		
Total	25 (100)	8 (100)		

[*] Fisher exact test

Part 6 Evaluation by in-depth interview

Five managers (71.4%) participated in the in-depth interview. The interview results could be summarized into 3 perspectives of CIPP model as followed.

Context: External environments, especially national policy and organization vision, strongly affected strategic plan process with regards to organization structure, manpower and direction. They enabled a formulation of clear and achievable goal that would render the organization more efficient and more effective. They also facilitated plan linkage among organization of different levels; national, departmental and divisional. However, some managers were not familiar with the external environments and could not assess their impacts upon strategic plan process.

Almost all managers agreed that "customers" referred to general population who would like to refrain from preventable diseases and their expectations must be considered, as part of the goal, when formulating the strategic plan. Some managers believed that customer expectation was more of an indirect factor than an influencing factor.

Corporate culture appeared to negatively impact strategic plan process. Selected cultures included complex organization structure, rejection of manpower change, denial of other's opinions and ideas, corporate culture from previous office. Meanwhile, the most important culture for the success of organization was understanding and respect to their subordinates from managers.

Input: Managers agreed that all types of resources were limited, scarce inappropriate to the load of work expected of the Bureau. The Bureau is newly established as a result of reorganization of several former offices, thus vulnerable to these shortages. Staff are being physically separated making it difficult to co-operate among each other.

With regards to organizational management, the NCD staff felt that they have struggled to overcome problems of human difference, lack of leadership, lack of communication and poor human relationship. NCD staff was transferred from different Department with different work culture. They feel that they never had time to get to know each other. Most of the mid-level managers are technical officer with minimal training in management, making it difficult to discuss planning. They do not feel that they could make decision.

Top-level managers believe that training and public relations were limited. Staff learns on the job. Transfer of knowledge is minimal, especially if there is new policies or strategy. Most of the staff is unaware of such changes.

Process: The informants responded differently to this item. Some believes that the NCD Office already has clear and systematic planning process, while others viewed that there had been very few actions implemented.

There had been frequent meetings for planning, both formal and informal. However, most members, especially the managers, could not attend them regularly.

Meanwhile, most managers agreed that there existed clear line of commands and controls. Monitoring had also been continuous via public hearing from officers. One manager saw that the officers lacked of confidence and could not make decisions when the managers were away causing delays.