

## STRATEGIC PLANNING IN PUBLIC SECTOR: A CASE OF DIST. KOTLI

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### **Abstract**

*Strategic management has become a typical instrument for the public administrator to make worth and to shape the organization. The objectives of the study are to explore the model of strategic planning that has been adopted by Deputy commissioner office and determine whether agencies involve in this strategic planning developed a coping strategy to overwhelmed problems associated to financial limitations and resistance to change. The paper examines the goals, objectives, vision and mission of this strategic planning. The strategic planning model was tested by determining a case study of public sector organization (DC office) which has formulated a new strategy for development of district Kotli. The result shows that all process of implementation was well organized such as effective communication, coordination, commitment, patience among all the stakeholders. Political leaders and civil society were motivated for this planning. Participatory approach was used in this development process. The proper monitoring and evaluation procedure was adopted. The findings of this study may provide information and guideline to different public sector organizations. This is a first research in the area of AJ&K.*

**Key words: Strategic, Management, Planning, Public sector, model**

## Introduction

The notion of strategic planning has old origins in military concept of strategy. The literature of formal strategic planning for organizations emerged in the 1960s. Strategic planning for public organization is more progress first introduced in 1980s.(Baile,1998).

Public sector management development concerned with purifying public sector results by changing the way government works. It is a challenging reform area in which to offer assistance. Sustainable institutional change often requires thousands of public agents change their behavior and political incentives may be at probabilities with improving public sector growth. Public sector improvements are often changes to the formal institutional and administrative arrangements in the Centre of government and sector agencies.

The strategic management planning process is used by management to establish objectives, set goals and schedule activities for achieving those goals and includes a method for measuring progress. Strategic management cannot be complete without addressing the role of change management as a key enabler for innovation. A new approach to the strategic management is based on triangle. According to McBain,

1--Political Management (Managing up) –Political support is an axiomatic principle of strategic management-----Head of dept. is responsible for all

2-Cooperation Management—(Managing outward)—Collaborations, networking among social sector. Key partner—middle management

3-Operation management---(Managing down)---Managing efficiency and effectiveness. Key partner –staff main responsibility for operation.

## Literature review

Strategic planning scanning the external environment, assessing internal capabilities, establishing goals, performance measures and implementation plans. Implementation addresses the organization's financial resource, human resources, reward system along with structure and culture will be changed in near terms to achieve long term strategic goals(Baile, 1998).

Bryson(1995) shows a set of integrated planning activities designed to identify and resolve strategic issue facing the organization.

Bail(1998) focused on the difficulties an organizations experience when making strategic plans and explore the relationship between the difficulties and degree of publicness of organizations.

Andersen&Lawrie(2002) focused on the application of balanced scorecard and associated management processes for strategic control purposes in a public sector environment. The strong similarity between approach describe for public sector and the commercial sector approach it was based on suggest that added utility of the proposed balanced scorecard in the public sector is derived from better reflection of general management behavior and requirements.

Vinzant&Vinzant(1996) developed a model to assess the implementation of strategic management capacity in the government.

Their model consists of four levels useful to assess strategic plan implementation;

- 1—completion of full-fledged planning process
- 2-production of strategic planning documents
- 3-changes in resource allocation to achieve strategic objectives
- 4—monitoring and evaluation

McInerney&Brrows(1999) focused that as more organizations are forced to justify their existence and their ability to service citizens, pressure for govt responsiveness can be seen across many service sectors. It is important to remember that nothing happen in a predictable sustained way. It is both necessary and possible for public sector organizations to become dynamic learning organization- competent to identify changes in customer needs and capable of meeting these changes through the delivery of innovative service mechanism.

Aberbach and rockman(2002) proposedgovt essential abilities to lies in its abilities to

- “Make quality long term decision
- Create and distribute knowledge
- Implement decisions effectively
- Mediate among competitive interest”
- “In public sector organizations are constrained by laws and regulations that are preset. The main monetary driver is the maximization of output within a given budget. Further more successful execution of strategic management in public sector depends upon the existence of strong leadership. Finally whether members of the organization clearly understand the procedure for implementation is a key component for successful strategic management system.”

## Methodology

Selected organization ; Deputy commissioner office. Deputy commissioner office act as a chief coordinating officer in the district. It is responsible for liaising with the public sector agencies NGOs and other stakeholders. Dc evolve local implementation policy and have to keep it under the umbrella of national policy. DC office is semi-hierarchical, multi-sectoral approach organization. DC is a collector of revenue dept. at dist. Look after law and order control police and is the chief prosecutor. The planning made by deputy commissioner for the development of district Kotli is very innovative. This development strategy was adopted by deputy commissioner as a coordinator.

The strategic planning Model;

- 1—SWOT/PEST
- 2—strategic analysis to identify and prioritize major issues / goals
- 3—major strategies to address issues/goals
- 4—Design update vision, mission
- 5—Establish action plans(objectives, resource needs, roles and responsibilities) for implementation
- 6—Record issues, goals and strategies
- 7—Monitor, review, evaluate and update strategic plan document

The deputy commissioner office has the following responsibilities;

- 1--Collector—preparation of revenue record, procurement/allocation of land, recover the arrears of land revenue, accident claims
- 2--District magistrate--- Maintain the law and order of state force in the public, chief prosecutor, criminal laws.
- 3—Chief coordinator--- Dc is also act as a chief coordinating officer of a government, develop coordination among the departments as well as also monitor the activities of departments. Dc has authority to report activities of all departments to planning and development, Chief Secretary as well as government.
- 4--Chairman dist. Disaster management-- Deputy commissioner also act as chairman of disaster management

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Vision: Beautification/Civic outlook of District Kotli

Mission: 1- Infrastructure Development at District Kotli

2-Ensure Extensive Participation and continuous development of excellence in deferential environment

#### Goals

- 1- Development of infrastructure(widening of Roads/streets)
- 2- Dismantle The Encroachments
- 3- Adopt the Participatory approach

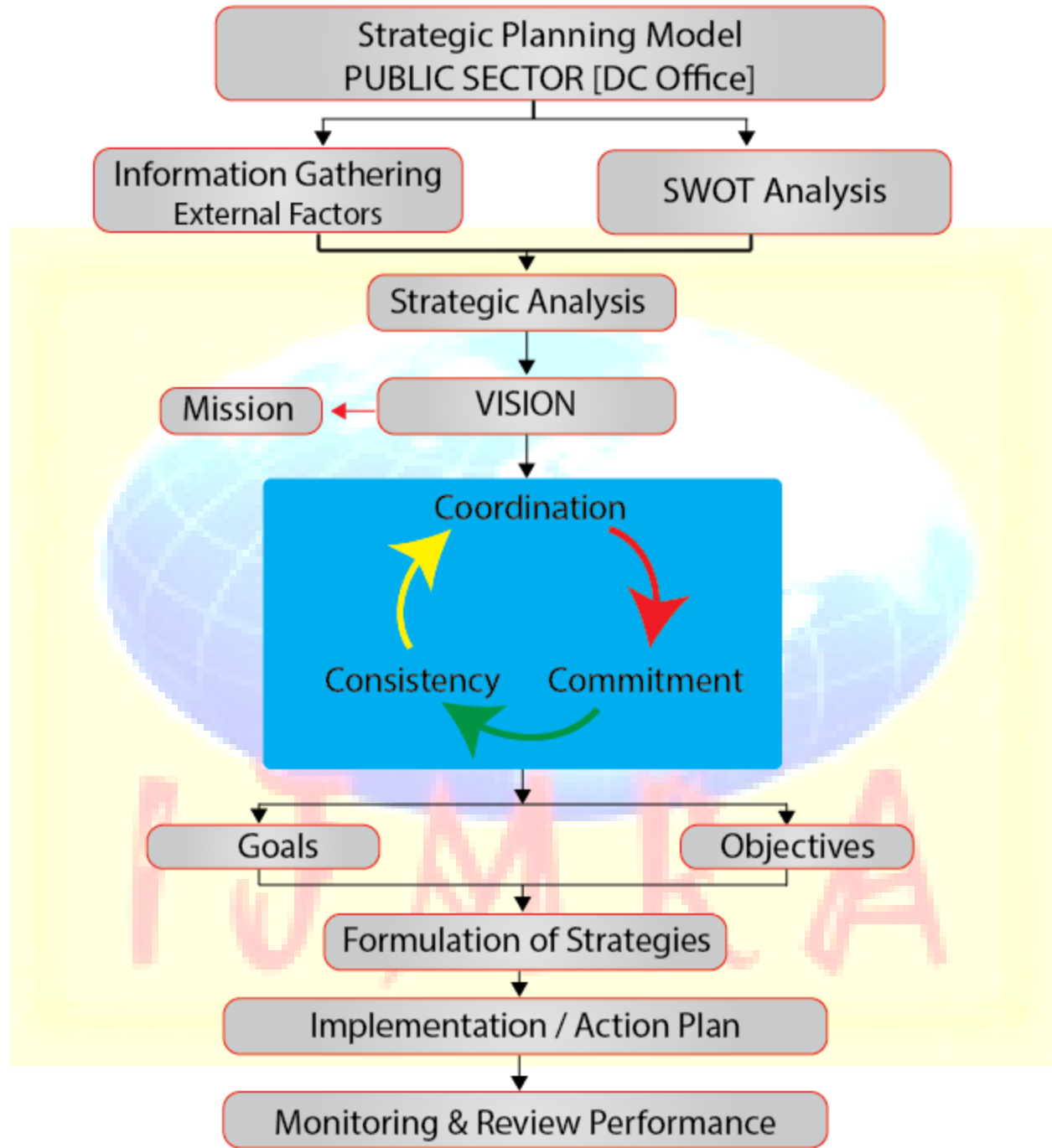
#### Objectives:

1--Themain objective of the study is to search the level to which the strategic planning model employed by public sector organization. Deputy commissioner officeas a coordinator was selected as a case study.

2--Determine whether agencies involve in this strategic planning developed a coping strategy to overwhelmed problems related to budgetary limitations and resistance to change

The strategic plan of Deputy commissioner office(with the coordination of Stakeholders) will provide direction, priorities and framework . Renewed ideas at one meeting may change decisions made earlier, it creates necessary creative inputof innovative team members.

The most important step was the participation of all relevant agencies as well as civil society which supports in the association with the business strategy, goals and objectives and helps maximize communication and feedback. This new strategic plan entitled “pathway to Dvelopment”Or Kotli Development Plan. The strategic plan develop a new course of action to guarantee that the goals are met.The approach taken by Deputy commissioner office for strategic planning follows the model below;



### SWOT Analysis-

After gathering information, next step is SWOT analysis the first two factors strength and weakness related to the organization's internal factors(strengths relates to org resources (human and financial), internal competencies, leadership, technological, and organizational internal management processes that are crucial to organizational success. Stakeholders or political support for organization goals are examples of opportunities. Several threats also exists for organizational endeavor to succeed (lack of resources, political supports and hostile stakeholders are among the threats). After SWOT organization analysis organization weighs out various options to choose best alternatives for implementation. Process of evaluating the result of implementing plan. There is a logical sequence model, no single superior model of strategic planning.

### Strategy and action Plan

Strategy is developing to achieve the selected objectives. These are generally seen as implementation plan. Setting major steps, deadline and provided the needed resources. According to vinzant&vinzant(1996) strategic management exist when organization go beyond the normal planning and implement those planning in a strategic way. They continue to argue that strategic management consists of three interrelated component process.1- Strategic planning to implement organizational goals, objectives and implementation strategy,2-Resources management to configure and allocate resources to implement the plans, 3-control and evaluation to ensure the implementation of strategies.. the strategic planning is generally participative. The committees also generally bedelivered to a small planning committees with adequate decision-making authority to keep the project moving onward. Committee's empowerment is necessary because of aggressive time frame. As policy setters, financial and legal watchdogs deputy commissioner has to keep the agencies/organizations on path and working to accomplish its mission. The deputy commissioner defines the goals of the plan and laying out its structure with the coordination of stakeholders. The committee consistsof deputy commissioner and SP daily review the performance as well as subcommittees monitor day to day operation. involvement of senior leadership, sharing of responsibilities, learning from best practice, make the best use of available funds, clear priorities and implementation, vision and mission are vital to inspirational commitment to your organization as well as Patience. Strategic planning often moves onward on rapid timetable, resources efficiently, deep understanding of legal and compliance area.

A strategic plan is not a wish list. It is not surely a magical bullet or a quick cure for everything that ails an organization. The meeting process is as follow;

1—District officers meeting---Organize meeting with the district officers. Focus to protect the rights of officers. Develop coordination/Liaison with departments

2—Meeting with the united citizen forum—The citizens identified the issues related to the electricity, deforestation, education, clean water, parking, playgrounds, drugs etc.

3—Meeting with the Bank Managers/mobile companies/SCO

To fix cameras in bank , emergency alarm for security. Provision of dustbins for clean Kotli campaign.

4—District Development meeting---- The meeting was held with the Administrator Municipal Corporation, Chairman Kotli Development authority and Xen public health . The focus of the meeting was to identify the issues related to development and planning for the development process.

5—Meeting with Traffic control and police department.

The focus of meeting was to plan all the development activities in order. The police department are responsible for the following Baseline information/future plan for these activities

1—plan one way road

2- Bus Stand

3-RoadParking

4-Rikshaw stand

5-Name of Chowks/Streets

6—Detail of Chowks/Roads

7—Registration of Rickshaws

8—Registration of motorcycle

9-Awareness campaign by organizing Traffic week

### **Beautification Campaign:**

To focus on the widening of roads and streets/parks . The following step were taken

1—24 bazars were selected in the city to dismantle the encroachment

2—ShaheedChowk Monument



### **Team Building**

Following teams were selected to successfully complete this development process.

- 1- Negotiation Team(DMD))
- 2- Marking Team(relevant dept)
- 3- Dismantling Team/Debris removal team /Conflict resolution(DMD)
- 4- Review Team(DC & SP)

The members of these teams were from Dist. Management, Police, public health, Highway , SCO and civil society representatives.

### **Reconstruction of roads/streets/Parks**

The following department were responsible for the reconstruction of roads/streets/parks.

- 1- Municipal corporation
- 2- Highway department
- 3- Public health department
- 4--SCO
- 5--PWD building department
- 4- Plantation by Forest dept

### **Reconstruction of ShaheedChowk Monument**

The shaheedchowk monument was 100% financed by Civil society representatives and constructed by PWD buildings.Electricity department shifted the electricity polls .

### **Delivery of Innovative service mechanism**

The people were strongly motivated by the management dept. In the public sector the major problem faced by the departments are financial and political. The management depthead(DC) didnt face any resistance form politician, communities as well as financial problem. All the stakeholders completed these activities through their normal funds/savings . No extra funds were released by the government.

Performance measures and accountability was done by relevant department

Design to control public expenditure via enhance efficiency of public organization

### **Strategic planning strengths/constraints**

The introduction of strategic planning at district Kotli faced minor constraints which were handled by negotiating committee. Problems linked to funding are almost in every public sector

organization. Lack of coordination is also an issue but strategic plan at district Kotli has developed strong coordination among the agencies and civil society. The DmD has developed an expressive and well-structured strategic plan. The DmD empowers the public managers use the legal obligation of their organization which defines area of capabilities and their particular domain of authority to resist external interfering, making less legitimate for Centre to intervene. In Kotli District management which took the responsibility of heading public sector reforms, has implemented his strategic plan. The one of the strength of this strategic plan was that it was successfully implemented by all the stakeholders. Full coordination was seen in the strategic planning implementation. The development process in Kotli not only about infrastructure development ,but more importantly it is about changing public sector culture. The excellent monitoring and evaluation system made this plan successful.

### **Coping Strategy**

The district management set up different committees by involving all stakeholders. These committees negotiate with the people, and motivate the people.

Assistant commissioner, City inspector and Municipal corporation will be responsible to stop the encroachment, dismantle the encroachment and implement the judiciary orders.

### **Discussion and conclusion**

In this paper we have explored the introduction of strategic management in Kotli Dist . There are variety of models and approaches used in strategic planning..The study shows that DC office has developed its own model of strategic planning by selecting basic but most of issue-based/ goal based model and modify according to their own activities. The strategy was successful and agencies did not face any financial crises which is always an issue in public sector strategic management. The deputy commissioner office introduced the strategic planning in public sector. The real desire of DmD was to improve the efficiency and effectiveness of public sector service delivery. The result shows that all process of implementation was well organized such as effective communication, coordination, commitment, patience among all the stakeholders. Political leaders and civil society were motivated for this planning. The excellent monitoring and evaluation system was adopted as regular review of committees. Participatory approach was used in this development process. The study focused on the factors that enable effective and efficient strategic planning implementation in district Kotli.

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