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THE CHALLENGE OF LEADERSHIP IN THE MINISTRY OF AGRICULTURE, WATER AND FORESTRY IN NAMIBIA

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A research report submitted to the Faculty of Commerce, Law and Management, University of Witwatersrand, in partial fulfillment of the requirement for the degree of Master of Management (in the field of Governance and Public Leadership).

October, 2016

Supervised by: Dr. M. Matshabaphala

Declaration

Mushokobanji Immanuel Mwilima (Student number: 1287295)

I am a student registered for a Masters of Management in the field of Governance and Public Leadership in the year 2015. I hereby declare the following:

I confirm that the work I submit for all assessment for the above course is my own unaided work. I have followed the required conventions in referencing the thoughts and ideas of others. I am aware that the corrent method for referencing material and a discussion on what plagiarism is are explained in the P&DM Study Guide and these issues have been discussed in class during Orientation sessions and documented in the Introduction and Orientation Guide.

I am aware that plagiarism (the use of someone else's work without their permission and/or without acknowldging the orignal source) is wrong. I understand that the Univerisity of Witwatersrand may take disciplinary action against me if there is a belief that this is not my own unaided work or that I have failed to correctly acknowledge the source of the ideas or words in my writing.

Signature:_____ Date:_____

(assumed to be signed and dated if submitted electornically)

Acknowledgment

I would like to thank my mother, Mrs. Liseli Mushokabanji, for instilling in me at a tender age that the status quo of my ancestors does not determine the status quo of my descendants. My mother always reminded me that the complementary presence of God and the quest for education are inevitable aspects of human development. To my brother, Edwin Imukusi, thank you very much for always demostrating, both in action and words, that you are who you give yourself the power to be. I acknowledge you for showing me that the sky is not the limit but the beginning. To Valerie Tjirimuje, thank you for your most authentic and unwavering support. Your coaching, patience and mentoring is beyond measure. Last but not least, I would like to acknowledge and thank my Supervisor, Professor John M. Matshabaphala, for your wise and exciting academic guidance.

Abstract

There is mounting evidence that the effective functioning of any organisation or public sector is determined by the quality of leadership. The author of the research investigated the challenge of leadership in the Ministry of Agriculture, Water and Forestry. More than 70 percent of the Namibian population directly or indirectly subsist on Agriculture for their livelihood. Agriculture remains the backbone of the Namibian economy. Hence the relevance of great and strong leadership. Evidence from the investigation, observes that communication, lack of policy enforcement, co-ordination, change management, leadership styles and strategic alignment are the major leadership challenges and thus cause lack of performance in the Ministry of Agriculture, Water and Forestry.

The author observed pockets of excellence in the quality of leadership too. There have been investments in the aspects of human development and policy formulation, but there is more work that needs to be done in the aspects of sectoral unification of strategies, enhanced sectoral co-ordination, policy enforcement and to ensure effective communication between the public and private sector. There are endless possibilities in improving agricultural production, productivity and competitiveness in the sector if it adopts new economic values such as collaboration and co-creation. There is a need to induct board members and senior management in the legislative instruments such as acts, policies and strategies so that the leadership team can subscribe to common policies with shared values and meaning. Investing in capacity development will drive the sector to be a leaderful sector that delivers public value; a sector that delivers to an extent where stakeholder expectations are mate. The research findings show that great leaders are those who have the ability to build strong teams, manage change, alter organisational values, craft leaders across all levels of the organisation, inspire trust and respect from the team, are able to create thinking environments in the workplace and build strong sustainable organisations.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

The purpose of this research was to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry (MAWF) in Namibia. Avery (2005, p.7) notes that an acceptable definition of leadership needs to be sound both in theory and in practice, able to withstand changing times and circumstances, and be comprehensive and integrative rather than atomistic and narrow in focus. He further defines leadership as the process of being perceived by others as a leader, in other words, leadership involves behaviour, traits, characteristics, and the outcome produced by leaders as these elements are interpreted by followers. George (2003) defines leaders as people of the highest integrity, committed to building enduring organisations. He further argues that leaders are individuals with a deep sense of purpose and are true to their core values. I agree with these definitions because, in order for any organisation to survive, it does not only need leaders of any kind, but a breed of leaders who are driven by core values with the courage to build strong accountable institutions that meet the needs of all the stakeholders and who recognise the importance of their services to society.

In alignment with the definitions above, the challenge of leadership within the Ministry of Agriculture, Water and Forestry has proven to be a problem. The Country Programming Framework for Namibia (2014-2018, p. 6) outlines key constraints of the agricultural sector such as limited human and weak institutional capacity, lack of co-ordination between governments and weak implementation of policy frameworks. A key cardinal virtue of leadership is developing people; it is about discovering people's talents, developing these and aligning them, in order to deliver the desired results. Leadership in the new economy is about crafting leaders, it is about creating leaderful organisations. In the new economy, leadership is about mobilising teams regardless of diversity to pull the organisation or sector in the

same direction. The project of leadership demands that leaders value core creation and collaboration which bring about co-ordination. With this evidence in mind, it was vital to explore the leadership challenge in the Ministry of Agriculture, Water and Forestry in Namibia.

George (2003) makes a remarkable conclusion when he states that we need leaders who lead with purpose, values and integrity, and who are good stewards of the legacy they inherited from their predecessors. DuBrin (2010, p.2) defines leadership as the ability to inspire confidence and support among the people who are needed to achieve organisational goals. I strongly relate within this assertion, because leadership is a genuine cause that one embarks upon. It is a mission that should be executed based on ethical principles and values, as discharging the task of leadership is not a bed of roses, but a tough and challenging task which I believe can only be accurately and appropriately fulfilled by true leadership that is based on values and moral grounds. Avery (2005, p. 7) notes that an acceptable definition of leadership needs to be sound both in theory and in practice, be able to withstand changing times and circumstances, and be comprehensive and integrative rather than atomistic and narrow in focus. He further defines leadership as the process of being perceived by others as a leader, in other words, leadership involves behaviour, traits, characteristics, and outcome produced by leaders as these elements are interpreted by followers. I strongly agree with this definition because in order for leadership to exist there ought to be followers. They should not be forced to follow but they should draw inspiration and hope in the behaviour and exemplary character of the leader in order for the people to follow the leader. Leadership at this stage is not self-imposition into the position but it is due to the followers, the masses who have felt and seen extraordinary attributes in an individual to be worthy to be believed and trusted with the highest task of responsibility. This would relate to making decisions on behalf of the people knowing that the leader will authentically own the wishes and interest of the masses. Leaders emerge from within the masses because such people are the most trusted and honoured, based on their conduct within the society.

1.1 Background to the study

The question of whether leaders are born or made and what the difference is between leadership and management has been raised by a number of scholars. A noted attempt to answer the questions was the insight of the German Sociologist, Max Weber. Weber argued that there are people within our societies who are born with what he termed as an external airbag or the gift of grace. Such people exhibit magnetic attributes where, when they appear in public and express an idea, they are quickly recognised such that ordinary citizens are left with no choice but to be inspired and submit to the fact that they are extraordinary beings. Weber called such people charismatic leaders. It was this insight that gave birth to the meaning of the word charisma.

Weber furthermore, in his context and era, asserted that leaders and managers were different and had a different vocation. He noted that leaders dream about the future, question and challenge the status quo, marvel in diversity, believe in people and want to climb the ladder of success with everyone else while managers focus on managing the day and on operations. They protect and guard the status quo, and fear diversity. In my own view, such an allocation would make people not to be associated with management but with leadership, even if they do not have capacities and essential competencies to lead. John P. Kotter asserts that management and leadership are two distinctive and complementary systems of actions. Both managers and leaders are key aspects in the transformation and in translating policies into tangible results. David and Theron (2014, p. 59) contend that;

- Strong leadership is the most dominant force for good governance in general and in high performing organisations in particular. They furthermore assert that leaders in the public sector organisations should continuously assess the organisations' changing external and internal environment to determine changes, threats and opportunities, and communicate these to the staff.

- Effective human resource management, in this context, the leader's role is to inspire and gain the commitment of staff to the goals and directions of the organisation and to serve as a role model for others.
- Performance management, in this context, the leader's role is to create a culture and climate in which staff can work together collaboratively to achieve high levels of performance and personal satisfaction.
- A continuous focus on the positioning and repositioning of the organisation, in this context, the leader's role is to establish clear and relevant direction for the organisation, the organisational leadership needs to position the organisation strategically to perform at its highest possible level and then reposition it by anticipating and responding to environmental changes.

Africa has been popularised in the media as being rich in natural resources and having the most fertile and arable land, but at the same time, records the highest levels of poverty in the post-colonial epoch. The World Development Report (2008, p. 1) states that in agriculture based countries, such as those in Southern Africa, agriculture and associated industries are essential to growth and to reducing mass poverty and food insecurity. However, given Sub-Saharan Africa's unique agriculture and institutions, that revolution will have to be different from the Asian green revolution. Therefore the challenge is how to implement it after many years of limited success. The recorded limited success which remains a challenge leaves the author with no choice but to embark on an academic voyage of discovery through exploring the challenge of leadership in MAWF.

1.2 Regional context

"Agriculture continues to be a fundamental instrument for sustainable development and poverty reduction, three of every four people in the developing countries live in rural areas, 2.1 billion living on less than $ 2 a day and 880 million on less than $ 1 a day and most depend on Agriculture for their livelihoods" (World Development Report, 2008, p.1). The importance of agricultural development to poverty reduction, food security, income and wealth creation, employment, gender equity

and nutrition security in the Southern Africa Development Community (SADC) region remains pivotal and unquestionable. “As a foundation of the economy and of societal and multi-sectoral challenges, agriculture is indispensable for national economies in the region. More than 61 percent of its 277 million people draw their livelihoods from it. With a population growth rate of 2.5 percent (2010) that is just barely below the average agricultural growth rate of 2.6 percent (2010), the attainment of the Region’s economic and socio-economic development goals is bound to be significantly constrained” (World Development Report, 2008). These statements fed my drive to explore the challenge of leadership in the MAWF, due to the reason that the majority of people in the developing world reside in the rural areas and subsist on agricultural production for a livelihood. Agriculture is the economic backbone for most countries in Southern Africa. For example, in Malawi, agriculture accounts for over 30 percent of Gross Domestic Product (GDP) and more than 90 percent of the total foreign exchange earnings.

“With over 80 percent of Malawi’s population living in rural areas, it is no surprise that about 90 percent of the country’s labour force is employed in agriculture. In comparison, 65 percent of Zimbabwe’s population live in rural areas and analysis of poverty statistics indicates that 88 percent of the country’s poor live in the rural areas. However, agriculture still accounts for about 20 percent of the country’s GDP and employs 66 percent of the country’s labour force. The economic figures of both Malawi and Zimbabwe contrast with South Africa where agriculture contributes to less than 3 percent to GDP and accounts for fewer than 10 percent of the country’s labour force” (Mapfumo., Jalloh & Hachigonta, 2014, p. 14).

“The Southern African Development Community revealed that agriculture is the primary source of subsistence and income for 61 percent (more than 140 million people) of the region’s population. The major concern lies in the relatively low and variable growth rates of the region’s agricultural sector which has average 2.6 percent against a rising human population” (Chilonda *et al*, 2007 cited in Mapfumo et al, 2014, p. 14). “The current growth rate of agriculture is far below the minimum target of 6 percent set by the New Partnership for Africa’s Development (NEPAD)” (Mapfumo *et al*, 2014, p. 14). In addition to not achieving the NEPAD target, under-

investment in agriculture by national governments, often below 10 percent of the national annual budget, lack of access to production inputs, particularly seed and fertilizers by farmers; lack of access to output functional markets and low levels of development and dissemination of agricultural technologies are some of the reasons why there is poor performance in the agricultural sector" (Chilonda *et al*, 2007 cited in Mapfumo *et al*, 2014, p. 14). It is this poor performance of the agricultural sector that made the researcher curious to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry.

1.3 National Context (Namibia)

"Namibia is a Southern African country and one of the most arid African countries south of the Sahara. Namibia was one of the last African countries to gain independence when the South African apartheid rule ended in 1990. A century of colonialism and apartheid rule has left profound marks in the country. More than 25 years later Namibia still remains one of the most inequitable societies in the world. For example, 10 percent of the richest own 65 percent of the total wealth. This is also reflected by the inequalities between the communal areas and the commercial areas, mostly white-owned large farm lands" (Meline & Mathieus, 2005, p. 11). After gaining independence in 1990, the Namibian government developed policies tailor-made to empower the previously marginalised groups who pre-dominantly reside in communal areas, with the aim of reducing the inequalities that exists. This transformation was being implemented within the policy of reconciliation between the previously white minority and previously black majority in order to bring about unification within a democratic state. The redressing of the inequalities of the past meant changing the legal instruments and policy framework. Hence, the interest of the study was to explore the challenge of leadership in MAWF that has played a key role in navigating transformation thus far.

1.4 Ministry of Agriculture, Water and Forestry

The Ministry of Agriculture, Water and Forestry has a pivotal role to play in advancing the agricultural agenda in Namibia. The mandate of MAWF is to promote,

develop, manage and utilise agricultural, water and forestry resources (MAWF Strategic Plan, 2012, p.4). The current functions include; policy and legal frameworks, inspection/conformity services, engineering service, research and development, economic planning and business development, rural water supply, water resource management, bulk water infrastructure development, forestry management, co-operative development, co-operative governance, institutional development, veterinary services and rangeland management, including international co-operation and partnership through international trade (MAWF Strategic Plan, 2012, p. 5).

1.4.1 Problem statement

"Namibia's agriculture sector is constrained by a variety of challenges, including minimal human and institutional capacity, weak implementation of policy and legal framework, lack of coordination between government agencies, poor access to agricultural data by farmers, low crop productivity, constraints to sustainable management of water, land, forest and rangelands, inadequate capacity in land use management and land valuation, weak capacity in processing, marketing and quality standards for crops, horticulture and livestock products, vulnerability to different threats and shocks (such as droughts, floods, HIV and AIDS pandemic, pest and diseases) and issues of gender inequalities in agriculture" (FAO, 2014, p. 6). As indicated above on the challenges within the agricultural sector, there is limited literature on the role of leadership in enhancing agricultural yield or how the absence of good leadership hinders attainment of set targets and goals as outlined in policy documents. It is against this background that the researcher had a deep quest to conduct an exploratory research in order to unravel the challenge of leadership within the Ministry of Agriculture, Water and Forestry.

Mapfumo *et al*. (2014), argue that "even at regional level within Southern Africa poor performance of the agricultural sector as elsewhere in sub-Saharan Africa has mainly been attributed to under-investment in agriculture by national governments

(often below 10 percent of annual national budgets); lack of access to production inputs, particularly seed and fertiliser by farmers; lack of access to output markets and low levels of development and dissemination of agricultural technologies". As indicated above, research within Southern Africa has primarily focused on technical areas; however there seems to be a significant gap in literature on how the challenge of leadership influences the performance of the agricultural sector and efficient and effective policy implementation.

It was important to know the prevailing challenges of leadership, as without this knowledge, it would be difficult to align appropriate leadership practices that are required in order for the agricultural sector to have high productivity and produce surpluses that can contribute towards the export market. The need to explore this issue might enhance and strengthen sectoral institutional capacities that in turn, contribute to delivering appropriate and high results to the intended beneficiaries. Effective and efficient translation of agricultural policies in order to meet the needs of the farmers does not only require leadership, but it requires appropriate leadership that takes into account various factors in order to discharge services that deliver public value. This was important to explore as leadership may contribute towards high-performing organisations.

1.4.2 Research purpose statement

The purpose of the research was to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry in Namibia.

1.4.3 Research questions

Main question

What are the leadership challenges in the Ministry of Agriculture, Water and Forestry?

Sub-questions

- What factors lead to the challenge of leadership in the Ministry of Agriculture, Water and Forestry?
- What leadership styles are in the Ministry of Agriculture, Water and Forestry?
- What are the leadership strategies for consideration for the Ministry of Agriculture, Water and Forestry?

1.5 Conclusion

This chapter outlined the research introduction and background from a regional, national and ministerial context. It further provided details on the research problem and purpose of the study. The final section of the chapter highlighted the main research question and the research sub-questions that the researcher explored. The main purpose of the study was to explore the leadership challenge in the Ministry of Agriculture, Water and Forestry in Namibia.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides an analytical review of existing literature on the subject of leadership. The researcher explored different literatures with the aim of providing a contextual analysis of evidence from other scholars. The first section of the chapter provides a definition of literature review and significance thereof. Because leadership is such a broad subject, the theoretical framework for this study provides some focus on leadership by outlining different theories and models of leadership. That is provided in the second section of this chapter. The final section outlines leadership definitions and the conceptual framework with key emphasis on the styles of leadership and different approaches employed within organisations for effective service delivery and public value. This was important to determine as it provides empirical guidance for researchers and readers alike.

2.1 What is literature review?

Webster and Watson (2002) assert that literature is a relevant feature in any academic project. An effective review creates a firm foundation for advancing new knowledge, they further advance the fact that it facilitates the development of theory and it closes areas where a plethora of new knowledge exists and uncovers areas where new research is needed. Literature review provides a clear mirror of what has been researched in the past and what were the findings in that epoch, it unravels for future researchers what needs to be done and what has been done, it helps and provides a clear picture in terms of what should be accurately researched in order to avoid wasting time and energy on what is not a challenge.

2.1.1 The significance of literature review

One of the essential purposes of research is to contribute to the generation of new knowledge and to fill knowledge gaps and provide solutions to the prevailing challenges. Research advances the collective understanding of a society hence it is vital to efficiently review existing literature so that deficiencies in existing literature can be identified and the strengths can be discovered. Shulman (2007) argues that generativity along with discipline, publication and peer review is one of the hallmarks of scholarship; he further provides clarification by defining generativity as the ability to build on the scholarship and research of those who have come before. The hallmark of research is to be cumulative; it must build on and learn from prior research and scholarship on the topic.

Mouton (2012) argues that the literature review does not, in fact, encapsulate all that we intend to convey by the term; the first thing to do is to find out what has been done in the field of study; It is vital to review the work of existing scholarship or the available body of knowledge so that, as a researcher, I acquaint myself sufficiently with what others have discovered and investigated in the area of my interest on which I am busy researching. Mouton (2012) asserts that the researcher's interest is not merely in literature (which sounds as if it refers merely to a collection of texts) but in a body of accumulated scholarship". Mouton (2012)further alludes that literature review affords the researcher an opportunity to learn from other scholars how they have theorised and conceptualised on issues, what they have found empirically, what instrumentation they have used and to what effect. As a researcher, when reviewing a variety of scholarship, my interests are in the recent, credible and essential scholarship in a discipline that I am investigating. Mouton (2012) provides a number of reasons why a review of the existing scholarship is so important:

- To ensure that one does not merely duplicate a previous study.
- To discover what the most recent and authoritative theorising about the subject are.

- To find out what the most widely accepted empirical findings in the field of study are.
- To identify the available instrumentation that has proven validity and reliability.
- To ascertain what the most widely accepted definition of key concepts in the field are.

2.2 Defining Leadership

Leadership is one of the most researched subjects in contemporary literature. It is the quality of leadership that shapes and advances society in the right direction. Leadership has long been a topic of high interest and is still of great interest. It dates back to the beginning of written knowledge during which Plato distinguished between leaders as men of gold and those not intended to lead as men of bronze. Avery (2005) asserts that understanding leadership is very challenging for several reasons such as; there is no agreed definition of leadership or what the concept should embrace. Many definitions are fuzzy and inconsistent, making it extremely difficult to have a sensible conversation about the concept. He further notes that, when discussing leadership, some people include what others would term management, reference to the past, present and future, dealing with change or managing stability, a figure head or a symbol or a process of influence.

George (2003) defines leaders as people of the highest integrity, committed to building enduring organisations. I strongly relate with this assertion because leadership is a genuine cause that one embarks upon, it is a mission that should not be compromised based on principles and values. Discharging the task of leadership is not all roses but a tough and challenging task which I believe can only be accurately and appropriately fulfilled by true leadership that is based on values and moral grounds. He furthermore argues that leaders are individuals with a deep sense of purpose and are true to their core values. In order for any society or organisation to survive, it does not only need leaders of any kind but a breed of

leaders who are driven by core values with the courage to build strong accountable institutions that meet the needs of all the stakeholders and who recognise the importance of their services to society. George (2003) makes a remarkable conclusion when he states that we need leaders who lead with purpose, values and integrity, and who are good stewards of the legacy they inherited from their predecessors.

DuBrin (2010, p. 2) defines leadership as the ability to inspire confidence and support among the people who are needed to achieve organisational goals. DuBrin (2010, p. 3) refers to a Google search of articles and books about leadership in organisations that indicates 188 million entries. In all those entries, leadership has probably been defined in many ways, below are several definitions of leadership:

- Interpersonal influence, directed through communication toward goal attainment.
- The influential increment over and above mechanical compliance with directions and orders.
- An act that causes others to act or respond in a shared direction.
- The art of influencing people by persuasion or example to follow a line of action.
- The principal dynamic force that motivates and co-ordinates the organisation in the accomplishment of its objectives.
- A willingness to take the blame.
- First figuring out what is right, and then explaining it to people, as opposed to first having people explain to you what is right, and then just saying what they want to hear.

The above stated definitions of leadership capture the essence of leadership, but what is vital to note is that the task or function of leadership is not reserved to a certain collection of people, but it is a practice that anyone can undertake. It is also vital to note that leadership is not a practice reserved to the people in high ranking executive positions but the practice of leadership is needed across all the levels in an organisation. Facilitating a movement of people within the organisation into the

leadership zone is a non-negotiable leadership performance requirement. Hence, the primary function of a leader, in the new economy, focuses on creating leaders across all levels of the organisation. The project of leadership in the organisation becomes that of manufacturing leaders across the institutions in the public sector, private and civil society organisations.

Rollinson (2008, p. 355) defines a leader as someone who occupies a role which involves conforming to a set of behavioural norms and expectations emanating from followers, in turn for which they confer on the leader a degree of power that (within prescribed limits) allows the leader to influence their actions. Rollinson (2008, p. 355) asserts that most people intuitively feel that there is more to leadership than simply wielding formal, delegated authority and the following can be noted. A person does not become a leader simply because he or she wants to take on the role, but because other people confer on him or her the authority to influence their behaviour, which essentially means that leadership is conferred from below, not from above as in leadership.

2.3 Theoretical Framework of Leadership

2.3.1 Descriptive Approach

Literature review on the subject of leadership indicates that all theories of leadership adopt different types of approaches. One of the theories of leadership is known as the descriptive approach of leadership; this type of leadership focuses on whether a leader is a special type of person or whether there is a most appropriate style of behaviour for a leader to adopt. This approach has dominated theory and research that has been conducted within the realm of leadership, most of the leadership theories that the author discusses in the literature fall within the descriptive approach of leadership. The descriptive theory has played a key role in enhancing a deep understanding of leadership. However, the approach has failed to address a very important attribute or trait in leadership. The approach does not provide clarity on what the function of leadership is or of a leader in an organisation. The descriptive approach is silent on the function of leadership and it

is vital to establish a clear understanding of what the functions and role of leadership are, as this will help to clarify the difference between a leader and a manager and what their roles are within the organisation.

2.3.2 Functional Approach

This approach addresses the question of what functions a person is supposed to perform in an organisation in order to be considered as a leader by others. Different ways have been used to explore this and obtain clarification. Rollinson (2008) cites Scott and Podsakoff (1982) who approach the functional approach from the operant conditioning perspectives. He further cites Bowers and Seashores (1966) who argue that leadership is behaviour that results in a difference in the behaviour of others, they reasons that since leaders get psychological rewards when they successfully get followers to do something, followers' behaviour prompts leaders to behave in a certain way to obtain this reward. This gives a unique behaviour approach to the leader and follower relationship which becomes reciprocal causality. What is established from this perspective is that the leader plays a critical role in modelling the way he motivates and inspires followers such that, followers look up to the leader but at the same time, the followers have got a direct impact in the manner in which the leader is leading. There is a symbiotic relationship between the leader and the follower which provides reciprocation between the two.

2.3.3 Action Centered Leadership

The action centered leadership theory is founded on extensive research by John Adair (1984), which has subsequently been developed into a highly successful method of leadership training by the industrial society. Rollinson (2008) cites Adair (1984) who points out that effective leadership consists of meeting three sets of interrelated needs which give rise to three functions that a leader must perform:

2.3.3.1 The task related function, meeting the needs of the group to complete its task by helping members to clarify the task and its nature, and enabling them to overcome barriers to completion.

2.3.3.2 The team related function, meeting the group's need to hold together as a cohesive unit.

2.3.3.3 The individually oriented function, ensuring that the diverse but important individual needs of group members are met.

In practical terms, balancing these three functions requires that the leader must have vital skills. An awareness of the group's processes, which requires knowing the characteristics of the people in the group and displaying some sensitivity to the finer nuances of behaviour, in order to be able to diagnose how the group interacts, and to take remedial action to resolve any difficulties; this includes an ability to spot which of the three functional areas needs attention and the interpersonal skills that are necessary to bring about changes to achieve the right balance between the three functions.

In my view, the above stated practical skills or abilities are vital for the effective functioning of the leader. As a leader, it is vital to have a well-developed emotional intelligence and the leader should know the team, their aspirations and needs. It will be easy for the leader to be sensitive and to develop relationships with the team when the leader knows them better. The leader should invest time and energy to enlarge his or her self-awareness and social awareness. As a leader, you cannot choose a specific style of leadership but it is about balancing the above stated functions. What is significant is that the leader should serve the interest of the team as a whole.

2.3.4 The Vertical Dyad Linkage (VDL) Model

Most of the leadership approaches and theories have got a common thread of shortcomings. The assumption is that a leader should exhibit the same leadership style wherever he is, regardless of group dynamics and different organisational climates. Rollinson (2008) cites Danserau *et al.* (1975) who assert that unless people are identical in all respects, a leader would usually take account of people's idiosyncrasies. Thus Danserau and his colleagues believe that it is more realistic to view the leader and member relationship dyadically, in which a group consists of a

set of vertical dyadic linkages with a leader as one person in a particular dyad and another group member as the other one. There are two recognised distinct sub groups of subordinates each of which have got a different relationship with the leader:

2.3.3.4 **In-group members**; this refers to the group which, in a leader's eyes, can be relied upon to go beyond the minimum level of effort and initiative required to undertake the group's task. Employees within this category are usually self-starters who obtain satisfaction from added responsibility and the leader tends to form a more open relationship with them, in which they are taken into his or her confidence and allowed a fair amount of latitude in how they do things. Since this is often the relationship that people of this type wish to have with the leader, they respond by giving more than the minimum.

2.3.3.5 **Out-group members**; this refers to a group within an organisation who the leader recognises as not wanting to go beyond performing at a basic level. Therefore, so long as they do what is necessary, they are not usually pressed to do more, and this gives another distinct type of relationship. Such employees are usually more distant from the leader who simply uses the power of his or her position (rather than person oriented behaviour) to obtain the required task performance. I strongly agree with this model that leaders always classify their employees, based on their motivation and commitment at work. Modern leadership scholars would refer to high performers and under performers in this case.

2.4 Leadership and Management

The question of whether leaders are born or made and what the difference between leadership and management is has been raised by a number of schoolers. A noted attempt to answer the question was the insight of the German sociologist, Max Weber. Weber argued that there are people within our societies who are born with what he termed as external airbags or the gift of grace. Such people exhibit magnetic attributes whereby when they appear in any public and express an idea,

they are quickly recognised such that ordinary citizens are left with no choice but to be inspired and submit to the fact that they are extraordinary beings. Weber called such people charismatic leaders. It was this insight that gave birth to the meaning of the word charisma.

Weber furthermore, in his context and era, asserted that leaders and managers were different and had a different vocation. He noted that leaders dream about the future, they question and challenge the status quo, they marvel in diversity, they believe in people and want to climb the ladder of success with everyone else while managers focus on managing the day, they focus on operations, they protect and guard the status quo, they fear diversity. In my own view, such an allocation would make people choose not to be associated with management but with leadership, even if they do not have capacities and essential competencies to lead. DuBrin (2010) cites a prominent leadership theorist, John P. Kotter, who affirms that managers must know how to lead as well as manage. Without being led as well as managed, organisations face the threat of extinction. Table 1 depicts the distinction between management and leadership according to Kotter as cited by DuBrin (2010):

Table 1: Difference between management and Leadership (Kotter (2009) cited by DuBrin, 2010)

Management	**Leadership**
Management produces order, consistency, and predictability.	Leadership produces change and adaptability to new products, new markets, new competitors, new customers and new work processes.
Management is about control and delegation.	Leadership is about having a vision of what the organisation can become and mobilising people to accomplish it.
Management is about instilling fear and focus on task completion.	Leadership requires eliciting co-operation and teamwork from a large network of people and keeping the key people in that network motivated by using every manner of persuasion.
Management is more likely to produce a degree of predictability and order.	Leadership produces change, often to a dramatic degree, such as by spearheading the launch of a new product or opening a new market for an old product.
Top level managers manage (or maintain) organisations.	Top level leaders are likely to transform their organisations.
In contrast, the key function of the manager is to implement the vision. The manager and his or her team thus choose the means to achieve the end that the leader formulates.	A leader creates a vision to direct the organisation.

I agree with the argument by Kotter as outlined above, because his theory brings about strong and visible firms sufficiently capable of implementing policies and creating public value. I strongly agree with this argument as every society sets its

own standard on what it regards or certifies as leadership. There is no single collectively agreed upon definition of leadership but critical scholars of leadership have generated great knowledge that shapes what it means to lead. Avery (2005, p. 5) asserts that a complete understanding of leadership requires acknowledging that leadership concepts apply within a particular social context, and can vary with space and time.

2.5 Different styles of Leadership

2.5.1 Authentic Leadership

George (2003) defines authentic leaders as people of the highest integrity, committed to building enduring organisations, people with a deep sense of purpose and who are true to their core values, leaders who have the courage to build their companies to meet the needs of all their stakeholders, and who recognise the importance of their services to society. Kouzes and Posner (2001) write that the quest for leadership is first an inner quest to discover who you are, self-development breeds confidence needed to lead, and self-confidence is really awareness of and faith in your own powers. The above arguments correlate accurately with some of the attributes of authentic leaders who have ever lived in the world, in contemporary literature. The former South African president Nelson Mandela emerges prominently as both an authentic leader and a transformer. He crafted a mental picture of South Africa's desired future, that of a rainbow nation, at a time when such a dream could not even be attainable, but he honestly and genuinely appealed and mobilised the hearts of the community, both of his supporters and enemies, to see a big picture in which all can co-exist in harmony and at peace with one another, regardless of culture, religion, colour or economic background.

There was a non-negotiable congruence between the thread of his vision, purpose, values and action in all his conduct until he died. This is the testimony of an authentic leader. Another great leader who played a critical role in transforming the world based on authentic principles is the great Dr. Martin Luther King, when he

verbalised his dream of a non-racial society in which his four little children would one day live in a world where they would not be judged based on the colour of their skin but on the content of their character. This was an authentic statement; it is so because in his conduct and acts, it reflected a leader who lived the values he preached. In his book, the *Writings of Martin Luther King,* he is quoted saying that if death is the price that a leader will have to pay in order to prevent a permanent psychological death of their children, then dying was a price worth paying.

2.5.2 Servant Leadership

Blanchard (2007) cites Robert Greenleaf, who coined the term servant leadership in 1970 and published widely on the concept for 20 years. He notes that two thousand years ago, servant leadership was central to the philosophy of Jesus, who exemplified the fully committed and effective servant leader. In recent times, a few great global leaders such as Mahatma Gandhi, Dr. Martin Luther King, and Nelson Mandela are examples of leaders who have exemplified this philosophy. Key in servant leadership is the ability of the leader to unravel the organisation's mental picture, where the organisation is going, with what and with whom. Blanchard (2007) writes that once people are clear with the vision, implementation is where the servant aspect of servant leadership comes into play, the role is to help people achieve their goal, they constantly find out what their people need to perform well and to live according to the vision, rather than wanting to please their bosses, they make a difference in the lives of their people and in the process, impact the organisation.

Blanchard (2007) furthermore states that organisations led by servant leaders' ward off unethical leadership; when the vision and values are clearly defined, ethical and moral dilemmas are less likely to emerge. In the same vein, Blanchard cites Drea Zigarmi, co-author of *The Leader Within,* who contends that a moral dilemma exists when there are no guidelines for decision making, forcing an individual to rely on his or her own values and beliefs but an ethical dilemma arises when the organisation has clearly established guidelines for behaviour and the individual must consciously decide to go along with these or violate those guidelines. Blanchard (2007) remarks

that organisations work more effectively if clear vision and values are established up front, as they are under servant leadership, when unethical leadership occurs, it is often the result of the moral confusion created by the organisation's lack of clearly established guidelines that a compelling vision provides. The fundamental principle of servant leadership is to freely provide a superior service to the clientele without expecting anything in return but gaining a greater satisfaction for rendering the service.

Blanchard (2007) notes that servant leadership provides a cure for ineffectiveness; hence true servant leadership embraces a humble sincerity that brings out the best in leaders and those they serve. This links to Greenleaf (1995) who states that there is a need for a new kind of leadership model, a model that puts serving others including employees, customers, and community as the number one priority, servant leadership emphasises increased service to others, a holistic approach to work, a sense of community and shared decision making power. He further notes that a servant leader is one who is a servant first, it all begins with the feeling that one wants to serve, to serve first, then conscious choice brings one to aspire to lead, the difference manifests itself in the care taken by the servant, first to make sure that other people's highest priority needs are being served. Greenleaf (1995) outlines the following characteristic of a servant leader:

2.5.2.1 Characteristics of the servant leader

- **Listening**

Traditionally, leaders have been valued for their communication and decision making skills. Servant leaders must reinforce these important skills by making a deep commitment to listening intently to others. Servant leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being said. Listening, coupled with regular periods of reflection, is essential to the growth of the servant leader.

- **Empathy**

Servant leaders strive to understand and empathise with others. People need to be accepted and recognised for their special and unique spirits. One must assume the good intentions of co-workers and not reject them as people, even when forced to reject their behaviour or performance. The most successful servant leaders are those who have become skilled empathetic listeners.

- **Healing**

Learning to heal is a powerful force of transformation and integration. One of the great strength of servant leadership is the potential for healing oneself and others. Many people have broken spirits and have suffered from a variety of emotional hurts. It is the primary responsibility of the servant leader to play a supportive role in healing the team and transform it into a high performing team. High performing teams deliver superior services.

- **Awareness**

General awareness, and especially self-awareness, strengthens the servant leader. Making a commitment to foster awareness can be scary, as one never knows what one may discover. Awareness also aids in understanding issues involving ethics and values, it enables one to view most situations from a more integrated position.

- **Persuasion**

Another characteristic of the servant leader is reliance upon persuasion, rather than positional authority in making decisions within an organisation. Servant leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant leadership. The servant leader is effective at building consensus within groups.

- **Commitment to the growth of people**

Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant leaders are deeply committed to the personal, professional and spiritual growth of each and every individual within the institution. In practice, this can mean making available funds for personal and professional development, taking a personal interest in employee ideas and suggestions, encouraging worker involvement in decision making. Servant leadership is about devoting oneself to a life of sharing talent and skills in order to enhance society in a positive direction, it is about engaging people with the aim of enabling the team to grow their potential so that they can be enhanced and provide superior services in a caring and professional manner.

2.5.3 Transformational Leadership

In this section, the author explores the theoretical roots and profound foundation that underpins contemporary conceptions of transformational leadership. In addition, the author provides a number of definitions of transformational leadership and the development of transformational leadership. The author closes the section by making conclusive remarks on transformational leadership. Bass (1985, p. 17) notes that in order to effect transformation, the transformational leaders sharply arouses or alters the strength of needs which may have lain dormant. Turkey (2010) cites Podsakoff et al. (1990) who asserts that transformational leadership is reckoned with the association of group goals, individualised support, appropriate role models, intellectual stimulation, high performance expectations, and articulation of a clear vision through which connecting with the subordinates accounts for the priority of the managers concerned.

Burns (1979) argues that transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. The above stated scholars all recognise the fact that transformational leaders focus on creating a thinking environment where all the followers feel motivated and empowered. A transformational leader plays an active role of generating power from within, he or

she does not impose power or force, but stimulates intrinsic power among followers who are highly aroused to aim high beyond set expected standards and target results. He further notes that transformational leaders keep people motivated, aroused, enthusiastic and passionate about the task at hand. Covey (2004) argues that the goal of transformational leadership is to transform people and organisations in a literal sense to change them in mind and heart, enlarge vision, insight and understanding, clarify purpose, make behaviour congruent with beliefs, principles or values, and bring about changes that are permanent, self-perpetuating and momentum building.

2.6 The 20-60-20 leadership conceptual framework

The 20-60-20 leadership rule by Susan Annunzio, similar to Jack Welch, classifies employees within an organisation into the stated categories. Annuzio (2001) argues that the top 20 employees operate within the high performance zone; they basically deliver the public value, they are positive and self-motivated, they are energised by challenging and complex situations, they mobilise teams to execute the organisational strategy, they are open to brutal feedback and they do not fear failing, they are result oriented and consistently speak with honesty and integrity. She further argues that they craft leadership across the organisation by infecting the institution with high energy and a positive spirit for work. The 60 is comprised of good and loyal workers, they prefer to be followers and not willing to lead, crave for recognition and motivated by rewards. They enjoy publicity and avoid risks; they play by the rules and are afraid to lose the job. Annunzio (2001) states that the bottom 20 is comprised of a miserable team, they talk about others behind their backs, they complain about where the organisation is going they sabotage communication and change efforts and they undermine and question the authority.

I found this theory informative and reflect realities that happen in the organisation. She recommends that the bottom 20 that are not committed to the mission of the organisation should be marginalised or should be excused from the organisation. This is in line with the argument of Jack Welch who argues that, employees who do not abide to organisational values; even though they are performers, should be

released from duties. My argument is that every human being is born with talent and endless abilities to lead. Hence what is important is employees should be provided with opportunities to go through career guidance and psychometric testing so that they can discover themselves. I argue that once employees discovers what makes them tick, they are able to move from the bottom 20 to the middle 60 and ultimately into the high performing zone of the top 20. This is a process and requires a lot of commitment and motivation from the employee and leadership within the organisation. The primary responsibility of leadership in the new economy is to produce leaders across all levels. The project of crafting leaders does not focus only on high performers, but also on employees who are in the bottom 20. This will model the way and leaders from the bottom 20 can become great leaders who can model the way for the organisation. In the new economy, where the public sector is expected to effectively and efficiently implement policies that deliver public value to their constituents, the practice of value based leadership is inevitable.

The above stated theory was used to inform the conceptual framework in order to unravel and explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry. The theory assisted in exploring the role of government leadership in the context of discharging its responsibility of modelling the way through policy formulation, monitoring and evaluating the policy implementation process and the allocation and distribution of resources as key leadership functions.

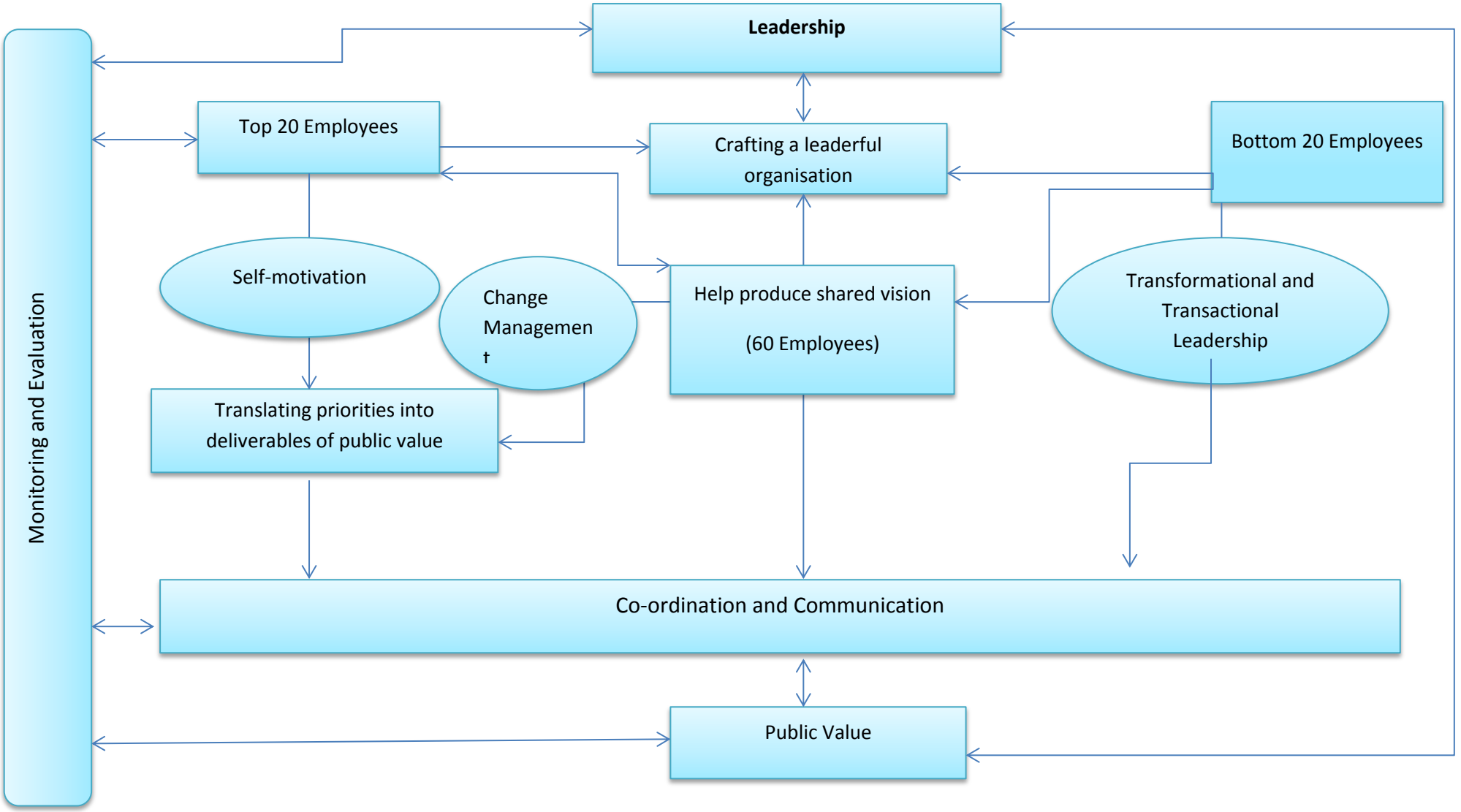

Figure 1: Conceptual framework on leadership

Source: Author, 2015

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the research methodology. The study employed a qualitative approach. The research design is explain briefly in the second section. The type of data collection methods utilised by the researcher is explained in the final section of the chapter. The sampling method employed is briefly outlined, including the limitation of the study.

3.1 Operationalising the research

The research methodology was chosen based on the literature reviewed. It was clear that the study of leadership within the agricultural sector was not extensively studied. Previous research focused predominantly on agricultural productivity issues and rangeland management. However there was a deficit of knowledge on the challenge of leadership and leadership styles within the Ministry of Agriculture, Water and Forestry (MAWF). The study was exploratory in nature. Wagner *et al*. (2012) define exploratory research as a form of research in which topics are new or have not been written about extensively. Often in this kind of research, the aim is to generate questions that future research can solve and addresses the 'what' questions.

3.2 Type of qualitative research and research method

Due to the researcher's interest of exploring the challenge of leadership in MAWF, the process of data collection had to be qualitative in nature. The researcher was involved in the collection, analysing and interpretation of data. By employing qualitative research as a method for the study, it allowed the researcher to see the world through other people's perspectives. In order to gather authentic data on people's perceptions of the world, the researcher explained informed consent to the respondents, and after having gained permission, the researcher continued with the research. "It was vital or significant for the researcher to take an empathetic role that allowed the researcher to accumulate and gather

a diverse of perspectives of people about the world and the meaning that they attribute to their experiences in their environments" (Bryman, 2012, p. 43).

As a researcher, exploring the challenges of leadership in a country that was previously divided on racial lines and a country which is in its transformational stage was interesting. The researcher was interested in understanding the leadership challenge and what factors may contribute towards that. "The ontological position of qualitative research is constructionism, which implies that the social world is created by the people within it, rather than external influences or its physical construction" (Bryman, 2012, p. 44). Qualitative research was suitable because the researcher's interest was to explore the challenge of leadership in the implementation process of the agricultural policy with the key aim of generating information that helped identify these challenges, describe the challenge of leadership and finally explain how the challenge of leadership is influencing policy implementation within the Ministry of Agriculture, Water and Forestry. Leadership as a discipline is a relational issue; it involves attitude, skills, and knowledge. All these are human related competencies and, at the centre of these aspects, are people. Hence, embarking on a voyage of discovery on leadership captured the human feelings. "It is in this regard that interpretivist epistemology was followed in this research process as it differentiated the human element from the object of the natural science" (Bryman, 2012, p. 30).

3.3 Research design

The researcher explored the challenge of leadership within the chosen unit of analysis, which was the MAWF. It was within this context that the role of the Ministry was mostly positioning and operationalising the policy of government, co-ordinating and ensuring effective and efficient policy assessments. Implementing agencies of government, the private sector and the third sector such as the Agricultural Unions and other associations, such as Traders and Abattoirs, play a crucial role in the translation of the policy into tangible results. The researcher's curiosity was to explore the challenge of leadership, with the aim of contributing to a body of knowledge and deepen understating on the leadership challenges that are unravelling within MAWF.

The exploratory processes involved curiosity to understand the approaches, styles and practices of leaders amongst the employees in the Ministry of Agriculture, Water and Forestry. A key cardinal virtue of leadership is building strong teams to pull the sector in the same direction with one vision. The research explored team cohesion, oneness, co-ordination, communication, strategy, and so forth. The research used qualitative tools to generate primary data that needed to be analysed and interpreted. The researcher was fully involved in the data collection and analysis process. The constructivism approach which implies that the social phenomenon and categories are also in a constant state of revision (Bryman, 2012, p.33) was a significant feature of the qualitative research methodology that the researcher used. Due to the fact that the researcher explored a local issue of leadership within the Ministry of Agriculture, an exploratory case study was used for the study.

3.4 Sampling

Due to the context in which the research was conducted, and the kind of data required, random sampling was not suitable. This is due to lack of resources and time, but most of all, the researcher used purposeful sampling which was a form of non-probability sampling. Since the researcher interests lay in exploring the challenge of leadership within the Ministry of Agriculture, Water and Forestry, research respondents had to be chosen in a purposeful manner in order to provide accurate information during the data collection stage. The researcher used his own experience to purposefully choose respondents who had experience with working in the agricultural sector. The sample consisted of Heads of government parastatals, who are all responsible to implement the policy, Heads of private sector organisations, academia and heads of Farmers Unions. It also involved farmers, public officials and managers within the Ministry of Agriculture, Water and Forestry. Furthermore, the researcher interviewed policy implementers from the private sector such as the MEATCO and Agra.

In order to obtain accurate data saturation, the researcher conducted key informant interviews with policy implementers from the third sector (civil society organisation); this comprised people from the Namibia Agricultural Union (NAU), The Namibia National Farmers Union (NNFU), Namib Mills and the Traders Association. In addition, the researcher

conducted Focus Group Discussions (FGDs), and this was comprised of employees from organisations within the sector working at operational level, as well as farmers. They were able to provide more information on monitoring and evaluation as a leadership function and other leadership challenges and considerations to be made. There were two different FGDs with members from Namibia National Farmers Union (communal) and the Namibia Agricultural Union (commercial), the farmers were then mixed with operational staff. This was vital, because the two unions comprising farmers (communal and commercial), are the beneficiaries of the Ministry of Agriculture, Water and Forestry leadership service delivery recipients. The respondents unravelled the effectiveness of leadership in translating the policy to produce tangible results. In order to ensure triangulation, data was collected from the government reports and the industry reports pertaining to policy and strategy implementation and the leadership challenges encountered in the execution of the sectoral execution plan. The sampling strategy allowed inputs from the policy formulators, those tasked to operationalise the policy and the beneficiaries.

3.5 Data collection methods and analysis

Due to the complex environment in which the research was conducted, and in order to make sure that the researcher collected the required data, data was collected through semi-structured interviews and through focus group discussions. The researcher conducted key informant semi-structured interviews with Heads of various institutions (public, private and third sector), operational staff within the ministry and outside and researchers from an academic institution. The classification of the organisations was based on the mandate of the organisation as per the Agricultural Act. Agricultural Boards which mostly focus on policy advisory roles and regulation received different questions to that of the farmers' organisations that operate in the third sector. Apart from conducting key informant interviews, focus group discussions were conducted with both commercial and communal farmers and operational staff from different institutions. The discussions were conducted within the environment where the farmers live. This was vital in order for the farmers to be free and comfortably engaged with the researcher.

"In order to ensure effective and efficient analysis of data, the researcher used thematic analysis of data" (Bryman, 2012, p. 13). The recorded data was transcribed through listening to the recording and capturing using Microsoft Word Table format. Taylor and Gibbs (2010, p. 12) defines coding as the process of compiling the data for themes, ideas and categories and then marking similar passages of text with a cord label so that they can easily be retrieved at a later stage for further comparison and analysis. Taylor and Gibbs (2010, p. 1) mentioned that codes are created based on "themes, topics, ideas, concepts, terms, phrases or keywords". The researcher ensured that coding was done after every interview so that any changes to the schedule could be done immediately; this helped the researcher in further focusing the subsequent interviews (Bryman, 2012).

After every coding, the data was reviewed for themes. These were identified by looking for repetitions, similarities, differences, keywords; theory related material or colloquial sayings (Bryman, 2012). Due to the nature of the research, expected themes from the interviews with the unions, included issues on co-ordination and leadership styles, ability of institutions to translate policies into tangible results, strategy, bottom up policy process formulation and sectoral team work. It was anticipated that the interview with the Ministry as the agent of government would be to explore the ability of parastatals such as the Meat Board, AMTA and AgriBussDev to effectively and efficiently implement Agricultural Policy as a key leadership function. The collected data helped to inform and feed the narrative report which was written up by the researcher. The data was analysed using existing literature. Similarities and differences were key analytical tools utilised as these allowed the researcher to create positions for argument.

3.6 Validity, reliability and ethics

Validity and reliability required great attention in the research process. This was because findings in the process of research should be authentic and original and accurately representative of the genuine thoughts of the target group. Since this was a qualitative research, researchers in qualitative research employ member checking, triangulation, thick description, peer review, and external audit. Crewell (1994, p. 23) define "validity as how accurate the account represents participant's realities of the social phenomena and is

credible to them". Member checking was used to establish validity and reliability of the information, the researcher engaged with the participants in the sector on a consistent basis to check if the data collected and analysed represents the real phenomena. The participants were actively involved in assessing whether the interpretation accurately represents them; in order to enhance the validity, there were external reviews done by people who are outside the research project but with expertise in research. Processed information from the key informant interviews was checked by those who were interviewed, to check if the analysis and conclusions made represents what they had stated during the interviews so that the researcher could make any final corrections. This happened with the focus group discussions that took place with the farmers from the two unions. This was done to make sure that validity and reliability was adhered to during the research process.

The researcher used triangulation as a procedure to validate the data from the information emerging from key informant interviews. This was done in order to search for convergence in the different types of information coming from the focus group discussion and existing literature. This was essential in order to form themes and categories of the different perspectives. Throughout the research process, all ethical considerations were strictly adhered to. Bryman (2012, p. 34) observes that ethics plays a vital role if there is possible harm to the participants, such as a lack of informed consent, an invasion of privacy and when deception may be used during the study. It is vital to state that in this study, there were no thoughts of manipulation or deception with the respondents, confidential forms or consent forms were filled in and signed, in order to ensure total adherence to the ethical agreed standards.

3.7 Limitations of the study

This study was limited within Windhoek, the capital city of Namibia, and for the Ministry of Agriculture, Water and Forestry. The study was based on purposive sampling in order to maintain focus on the unit of analysis. Institutions that were engaged are all active participants in the Agricultural sector. Any conversations and interviews were treated with high levels of confidentiality. However, the researcher found it challenging to conduct the key informant interviews, as most of the respondents are colleagues within the agricultural

sector. This would often lead to being engaged in the same meeting with respondents after having conducted an interview. This took a lot of emotional intelligence for the researcher as he was forced to exercise diplomacy during certain conversations during meetings.

3.8 Time schedule

The time schedule below was used by the researcher, in order to execute the research process in the given time-frame.

Table 2: Research schedule (July, 2015 to June 2016)

Activity	July 2015				August 2015				Sep 2015				Oct 2015				Nov 2015				Dec 2015				Jan 2016				Feb-June 2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Literature review																																
Proposal defence and approval																																
Data collection tools development																																
Data Collection (Interviews and FGDs, Transcribe…)																																
Desk study																																
Data recording																																
Findings & analysis of results & (triangulation)																																
Writing draft report																																
Draft Report Peer Review																																
Consultation with Supervisor																																
Second draft (final review and edit)																																
Final submission of report																																

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.0 Introduction

The aim of this research was to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry in Namibia. Different documents were analysed and 13 respondents were interviewed using a semi-structured interview guide. In doing this, the chapter outlines findings addressing the aim of exploring the challenge of leadership within the agricultural sector using the Ministry of Agriculture, Water and Forestry as a unit of analysis. The findings reflect factors that contribute to the challenge of leadership using key themes that were dominant during the interviews. This is based on the views of different role players within the agricultural sector with representation from private, public, and the third sector; including the farmers (commercial and communal).

The chapter outlines the key demographics of the research respondents with the aim of reflecting the type of stakeholder within the agricultural sector, gender and years of service within the sector. This provides an indication of the role in terms of respondents who have observed over time the trends in leadership, including the leadership challenge within the MAWF. The chapter also briefly highlights the process followed during the raw data collection phase. Thirdly, in terms of key themes derived from the interviews, the chapter outlines the findings with significance to the research questions and literature reviewed. The conclusion follows in the final section of the chapter.

4.1 Data Collection

Data was collected through the use of semi-structured interviews with some sectoral stakeholders and focus group discussions with farmers and operational staff. The interviews lasted for a period of one to two months. The total number of semi-structured interview respondents was 13 of which, ten were male and 3 female. The interviews were recorded using a mobile device and lasted on average of 40 minutes. All the respondents were comfortable in answering the questions in their office space.

An additional two group discussions were held with nine respondents in each group. This was done for triangulation purposes and to gain information from the communal and commercial farmers. The focus group discussions utilised a question guide, and the researcher also used probing as a skill to gain deeper insight in what was asked. The group discussions were held at community conference halls and respondents were in a circle in order to promote equality between them and the researcher.

4.2 Respondents Demographic

The respondents were purposefully selected in relation to their work within the agricultural sector and secondly, their levels of engagement within the sector and more specifically, within the Ministry of Agriculture, Water and Forestry in Namibia. A good mix of views was taken into consideration by engaging respondents from the public, private and the third sector civil space.

The 13 key informant's respondents comprised stakeholders within the agricultural sector in Namibia. The respondents were both female and male, of which the males were the majority (n=10) and females were (n=3). The respondents were derived from the public, private and third sector space within the institutional environment. Table 3 shows the basic characteristics of the respondents' in-terms of number of years in the agricultural sector and gender breakdown.

Table 3: Respondents number of years in the Sector and Gender Profile

Respondent	Organisation	Years in the Sector	Gender
1	National Agricultural Union (NAU)	**15**	**Male**
2	Agra	**17**	**Male**
3	NAU	**7**	**Male**
4	Meat board	**18**	**Male**
5	AMTA	**8**	**Male**
6	Namibia Agricultural Board (NAB)	**7**	**Male**
7	NAB	**13**	**Male**
8	Karakul Namibia	**9**	**Male**
9	MAWF	**14**	**Male**
10	MAWF	**7**	**Female**
11	MAWAF	**6**	**Female**
12	NUST	**10**	**Male**
13	Environmental Investment Fund (UN/MAWAF)	**12**	**Female**

With the aim of understanding the sectoral stakeholders more deeply, respondents were asked to describe their role in the agricultural sector briefly. This was important to determine the different types of organisations in the sector, in order to create a clear stakeholder representation when exploring the challenge of leadership within the Ministry of Agriculture Water and Forestry. Table 4 provides a brief organisational role each institution plays within the agricultural sector in Namibia.

Table 4: Sectoral role players in Agriculture

Organisation	Role in the Agricultural Sector
NAU	Serve as advocacy organisation for commercial farmers
Agra	Auctions, supply of inputs to farmers, capacity building and advisory services to farmers
Meat Board	Promotion of livestock industry, regulatory role domestically and globally
NUST	Capacity Building and research
NAB	Promotion of agronomic produce, regulatory role domestically and globally
AMTA	Agricultural marketing of products and services
Karakul Namibia	Promotion of niche market (karakul)
Ministry of Agriculture, Water and Forestry (MWAF)	Agent of government to promote agricultural production, marketing and trade. Policy and co-ordination, resource mobilisation, regulatory role, planning and monitoring
NNFU	Mouthpiece of communal farmers, policy and advocacy
Emerging Farmers	Represents emerging farmers in the country. Advocacy and policy
Environmental Investment Fund (UN/MWAF)	Financial resource, Natural resource management and sustainable development
Other Line Ministries	Trading, human wildlife conflicts, regulators, co-ordination, planning and monitoring and evaluation
Communities	Consumers, producers and key stakeholder

Figure 2 further illustrates the relationship among the different stakeholders within the Agricultural Sector;

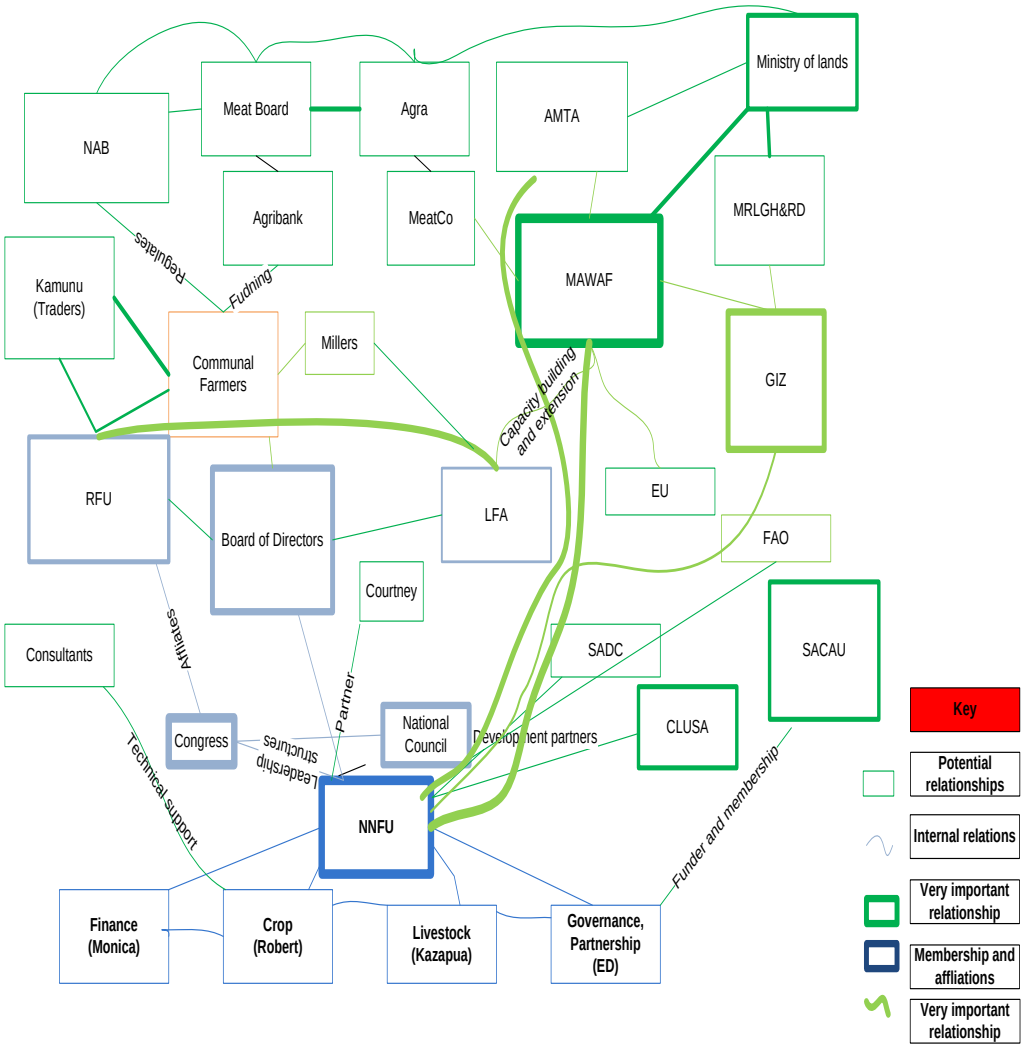

Figure 2: Stakeholder relations in the Agricultural Sector

(Source, PALJ, Author: 2014)

An additional two focus group discussions were held with 18 respondents; each group consisting of nine respondents. This was done for triangulation purposes and to gain information from communal and commercial farmers; including the operational staff. The focus group discussions utilised a question guide, but the researcher used probing as a skill to gain deeper insight in what was discussed. The group discussions were held at community conference halls and respondents were in a circle in order to promote equality between them. The groups consisted of both female and male communal and commercial farmers. The total number of participants was nine in each group respectively, totalling to 18 participants. Figure 3 and 4 illustrate the gender breakdown of both communal and

commercial farmer's focus group discussion (FGD) participants. Both groups had more male farmers than female farmers.

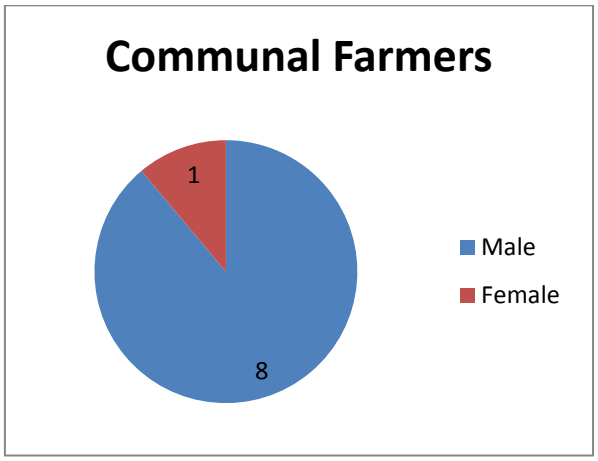

Figure 3: Gender breakdown of communal Farmers FGD Participants

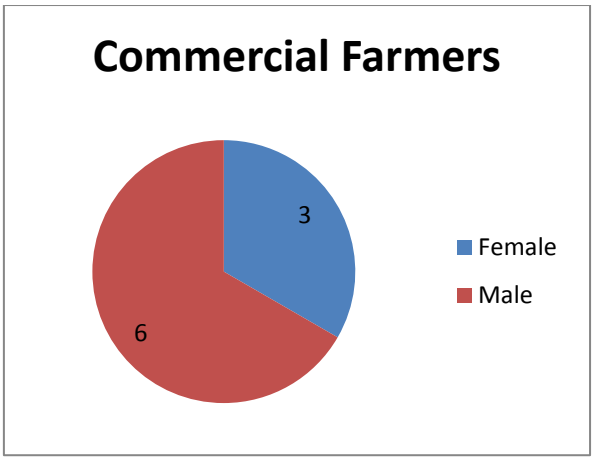

Figure 4: Gender breakdown of commercial farmers FGD Participants

4.5 Themes derived from interviews in relation to research questions (The process of coding)

For transcribing purposes and to link the research findings to the conceptual framework, the researcher derived themes from the respondents' answers. This was also essential in order to answer the research main question and address the research problem. The process of coding entails the researcher transcribing all the answers from the audios of the mobile device. The researcher listed all that had been typed and then categorised the answers into themes. Tayler (2005) describes the process of coding as involving close reading of the text

or close inspection of the video and images. Using the above method, the findings were clustered into themes derived from the data obtained. The answers (findings) of respondents were clustered in accordance with the following themes. These themes were then analysed in relation to the problem statement and the research questions posed by this study.

Table 5: Themes derived from raw data of interviews

Research question	**Findings**	**Theme derived**
What are the factors leading to the challenge of Leadership in the Ministry of Agriculture, Water and Forestry?	*"The first question we should ask is if all the developments are in line with the actual challenges on the ground."* *"If we are to change something we must ask, where are we now, where were we and where are we going."* *"Before any amendments are made to the Agricultural Policy the first thing to do is to do some data analysis so that we can model the different options. For example the exportation of sheep to SA, we need to ask what will be the impact of this on social profitability. We can look at affordability, availability."* *"We also have to ask are there some other negative consequences or will it have some negative impact on the farmer."* *"We have to improve at broader level. But it will not be possible to do that if there is no evidence to support the change that needs to be introduced. It's about time for our country to start looking at recruiting experts because sometimes political preference is the driving force".* *"We need to increase the pool of experts in different areas, crop economic and so forth."* *"It is always easier to convince an informed person to change. So information is of crucial importance."* *"Research should inform all the changes within the sector."*	**Change Management**

	"It is the responsibility of government to get down on the ground to evaluate the change that has occurred. Our Drought Policy is outdated, it is as old as 1997 and is making reference to the drought fund. Nineteen years later the drought fund is still not implemented up to now. It is a matter of urgency and it should be put in place". *"I'm not optimistic about the new policy because it is a wish list and a to-do list. I miss The issue of what is the policy regarding AMTA".* *"The leadership potential without strategic focus and vision on where the ministry is going can lead to being lost. The vision is there but does it have the leadership to identify how exactly we drive that vision. You cannot reach a goal if you don't have any strategy and competencies to implement that strategy."*	**Policy Implementation (Process)**
	"Co-ordination is a serious leadership issue. There are attempts here and there but is only on an adhoc basis" *"The engagement or involvement of academia in the agricultural sector is on a one on one or personal level. If you are not connected we would not know who to talk to. It is not well co-ordinated and every institution's looks at what they want to achieve and not necessarily what we can achieve as a country."* *"The bulk of producers for examples are communal farmers and if they are not well informed, they will make blind decision and synergies will be affected. It is only at co-ordinated platforms that decisions can be made with a common voice, common goal so that we can achieve as a country."* *"There is a need to meet twice per year (every six months) and make it compulsory for all stakeholders to be there."* *"The custodian of co-ordination is the Ministry of Agriculture and it is their mandate to understand the dynamics within all the institutions and use the comparative advantage of each institution to achieve the common goal."*	**Minimal Sectoral Co-ordination**

	"I think the different ministries have their different mandates. In the past co-ordination was for Capital Projects, but under social projects there was a gap. Somehow there should be better co-ordination, but I don't know who is responsible for that." *"At this stage I don't think there is any co-ordination at all. There should be co-ordination between government and private sector, between government and civil society but at the moment it is not happening like that".*	
	"There was a study done on skills gap but it was broad and was not focused on a specific sector." *"There is a need to clearly train people as agricultural economist; agricultural engineer and we should have a data base of all the existing skills. We have to develop a competent skills based workforce but of course it takes time because it is a process."* *"I will not be able to recruit a very highly competitive general manager in a specific area if I don't really understand the dynamics on the ground. I will act on assumptions only and that is not good enough if we want a capacitated and well developed workforce."* *"They need to be educated and empowered. If you educate somebody that person will be able to create means for him/her to move to the next level. But is also important to have access to inputs such as finance for example."* *"The capacity in Extension Services is very limited."* *"I am now farming for 21 years and I have never seen an Extension Officer on my farm."* *"We do the judgement of the Young Farmer every year and they don't know what they don't know. They think they know but they actually don't know and that is the gap of*	**Lack of Capacity Development**

	Extension Services."	
What are the leadership styles in the Ministry of Agriculture, Water and Forestry?	*"The leadership potential without strategic focus and vision on where the Ministry is going can lead to being lost. The vision is there but does it have the leadership to identify how exactly we drive that vision. You cannot reach a goal if you don't have any strategy and competencies".* *"What is the expectations and get all stakeholders in drafting strategies. Implement and monitor and evaluate those strategies. The issue of governance and taking responsibility and having a common vision is important."* *"Vision is there but not all stakeholders might understand how to get there. This could be due to minimal guidance and staff orientation on the strategy. So many people would learn by seeing what is happening and not through formal structures like induction."* *"Lack of Performance Agreements in the past hindered effective service delivery and staff members were not clear on their job description."* *"There is no strategic link between extension and research, but there is a link between farmers and extension. There is in this sense minimal communication between the two."* *"The responsibility of service provision is for government, but the fact that unions are taking up some of the responsibility it might open room for government to not take ownership of certain projects and hand over to Unions which should not be the case"* *"The drive of a vision of agriculture is not clear. There is good governance in different institutions but in terms of the whole sector it is difficult there."* *"Whenever we do, we do not say why we not achieved what we wanted to achieve in*	**Strategic Leadership**

	the past. There is no burning desire to make a difference. That's why we can say what has worked in the past 25 years and why are people poorer now than in the past. And after that we move towards drafting a new strategy, but we did not do that." *"For the past 20 years I have seen it. There is general feeling of optimism that things will change. But after 25 years we ask, why has there been no change."*	
	"Lack of motivation is one key challenge as to why Extension Officers and Researchers do not perform." *"Resources are not sufficient and there is a mismatch on the needs on the ground and what gets delivered. This is because leaders don't engage the farmers sometimes."* *"Allocation of responsibilities is another issue. Work does not get done due to other personal issues at times."* *"Teamwork is important, although it was not really happening in the Ministry. It is important for everyone to be involved in decision making process. Field staffs can provide evidence from the ground and emphasise on lessons learned and this recommendations can be implemented."* *"Platforms are created to guide strategic vision; however crucial stakeholders were not present and are not involved. It is thus good to say that if top leadership is not there, it is not providing clear direction in where we are moving to."* *"Comments and inputs from some stakeholders are not incorporated in the final document of the Agricultural Policy."* "*Leadership at the time stopped information sharing platforms."* *"Board meetings are conducted in a manner that is exclusive. There is an assumption that this is done strategically so that decisions are made private."* *"Teamwork is a totally suppressed creativity. There is a total top-down approach that*	**Top-Down Approach**

	leads to autocratic leadership. This breeds privacy, secrecy and lack of trust among stakeholders." *"The ideal to bring co-ordination would be the ministry but there is a need to communicate with all relevant stakeholders."* *"Minimal research and ES contribute towards slow implementation. ESO are not inspired and there are clear implications for leadership."* *"Leadership is a challenge because there is a capacity gaps and lack of interactive platforms."*	
What are the leadership strategies for consideration in the Ministry of Agriculture, Water and Forestry?	*"Various examples of Forestry Council, Rangeland Management are provided which are all attempts to strengthen co-ordination for a particular policy issue. The Secretariat is crucial to keep co-ordination active. The role of co-ordination lies primarily with the Ministry and to know what different role-players are doing and how will I go about it is by inviting all the stakeholders and gain information in regard to activities."* *"There is a gap in the market in terms of service delivery so we cannot neglect the training of EO. So it is important to strengthen this area."* *"Farmers Organisations should be organised to represent the farmer for a common vision."* *"What is the expectations and get all stakeholders in drafting strategies. Implement and monitor and evaluate those strategies. The issue of governance and taking responsibility and having a common vision is important."* *"There is a need to meet twice per year (every six months) and make it compulsory for all stakeholders to be there."* *"Development has led to less and less people on the land. The most advance countries*	**Sectoral Co-ordination**

	have about three or five people working on the land. My take is to identify people who are passionate about farming and help those few succeed. Learn their constraints and strengths and engage in platforms that identify physical, structural issues and addressed them." *"There is a need to down-cut the number of Extension Officers in the country. There is a mismatch between the results they produced and the number of people that are employed. So why have a human resource that is not so productive"* *"For every dollar we invest in acquiring land, we should invest 3 more dollars in building the capacity of people of the farms".* *There has to be budget reallocation in order to incorporate the emerging farmers and relook the resources that are distributed across different farmers.* *"Extension Services is important but the capability of ES to provide advice to farmers needs to be addressed. Imagine a young graduate standing in-front of farmers with deep experience and engage with them."* *"Attachment programmes are thus very important to mentor young graduates along with established farmers. The programmes are in existence but operating in isolation."*	
	"Need to co-ordinate functions, vision and missions should be clear and understood." *"Stakeholder dialogues to establish one co-ordinated road map."* *"The responsibility of co-ordination is of government."* *"Co-ordination is smooth when the industry is organised."* *"There should be a system that is inclusive for everyone in the sector, actors involved should be registered."* *"Government through NPC have organised sectoral plans but the industry does not*	**Strategic Vision and Policy Enforcement**

	respond. Handover of the past where industries think they are autonomous while they all have to abide to the laws and policies of the country." *"There is a need to engage with the private sector so that ADVOCACY can be done for the private sector to work with government."* *"Government should develop enforceable instruments and rules so that people can abide to the national laws and policies."* *"At this stage we work as individual, we work in isolation, which defeats the policy aspirations of the industry."* *"Stakeholder Engagement at all level with focus on vision and governmental strategic direction."* *"Understand where we are and where we want to be."* *"Create a path on where we want to go."* *"Explore the availability of resources and priorities."* *"Resource mobilisation."* *"Value addition and capacity building/development."*	

4.6 Thematic analysis

The different themes displayed above shows the views and experiences of different respondents interviewed for this research. The different themes derived are closely linked to the research questions.

4.6.1 Theme 1: Change Management as a factor contributing to the leadership challenge

This factor was clearly highlighted by the respondents as one of the contributing factors to the challenge of leadership within the Ministry of Agriculture, Water and Forestry (MAWF). Most respondents view the lack of change management as a factor that contributes to the challenge of leadership in this sense;

> *"The first question we would ask is if all the developments are in line with the actual challenges on the ground. The Ministry must give some past achievements, so that we can meet or improve some of those targets in terms of what was not done."*
>
> (Respondent 7, 2016)

> *"It is always easier to convince an informed person to change. So information is of crucial importance."*
>
> (Respondent 10, 2016)

This reflects the process of change management and aligning policies and programmes to existing evidence on the ground. The leadership role thus becomes clear that it should drive the process of policy review and incorporating new evidence into current policies and strategies. For example, the Meat Industry Act of 1981 and the National Drought Policy are out of touch with contemporary issues, such as climate change.

> *"For the past 20 years I have seen there is general feeling of optimism that things will change. But after 25 years we ask, why has there been no change at all."*
>
> (Respondent 3, 2016)

Another respondent mentioned that data analysis is of importance if we are to include relevant changes into the agricultural new policies.

> *"Before any amendments are made to the Agricultural Policy for example, the first thing to do is data analysis, so that we can model the different options. For example the exportation of sheep to SA, we need to ask what will be the impact of this on social profitability. We can look at affordability, availability. We also have to ask are there some other negative consequences or will it have some negative impact on the farmer. We need to disorientate from previous role to new roles and systems. Times have changed."*
>
> (Respondent 4, 2016)

What is evident from the extract above is that the use of data derived from conducting impact assessments is important to inform policies. Evidence based programming is a principle within the SADC Regional Agricultural Policy. Hence, it is vital that when the relevance to review a policy arises, an impact assessment should be conducted in order to evaluate what we have achieved and future programmes are designed using available data. This is crucial for effective change management to take place. What was also evident from respondents is that the role of some stakeholders has changed over the years; however there was not a clear understanding of such changes.

> *"Unions get more and more involved in project management while previously it was more a role of being a mouth-piece or that voice against government. They are involved in projects that are important for the farmer him/herself. For example the Farmers Support Programme (FSP), this is actually the project of Extension Services."*
>
> (Respondent 1, 2016)

> *"The change from purely being mediators to more active role players in project implementation process. The reason why Unions are getting more and more involved in project management is because we are not satisfied with the services delivered by government."*
>
> (Respondent 3, 2016)

What this indicates is that change management is at different levels, mainly at employee level, changes in time (structural and environment issues), and policy level and at stakeholder level. Therefore, it is important to address change at all levels, taking into account human resource issues, structural issues, financial resource issues and policy.

4.6.2 Theme 2: The process of policy implementation as a leadership challenge

The findings stemming from interviews conducted highlight that policy implementation is one such challenge leadership is facing within the Ministry of Agriculture, Water and Forestry. The majority of respondents mentioned that policy implementation has been very low and this can easily be linked to leadership not engaging relevant stakeholders. Respondent 5 was expressive about policy issues when he stated:

> *"It is the responsibility of government to get down on the ground to evaluate the change that has occurred. Our Drought Policy is outdated it is as old as 1997 and is making reference to the drought fund. Nineteen years later the drought fund is still not implemented up to now. It is a matter of urgency and it should be put in place."*
>
> (Respondent 5, 2016)

4.6.3 Theme 3: Minimal sectoral communication as a leadership challenge

The comments from respondents in relation to this theme were observed to be the most important factor that they regard as the main challenge of leadership within the Ministry of Agriculture, Water and Forestry. There were a lot of comprehensive arguments in relation to minimal sectoral co-ordination as a key factor that can improve the leadership challenges and improve implementation in the long run. This was clearly mentioned by few respondents:

> *"There are attempts here and there to co-ordinate but is only on an ad hoc basis. The engagement or involvement of academia in the agricultural sector is on a one on one or personal level. If you are not connected we would not know who to talk to. It is not well co-ordinated and every institution's looks at what they want to achieve and not necessarily what we can achieve as a country."*

(Respondent 12, 2016)

Another respondent highlighted that co-ordination is important if we are to achieve one common goal.

> *"It is only at co-ordinated platforms that decisions can be made with a common voice, common goal so that we can achieve as a country."*

(Respondent 13, 2016)

> *"At this stage we work as individual, we work in isolation, which defeats the policy aspirations of the industry."*

(Respondent 7, 2016)

Respondents mentioned that co-ordination is the responsibility of the Ministry of Agriculture, Water and Forestry. What was clearly observed is that almost all the respondents mentioned that co-ordination was a serious challenge.

> *"The custodian of co-ordination is the Ministry of Agriculture and it is their mandate to understand the dynamics within all the institutions and use the comparative advantage to achieve the common goal."*

(Respondent 4, 2016)

> *"The responsibility of service provision is for government, but the fact that unions are taking up some of the responsibility it might open room for government to not take ownership of certain projects and hand over to Unions which should not be the case."*

(Respondent 12, 2016)

> *"I think the different ministries have their different mandates. In the past co-ordination was for Capital Projects, but under social projects there was a gap. Somehow there should be better co-ordination, but I don't know who is responsible for that."*

(Respondent 11, 2016)

"At this stage I don't think there is any co-ordination at all. There should be co-ordination between government and private sector, between government and civil society but at the moment it is not happening like that."

(Respondent 7, 2016)

"Attempts are there to get government officials involved in monthly meetings but the private sector was excluded. The private sector proposed to be involved in the bi-monthly meetings. There is no co-ordination at this stage."

(Respondent 13, 2016)

"Leadership is a challenge because there is a capacity gaps and lack of interactive platforms."

(Respondent 9, 2016)

The statements above illustrate a degree of dissatisfaction in relation to co-ordination within the sector. The lack of co-ordination disrupts the ability of the sector to pull the sectoral vision and strategy in the same direction, lack of co-ordination hinders unification of policy implantation and collectively responding to challenges and opportunities arising in the sector.

4.6.4. Theme 4: Lack of capacity development as a leadership challenge

Respondents raised the issue of capacity development as a leadership challenge and how it affects the implementation of different projects within the Ministry of Agriculture, Water and Forestry. This is supported by the statements below:

"Capacity Development might be there at institutional level, but at sectoral level we have to improve. But it will not be possible to do that if there is no training need assessment to support the change that needs to be introduced. It's about time for our country to start looking at recruiting experts because sometimes political preference is the driving force."

(Respondent 9, 2016)

"We need to increase the pool of experts in different areas, crop, Agricultural economics and so forth."

(Respondent 7, 2016)

"There is a need to clearly train people as agricultural economist, agricultural engineer and we should have a data base of all the existing skills. We have to develop a competent skills based workforce but of course it takes time because it is a process."

(Respondent 10, 2016)

"I will not be able to recruit a very highly competitive general manager in a specific area if I don't really understand the dynamics on the ground. I will act on assumptions only and that is not good enough if we want a capacitated and well developed workforce."

(Respondent 3, 2016)

"They need to be educated and empowered. If you educate somebody, that person will be able to create means for him/her to move to the next level. But it is also important to have access to inputs such as finance for example."

(Respondent 12, 2016)

"The capacity of Extension Services is very limited and I'm now farming for 21 years and I have never seen an Extension Officer on my farm. We do the judgement of the Young Farmer every year and they don't know what they don't know. They think they know but they actually don't know and that is the gap in the Ministry."

(Respondent 9, 2016)

What is significant about these statements is that the views of respondents reflect that there is no proper alignment in the process of skills development and the Ministerial strategy. Respondents highlighted that there is a need to conduct skills audits within the

Ministry so that human resource planning and development is evidence based and informed.

> *"There is a mismatch of the human resource supplied and what is demanded by the industry. It will be helpful to have strategic training needs assessments within the Ministry so that high learning institutions supply what is required by the sector. For example policy analyst and not merely staffs trained as agricultural economist focusing on public policy. That for me is a clear mismatch."*
>
> (Respondent 10, 2016)

4.6.5 Theme 5: Strategic leadership as a leadership style

What is important to mention is that the style of leadership mentioned by the respondents was that of leadership that is strategic. When ask what strategy entailed, respondents mentioned the following elements. The elements are illustrated with clear indication as to which element is more prominent within the leadership style at the Ministry of Agriculture, Water and Forestry.

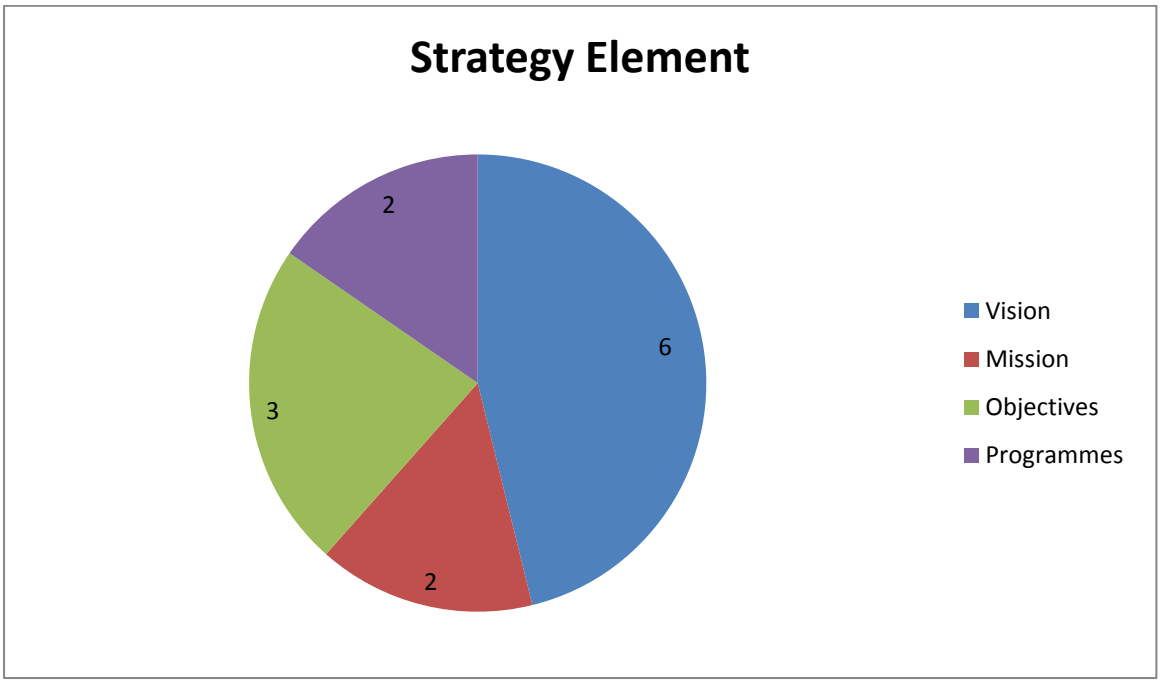

Figure 5: Dominant strategy element with strategic direction as a key leadership style

Figure 5 illustrates that vision is the key strategy element that needs to be addressed under the leadership style of Strategic leadership. This is followed by the objectives to be clear to all stakeholders with mission and programmes bearing equal views.

The following statements were made after the respondents chose the strategy element:

> *"The drive of a vision of agriculture is not clear. There is good governance in different institutions but in terms of the whole sector it is not there."*
>
> (Respondent 6, 2016)

> *"Vision is there but not all stakeholders might understand how to get there. This could be due to minimal guidance and staff orientation on the strategy. So many people would learn by seeing what is happening and not through formal structures like induction."*
>
> (Respondent 11, 2016)

What the statement below indicates is that communication is important if the strategic link can be created between the different departments of the Ministry of Agriculture, Water and Forestry.

> *"There is no strategic link between extension and research, but there is a link between farmers and extension. There is in this sense minimal communication between the two."*
>
> (Respondent 13, 2016)

4.6.6 Theme 6: Top-Down Approach as a leadership style

Respondents indicated that top-down leadership style is dominant within the Ministry of Agriculture, Water and Forestry. This was clear in accordance with the statement below:

> *"Teamwork is important, although it is not really happening in the Ministry. It is important for everyone to be involved in decision making process. Field staffs can provide evidence from the ground and emphasise on lessons learned and this recommendations can be implemented. However this is rarely considered."*

(Respondent 8, 2016)

Respondents 9 put the emphasis on top-down leadership style and the implications thereof. The respondent mentioned that;

> *"Due to top-down approach to leadership, the following issues become constant challenges, firstly, industry competencies are compromised, secondly financial resources are misused, thirdly different types of farmers that are visible in the agricultural value chain and need to recognise this and finally government should make sure that newcomers are productive and build up."*

(Respondent 9, 2016)

Leadership style that is autocratic clearly indicates that there is no team work in place and that decisions are made using only the top leaders.

> *"Lack of team work totally suppresses creativity. There is a total top-down approach that leads to autocratic leadership. This breeds privacy, secrecy and lack of trust among stakeholders."*

(Respondent 7, 2016)

The inability to provide strategic directives to the overall sector by the MAWAF has made the public enterprises misaligned to the sectoral strategy.

> "*Lack of effective oversight from the MAWF to the state owned enterprises affects the quality of services to the targeted communities."*

(Respondent 13, 2016)

> *"The ideal to bring co-ordination would be the ministry but there is a need to communicate with all relevant stakeholders."*

(Respondent 12, 2016)

What is clear from observation as a tool, there is bitterness between private and public sectors. The team work approach thus remains a dream with the current prevailing environment in the agricultural sector. What is essential to highlight is the depth and understanding of the complexities within the agricultural institutional environment.

4.6.7 Theme 7: Sectoral Communication as a leadership strategy

Most respondents revealed that sectoral co-ordination as a leadership strategy was important for the realisation of policies. These respondents stated that when different stakeholders within the sector had on-going communication, and elements of collaboration, networking would contribute towards a Ministry that is co-ordinating policy implementation through leadership. This was also important to raise stakeholder awareness in terms of their roles and responsibilities.

> *"The Government should be more involved in the projects because unions don't have a lot of money. I think the partnership between government and private sector should be at initial phase and after a period time government should take over and proceed with the policy. There will be emerging issues and human resources because policy implementation is ongoing."*
>
> (Respondent 1, 2016)

Respondents mentioned that political support was important if the leadership challenge was to be addressed. The respondents noted that leaders should be people who listen to others for advice and input, more especially in a Sector that requires multi-sectoral response.

> *"Political support is important and it is good. There was however no clarity in terms of which Ministry is responsible for what in-terms of projects."*
>
> (Respondent 12, 2016)

> *"Various examples of Forestry council, Rangeland management are provided which are all attempts to strengthen co-ordination for a particular policy issue. The Secretariat is crucial to keep co-ordination active. The role of co-ordination lies primarily with the Ministry and to know what different role-players are doing and*

how will I go about it is by inviting all the stakeholders and gain information in regard to activities."

(Respondent 3, 2016)

"What is the expectations and get all stakeholders in drafting strategies. Implement and monitor and evaluate those strategies. The issue of governance and taking responsibility and having a common vision is important for co-ordination."

(Respondent 8, 2016)

"There is a need to meet twice per year (every six months) and make it compulsory for all stakeholders to be there."

(Respondent 9, 2016)

Respondents indicated that development has moved backwards. They thus highlighted the right placement of people within the sector as important.

"Development has led to less and less people on the land. The most advanced countries have about three or five people working on the land. My take is to identify people who are passionate about farming and help those few succeed. Learn their constraints and strength and engage in platforms that identify physical, structural issues and addressed them".

(Respondent 11, 2016)

"For every dollar we invest in acquiring land, we should invest 3 more dollars in building the capacity of people of the farms."

(Respondent 2, 2016)

"There has to be budget reallocation in order to incorporate the emerging farmers and relook the resources that are distributed across different farmers. ES is important but the capability of ES to provide advice to farmers. Imagine a young graduate standing in-front of farmers with deep experience and engage with them."

(Respondent 6, 2016)

Respondents mentioned that existing skills and knowledge should be shared among various players within the sector.

> *"Attachment programmes are thus very important to mentor young graduates along with established farmers. The programmes are in existence but operating in isolation."*

(Respondent 8, 2016)

4.6.8 Theme 8: Strategic vision and policy enforcement as a leadership strategy

The respondent noted that strategic vision along with policy enforcement is key strategies to use in order to address the leadership challenge in the Ministry of Agriculture, Water and Forestry. They highlighted that it is important to focus on the strategic vision of the Ministry using a co-ordinated sectoral approach that has elements of team work rooted among staff members.

> *"Team work is critical in bringing about co-ordination; effective policy implementation will require team work and co-ordination. There is no team work in the implementation of the farmers support programme for example. You cannot win if you don't work as a team."*

(Respondent 9, 2016)

> *"Platforms are created to guide strategic vision; however crucial stakeholders were not present (involved). It is thus good to say that if top leadership is not there, it is not providing clear direction in where we are moving to."*

(Respondent 2, 2016)

> *"There is no burning desire to make a difference. That's why we can say what has worked in the past 25 years and why are people poorer now than in the past. And after that we move towards drafting a new strategy, but we did not do that."*

(Respondent 11, 2016)

"Board meetings are conducted in a manner that is exclusive. There is an assumption that this is done strategically so that decisions are not inclusive. We have to be strategic and inclusive at the same time if we want to implement policy."

(Respondent 7, 2016)

Respondents mentioned that qualities of leadership should be inspirational, inclusive and of deep integrity if we to release our strategic direction.

"The leadership potential without strategic focus and vision on where the ministry is going can lead to being lost. The vision is there but does it have the leadership to identify how exactly we drive that vision. You cannot reach a goal if you don't have any strategy and competencies."

(Respondent 7, 2016)

Respondents recommended elements of functions to be co-ordinated, stakeholder dialogues and a system of inclusiveness for all sectoral stakeholders to be promoted.

"Need to co-ordinate functions, vision and missions should be clear and understood."

(Respondent 11, 2016)

"Stakeholder dialogues to establish one co-ordinated road map."

(Respondent 3, 2016)

"There should be a system that is inclusive for everyone in the sector, actors involved should be registered."

(Respondent 6, 2016)

"Government through NPC have organised sectoral plans but the industry does not respond. In the past industries thought they are autonomous while they all have to abide to the laws of the country."

(Respondent 9, 2016)

"There is a need to engage with the private sector so that ADVOCACY can be done for the private sector to work with government."

(Respondent 4, 2016)

"Government should develop enforceable instruments and rules so that people can abide to the national laws."

(Respondent 10, 2016)

"Stakeholder engagement at all level with focus on vision and governmental strategic direction."

(Respondent 9, 2016)

4.7 Findings from the Focus Group Discussion (FGD)

The following findings were from the two FGDs held with farmers and operational staffs of different institutions.

"There is lack of co-operation in the sector; each organisation basically does its own things without aligning the activities to the National Agricultural Policy". (FGD Participants 3, 2015-16).

Other participants mentioned that; there is lack of common of understanding in terms of where the sector needs to go, the private sector and the public sector and the Non-governmental organisation are not pulling in the same direction. This indicated confusion in terms of co-ordination as a leadership function.

Another participant mentioned that; the '*Ministry of Agriculture is good in formulating policies but implementation or translating policies is slacking behind. This is so due to the fact that, there is no team work and co-ordination, policies are not monitored at all. I know I used to work there (FGD Participants 6, 2015-16')'.*

The agricultural sector was viewed to conduct no quarterly forums where institutions interrogate and reflect on how they are achieving set goals and objectives. Participants mentioned that implementation was done at ad hoc level and that we just keep on spending and implementing without monitoring the impact of what we are implementing. These participants mentioned that research needs to be conducted on a more regular basis.

Another participant mentioned that;

"*policies in the agricultural sector are not neither biannually reviewed or quarterly, e.g. the 1997 drought policy is expired and out of touch with the contemporary reality, the 1995 Agricultural policy was only reviewed last year after 10 years without any proper implementation of the policy"* (FDG Participant 2, 2016).

There is a need for transformational and transactional leadership in order to advance the agenda of poverty alleviation. There is a need to enhance collaboration and co-creation among the actors in the value chain. There is a need to improve the quality of public service that is provided to the farmers such as extension and veterinary services. This will require the Ministry of Agriculture, Water and Forestry to capacitate the extension technicians and recruit more extension workers in order to reach all the farmers and the wider Namibian nation.

As discussion continued, a participant stated that; the Agricultural sector is in need of leaders who can listen to the internal and external stakeholders as this will help the Ministry to develop programmes and projects that are congruent to the needs of the farmers and communities.

> *"There is a need to review some of the legislative instruments such as the Meat Industry Act of 1981. The Act, as it is in its form is very discriminatory. It only focuses on trading, export market development and promotion; and not domestic markets where more than 60 per cent of the population could be benefiting from" (FDG Participant 8, 2016).*

Another participant mentioned that;

> *"The lack of a functional and monitored performance agreement system between the Ministry and public institution is slacking, the quality of service that the institutions could be offering included. Board members are not providing reports to the Ministers on a monthly basis. The gap between input costs and on farm income is increasing. There is a need to invest in capacity building, provision of services such as extension and finance for the emerging farmers" (FDG Participant 9, 2016).*

Those statements by one commercial farmer have the connotation of strengthening income from farming products through a co-ordinated effort. There is a need for the government to invest more in Agriculture, more than 70 percent of the country population subsist on agriculture for a livelihood, if we enhance agricultural productivity and production in the sector, we could uplift the majority out of poverty and create employment for the country.

Other participants when asked about leadership mentioned that;

> *"Leadership is about influencing people in the right direction so that a better world and place can be created; it is about investing in people and working as a team" (FDG Participant 4, 2016).*

> *"There is a need to shift from industrial Agriculture to a diversified agro ecological system that will help us as a country to enhance production, productivity and competitiveness" (FDG Participants 7, 2016).*

Other farmers mentioned that access to inputs such as fertilisers; finance and training are a challenge. They stated that most of the staff in the Ministry cannot travel due to lack of transport to provide the needed service to the farmers. An additional leadership challenge was the lack of research as, instead of using empirical evidence to inform future planning and policy making, officers, implementers often use expressed opinions and not informed research. In most cases, not only research is the problem, but the utilisation of available data is another challenge.

4.8 Conclusion

The findings clearly reflect the challenge of leadership taking into account different factors contributing to the leadership challenge, the styles of leadership and the leadership strategies for improvement. In line with the different themes, what is clearly visible is that lack of co-ordination; minimal capacity development and the process of policy implementation are key factors contributing to the challenge of leadership within the Ministry of Agriculture, Water and Forestry. The leadership styles that were identified are strategic and top-down leadership styles. Respondents equally mentioned that sectoral co-ordination, strategic vision for policy implementation as key strategy to improve the challenge of leadership within the Ministry of Agriculture, Water and Forestry. Some of the respondents mentioned that lack of sectoral team work is the leading challenge and that policy intentions can only be realised if there is inclusiveness, teamwork and collaboration among the leadership.

CHAPTER FIVE

ANALYSIS AND INTERPRATATION OF FINDINGS

5.0 Introduction

This chapter focuses on the interpretation of findings as presented in the preceding chapter. The chapter analyses all the results in the context of the challenge of leadership in accordance with factors contributing to the challenge of leadership, the different leadership styles and strategies to address the leadership challenge identified. In the analysis and interpreting the findings, the researcher aims to explore and compare the findings of other researchers. The analysis and interpretation is done, based on the conceptual framework of this research and also the application of the 20-60-20 Leadership Theory in facilitating change and co-ordination aiming of achieving the strategic leadership direction.

The chapter begins with focusing on the research problem and purpose for the study. The researcher then focuses on the themes that are aligned to the research questions identified, and how these speak to the conceptual framework. The analysis and interpretation of findings is linked closely to existing literature.

5.1 Research problem and purpose for the study

The main problem the researcher explored was the challenge of leadership in the Ministry of Agriculture, Water and Forestry in Namibia. There was limited literature on how the absence of good leadership hinders attainment of set targets and goals. It is against this background that the researcher had a deep quest to conduct an exploratory research in order to unravel the practice of leadership and prevailing challenges of leadership within the Ministry of Agriculture, Water and Forestry. It was important to know the prevailing challenges of leadership, as without this knowledge, it was difficult to align appropriate leadership practices that are required in order for the agricultural sector to have high productivity. The need to explore this issue enhanced and strengthened sectoral institutional capacities that in turn contribute to delivering appropriate and high results to the intended beneficiaries. This was important to explore as strong leadership may

contribute towards high-performing organisations. The purpose of the research was to explore the leadership challenge in the Ministry of Agriculture, Water and Forestry in Namibia.

5.2 Theoretical Framework on Leadership

The main theory that influenced the conceptual framework is the 20-60-20 Theory by Susan Annunzio. The above stated theory was used to inform the conceptual framework in order to unravel and explore the leadership challenge within the key players in the Ministry of Agriculture, Water and Forestry. The leadership aspect was explored within the institutions that play a vital role along the agricultural value chain; these referred to the boards that advice and regulate the sector. The implementing agents of government and the non-state actors, such as the unions and farmers, were also involved.

5.3 Analysis and interpretation

Findings are analysed according to the different literature by other researchers. The analysis is supported by existing evidence and the researcher also provides similarities and differences in accordance with existing literature. The researcher builds on existing theories, models and approaches of leadership, but however still provides his own analysis.

5.3.1 Change Management as a factor contributing to the leadership challenge

"Increasing turbulent and complex work environments have affected organisations across all business sectors, rendering traditional management structures inadequate for coping with today's challenges and rapid change" (Bell-Laroche & MacLean, 2010, p. 3). Before 1990, the provision of agricultural services was not equally distributed due to the leadership and legislative instruments that existed. Hence, when the new leadership took over after 1990, it became clear that engaging in transformational processes of reviewing legislative instruments in order to equally provide public goods such as extension services, veterinary services and access to finance to all Namibians was crucial. However, in order to engage in such a process change, factors such as increased sectoral knowledge, emerging markets, information technology, climate change and the skills base required had an impact on the

governance of the agricultural sector and thus needs to be taken into account. Nel and Beudeker (2011) assert that in any changing business environment, leaders are forced to change and align their leadership processes and strategies more often than they would like. They further argue that when organisations are not fit and able to handle constant change, they will not be able to sustain any success in this fierce and ever-changing environment. This is aligned to respondents who stated that the process of driving change in the Agricultural Sector has not been collaboratively done. A collaborative approach in the change management process could have ensured alignment in the sectoral legislation and institutional strategies; such an approach could have positioned the sector to pull in the same strategic direction and deliver superior services.

Respondents expressed that change management or transforming the agricultural sector to be inclusive have been challenging due to people who resisted change which required new values, systems and process. However, it is vital to acknowledge that in order to facilitate a successful change process, those driving the change should have the capacity to navigate change management. Jamison and Casstaneda (2011, p. 1) assert that "we need to reset stakeholder's expectations and help our own organisations accept that context had changed and that the strategies that made us successful in the past could be largely irrelevant for the future." They furthermore stipulate that reset means to find smart, intelligent, and manageable ways of handling change based on thorough research and due diligence where people learn from each other's effort and shared values. Heifetz and Laurie (1997) argue that instead of orienting people to their current roles, leaders must disorient them so that new relationships can develop. These arguments are in line with the views expressed by the respondents that it is vital to involve all the stakeholders in the transformational process so that new developed legislative instruments and strategies can be understood by everyone and the values which all the actors should live by and prescribe to, should be inculcated in all the essential actors in the sector. Change cannot naturally unfold but it must be planned and executed purposely and monitored. Change is a painful process, it creates a discomfort in people due to the unusual way of doing things, and it brings about new arrangements in the operations of the institutions. There is a need for flexibility and adaptability among the institutions if they want to remain relevant and essential in the complex and fast changing global environment. Bamford and Forrester (2003) assert that before change can occur, old

behaviours, structures, processes and culture should first be discarded before new approaches can be implemented. I strongly agree with this statement, while striving to transform the public sector into a high performing sector that is delivering public value and satisfying the expectations of its citizen, organisations should take deliberate decisions to build the capacity of the employees and unify the required organisational values. This will transform the 60 to join the top 20 as indicated in the conceptual framework of this research.

5.4.2 Minimal sectoral communication as a leadership challenge

Communication is a crucial act and process to effective performance of any sector. This is so due to that organisations cannot execute responsibilities and tasks in silos but working in teams has become a non-negotiable leadership responsibility. As stipulated in Table 2, the agricultural sector is comprised of the Ministry of Agriculture, Water and Forestry as an agent of government, three agricultural boards, academic institutions, unions, state owned enterprises, non-governmental organisation, the farmers and the international community. Nel & Beudeker (2011) contend that in the new economy in order for organisations to effectively perform and deliver public value, it is vital to embrace co-creation and collaboration. Respondents outlined that team work is of importance if we are to achieve sectoral co-ordination.

For analysis purposes, this section is sub-divided into different types of co-ordination as narrated by the research respondents. These entail intra-ministerial communication and inter-ministerial communication. Most respondents revealed that sectoral co-ordination as a leadership strategy was important for the realisation of policies. These respondents stated that when different stakeholders within the sector had on-going communication, and elements of collaboration, networking would contribute towards a ministry that is co-ordinating policy implementation through leadership. This was also important to raise stakeholder awareness in terms of their roles and responsibilities. This is further supported by existing evidence in order to build a strong argument base.

5.4.2.1 Intra-ministerial communication

Respondents indicated that the process of assembling employees and senior staff, such as Directors, to engage in collective organisational conversations that require multi-department approach in order to address problems that required other departments remained a challenge. “The first act of leadership is to create a thinking environment. Every subsequent act of leadership gains quality from there” (Kline, 2010). It is crucial at this stage to stipulate that in the new economy, the role of leadership is to create a thinking environment where all stakeholders assume an active role in envisioning where the sector ought to be, how and when and what their responsibilities and commitment is going to be. Intra-ministerial communication is vital to ensure that a favourable environment exists where different departments assemble on a regular basis to share progress made in their respective departments and to highlights challenges, achievements and opportunities. Research respondents stipulated that lack of intra-ministerial coordination has remained a hindrance in the implementation of programmes and projects.

One of the primary responsibilities of a leader in the new economy is to mobilise social intelligence through communication platforms that are co-ordinated. This is supported by Ibaraa and Hunter (2007) who argue that all leaders need to build good working relationships with the people who help them with their job. Such communication networks include not only direct reports and superior networks but also peer within an operational unit, other internal players and key outsiders such as unions, traders, transporters and exporters. When leaders creates a thinking environment where all internal players display genuine freedom to think for themselves, employees exhibits high levels of motivation, self-fulfilment and will contribute their outmost best to the performance of an organisation. Inculcating a culture, in which there is open flow of information between various departments within the ministry, stimulates the exchange of ideas, innovations, knowledge and experiences. In organisations where such traditions are practiced, they become learning organisations. The respondents noted that leaders should be people who listen to others for advice and input, especially in a sector that requires multi-sectoral responses. This statement is supported by Heifetz and Laurie (1997) who state that “solutions to adaptive challenges reside not in the executive suit but in the collective intelligence of employees at all level who need to use one another as resources often across departments and learn their

ways to those solutions". It is very clear that organisations operating in complex environments will require strong team players who value a divergence of perspectives emanating from employees both from the top and bottom of the organisational hierarchy.

5.2.4.2 Inter-ministerial communication

The agricultural sector has employed a multi-sectoral approach to agricultural development and programming. Respondents mentioned that there is a need to get all sectoral stakeholders in drafting, implementing and evaluating strategies. They also mentioned that there is a need to meet twice per year and to make it compulsory for all sectoral stakeholders to be there. This is due to prevailing threats and shocks to the Agricultural sector which demand that different ministries address challenges collaboratively.

For example, as stipulated in the National Agriculture Policy, access to global lucrative markets for Namibia livestock industry is a motivating factor for a majority of farmers to engage in agricultural production. However, this hinders farmers from engaging in agricultural production due to the outbreak of Foot and Mouth Disease (FMD). This disease is caused by the free roaming buffalo that migrated from Botswana to Namibia. Buffalos are carriers of FMD and the number of buffalos over the years has multiplied. This ultimately meant the intensification of FMD outbreaks in the regions in which more than 70 percent of the population subsist on agriculture for a livelihood.

The outbreak of FMD in the region hinders farmers from accessing the lucrative global market. In the same vein, the Namibian economy depends on tourists. The presence of buffalos is a lucrative business that attracts tourists to the country. The presence of buffalos creates a hindrance for agricultural production to flourish because it blocks global market accessibility and this requires an inter-ministerial policy dialogue between the Ministry of Environment and Tourism and the Ministry of Agriculture, Water and Forestry. But respondents stipulated that such an inter-ministerial forum of communication does not exist, thus creating a challenge for any possibility to find a sustainable solution. "Building and nourishing a culture of communication where inclusion and trust are the norms by integrating different perspectives to decision making and problem solving process is a key leadership strategy to address lack of inter-ministerial communication" (Pless & Maak,

1999). This is further supported by Dachler and Hosking (1995, p. 5), who state that "within an inclusive environment leadership becomes a question of coordinated social processes in which an appointed leader engages collectively in the process of finding solutions to prevailing challenges." A lot of challenges affecting the Ministry of Agricultural, Water and Forestry require the participation of other ministries due to the nature of threats and shocks affecting its performance. Therefore it is significant to have the quality of leadership who possess strong communication, networking and collaborative competencies all of which are elements of team work. Driving an inter-ministerial network is crucial in the new economy and it is a vital ability in strengthening sectoral team work geared towards effective implementation, monitoring and evaluation of programmes and projects. This is highlighted in the conceptual framework as some of the key components that drive high performing institutions who deliver superior services to targeted constituents.

5.4.3 Lack of capacity development as a leadership challenge

Capacity development is a crucial leadership factor in our continuous global changing environment that is influenced by multitude of factors which range from new technologies, changes in climate, changes in political leadership and in global and local markets. "It is evident and true that the environment in which organisation operate these days' changes all the time" (Mrowka & Pindeiski, 2011). The project of skills enhancement and knowledge development within the workforce should be moving at the same pace with the advancement of technology. Challenges such as climate change would require the setting up of early warning systems which are highly digitalised and will leave the current workforce with no choice but to upgrade.

Respondents mentioned that; "capacity development might be there at different institutional levels, but at sectoral level there is a need for improvement". They further mentioned that it will not be possible to do that if there is no "training need assessments conducted to support the change that needs to be introduced." Respondents further highlighted that we need to recruit experts in different areas of agriculture and people need to be trained as agricultural economists and other specialised fields. This notion is strongly supported by Dachler (1992); Dachler and Dyllick (1988) as quoted by Pless and Mark (1999), who state that the "role of mentor and coaching involve supporting employees in

their development thus giving them advice, opening up new developmental perspectives and opportunities as well as discussing and weighing alternatives." They further argue that the leader as cultivator tries to secure a working learning climate in which employees' flourishes and creativity is harvested (Pless & Mark, 1999). The above statements are in alignment with what one respondent mentioned. Respondents mentioned that existing skills and knowledge should be shared among various players within the sector with focus on having mentorship programmes.

> *"Attachment programmes are thus very important to mentor young graduates along with established farmers. The programmes are existing but operating in isolation."*
>
> (Respondent 8, 2016)

What is clear from the statement above is that there are mentorship programmes in place, however there is minimal co-ordination as these programmes are operating in silos. It thus becomes a leadership obligation to see to it that these programmes are co-ordinated so that the sector can maximise impacts thereof. One of the essential skills that every organisational leader should arm them with is the ability to develop leadership development programmes, so that the project of leadership development is continuously supported and institutionalised. One of the issues raised by respondents is the misalignment in the supply of human resources and what is demanded by the work environment. For example, the Department of Planning within the MAWF have employed Agricultural Economists with backgrounds in trade policy, but not public policy analysis. As a result, they have expressed difficulties providing the needed technical oversight of public policy that is assigned to State-Owned Enterprises (SOE), which are regulated and monitored by MAWF as an agent of government. The responsibility of discharging public policy monitoring and evaluation requires employees with training in public policy and not agricultural economists as the current status quo prevail. Hence, it is crucial, as indicated by the respondents, to conduct training needs assessments in the MAWF and the sector at large, so that recommendations for further capacity development programmes is based on evidence.

The Conceptual Framework within the literature review chapter clearly highlights a transformational leadership style as one approach leaders can employ if they want to create

effective and well capacitated teams. When teams are capacitated and the human resource base is developed, institutions tend to deliver effective public value. Hence leaders within the Ministry of Agriculture, Water and Forestry need to employ a transformational leadership approach that is deeply rooted in mentoring and coaching the human resources as a key methodology in enhancing the capacity of staff members. The notion above is supported by leadership scholar, Steven Covey, in his book *The Seven Habits of Highly Effective People* (Convey, 2004, p. 201), who states that "the goal of transformational leadership is to transform people and organisations in literal sense, to change them in mind and heart, enlarge vision, insight and understanding; clarify purposes; make behaviour congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating and momentum building".

The researcher agrees with the above statements because the project of leadership should be about building strong institutions, in which leaders are plugged across all levels of the organisations. This would mean that every employee within the organisation is mentored and coached in order to attain a leaderful organisation where everyone assumes the responsibility for leadership. As stated by Susana Annunzio and in the conceptual framework above, the primary responsibility of a leader becomes that of building and capacitating employees within the 60 percent to drive them to join the top 20 which is delivering superior public value. When this happens, it means an organisation attains its ultimate desired climax of being a leaderful and capacitated organisation.

5.4.4 Leadership styles as a leadership challenge

The rise and fall of any organisation or public sector is determined by the quality of leadership tasked with the responsibility of leadership. DuBrin (2010, p. 2) defines leadership as the "ability to inspire confidence and support among the people who are needed to achieve organisational goals". George (2003, p. 5) defines authentic leaders as "people of the highest integrity, committed to building enduring organisations, people with a deep sense of purpose and are true to their core values, leaders who have the courage to build their companies to meet the needs of all their stakeholders, and who recognise the importance of their services to society". The above stated assertion provides a clear understanding of the purpose of leadership, in a country such as Namibia with high poverty

levels, unemployment and inequality. Great leadership that should strive to drive the majority of the people out of poverty is crucial and significant. Agriculture is a crucial sector in the project of enhancing food production, productivity and competitiveness. Furthermore "agriculture continues to be a fundamental instrument for sustainable development and poverty reduction, three of every four people in the developing countries live in rural areas; 2.1 billion living on less than $ 2 a day and 880 million on less than $ 1 a day and most depend on agriculture for their livelihoods" (World Development Report, 2008, p. 1). The importance of agricultural development to poverty reduction, food security, income and wealth creation, employment, gender equity and nutrition security in the SADC region remains pivotal and unquestionable. "As a foundation of the economy and of societal and multi-sectoral challenges, agriculture is indispensable for national economies in the Region. More than 61 percent of its 277 million people draw their livelihoods from it. With a population growth rate of 2.5 percent (2010) that is just barely below the average agricultural growth rate of 2.6 percent (2010), the attainment of the Region's economic and socio-economic development goals is bound to be significantly constrained" (World Development Report, 2008, p. 2).

However, in order to achieve such a target, it will require a breed of employees who are committed to build strong institutions with a clear vision and mandate with unified values. Respondents during the focus group discussions indicated that one of the sectoral impediments to agricultural policy implementation is because institutions in the Agricultural sector operate in silos, there is a lack of team work and co-operation between the public, private and Non-Governmental space. Such a tradition of sectoral operation allows the public sector to make autocratic decisions with fewer inputs from the private and civil society organisations. Autocratic leadership makes institutions operate in silos and makes policy implementation a challenge due to the fact that there is a lack of involvement of everyone else and the broader stakeholder in the project of Agenda setting, policy implementation and policy evaluation.

When organisations are led by leaders who exhibit the 'I know it all' attitudes, when they do not or they are not consulted nor involve internal partners and external stakeholders in decision making, such organisations stand a possibility of extinction due to the fact that employees will be demotivated and that will affect the quality of services discharged to the

intended constituent. The primary responsibility of a leader in the new economy should be that of creating a thinking environment, a safe psychological space where employees are motivated to express their ideas and innovation about a much better future for the organisation. Respondents during the interviews shared pockets of excellence that exist within their departments and shared some of the good technical leaders who are doing well in getting everyone on the team. When teams exude a common vision and strategy, and shared responsibility they achieve great things. George (2003) defines authentic leaders as "people of the highest integrity, committed to building enduring organisations, people with a deep sense of purpose and are true to their core values, leaders who have the courage to build their companies to meet the needs of all their stakeholders, and who recognise the importance of their services to society". This is a crucial leadership statement since it emphasises integrity and building enduring organisations that deliver the needed services to the society. I strongly believe that if we strive towards building a firm and viable public sector with the kind of leaders who value co-creation and collaboration where the public, non-governmental and private sector share a common vision and destination, the agricultural sector could deliver the target of the 6% annual average growth and provide food for the needy people in the country. The sector could shrink the wealth gap between rich and the poor, and create employment and ultimately eradicate poverty, but such a transactional and transformation shift would require an enlightened and well equipped workforce in the public and private sectors committed to usher in services to the people.

> "*Lack of effective oversight from the MAWF to the state owned enterprises affects the quality of services to the targeted communities*"
>
> (Respondent 13, 2016)

Respondents expressed the exercise of laissez faire leadership which refers to an approach of leadership that involves less or no leadership; with this approach, leaders do not provide direction or supervision to their subordinates and have a hands-off approach. Subordinates or institutions are given the freedom to act as they please. With this type of leadership, the leader provides no control, monitoring, support, guidance or direction. This is the kind of leadership which is practiced by MAWF in the management of the state owned enterprises; there is lack of monitoring mechanisms to provide effective oversight to the public

enterprises and government agencies. Public enterprises are delegated by the MAWF to discharge certain functions on behalf of the ministry; however there is lack of oversight or follow up with the respective public enterprises. Respondents indicated that there are no proper reporting mechanisms in order to establish whether set targets are delivered or not, there are no effective forums for reviews. This makes the leadership vulnerable to laissez fair leadership. It is therefore recommended that the sector should adopt more transactional and transformational leadership styles so that enforceable mechanisms can be in place and transform the sector into a high performing organisation.

5.4.5 Sectoral co-ordination as a leadership strategy

A sector is comprised of institutions that operate independently but are required to operate in a collaborative approach, in order to attain set sectoral objectives. The Agricultural Sector is comprised of the Public sector, private sector, state owned enterprises, civil society organisations, Unions, the international organisations and the farmers (communal and commercial). All these are living organisations that need to work together functionally in order for the sector to perform. It requires great leadership to build a team of organisations working together and striving to achieve the common goal. Striking strategic partnerships and aligning organisations to work together as enduring teams is what makes the sector well-co-ordinated. Gray (1989) asserts that organisational collaboration which enhances co-ordination is a process through which people who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible. Respondents singled out co-ordination as a strategy that could oil programme and project implementation. Co-ordination could create a safer climate in which sectoral actors could reflect collectively about challenges and exchange views about possible solutions to the prevailing challenges. William Gumede (2014, p.6) quotes Kim (1991, p. 49) who states that “countries among the East Asian tigers experienced challenges due to the lack of a central co-ordination of planning or monitoring of implementation of policies”.

This is one challenge that the respondents outlined where there was no proper co-ordination among the public sector and the private sector; there is no effective annual

review of policies and programmes in the sector to measure the effectiveness of programme intervention and impacts. Williams Gumede (2014, p. 6) refers to "Japan, South Korea and Taiwan who managed to build a developmental coalition between the state and business". The idea of developing a coalition helped to bring the private and public sector together and steer development in the same direction.

"The custodian of co-ordination is the Ministry of Agriculture and it is their mandate to understand the dynamics within all the institutions and use the comparative advantage to achieve the common goal."

(Respondent 4, 2016)

"It is only at co-ordinated platforms that decisions can be made with a common voice, common goal so that we can achieve collectively as a country."

(Respondent 13, 2016)

In order to ensure effective programme development, design, planning, implementation, monitoring, evaluation and reporting, it will require a well-co-ordinated sector where partnership and collaboration are principles that are upheld by everyone. It will improve policy coherency and efficiencies in the implementation of programmes and projects.

5.4.6 Strategic vision and policy enforcement as a leadership strategy

One among the many cardinal virtues of leaders in the new economy which is prominently appearing in most definitions and provided much emphasis is having a vision, which is translated as having a mental picture of a desired future of a nation or an organisation. In order to turn a vision into a living reality, organisations need to have clear policies and strategies. One respondent stated that the MAWF is excellent at formulating good policies but very weak and poor at implementing and monitoring policies. Williams Gumede (2014, p. 8) argues that planning policies, monitoring of their implementation and early interventions when things go wrong are absolutely crucial for development success. The stated assertion of public policy management is a missing link in the manner in which agricultural policies are implemented in the Agricultural sector. Respondents made reference to the National Drought Policy of 1997 and strategy. The policy was not

monitored and there are no clear institutions in the value chain that are assigned with the responsibility to implement the policy. There is a provision of establishing the drought fund whereby farmers and other actors are supposed to contribute to the fund, but it was never implemented and follow ups were never made. There have been so many changes due to climate change in the past decade but the policy has not been reviewed yet, in order to include contemporary challenges. Respondents made reference to the Meat Industry Act of 1981 which is not inclusive; it still only refers to the provision of global markets and not domestic markets that can be accessed by the rural communal farmers. It is vital for such a policy to be reviewed so that it is inclusive and transformational.

The deficit of policy enforcement through implementation, monitoring and evaluation have made the sectoral leadership vulnerable to laissez faire leadership, where the Ministry of Agriculture, Water and Forestry as an agent of government is not proving effective oversight to the State Owned Enterprises (SOEs), and government agencies such as AMTA and Agribusiness Development, which have been delegated with certain functions to execute on behalf of government. This tradition of operating impedes effective service delivery with unclear strategic vision. The agricultural production and productivity might decline due to this. Respondents indicated that one of the weaknesses in the system is the lack and absence of enforceable tools and instruments within organisations, even if a state owned enterprise is not implementing policies as per the government targets or requirements, there are no clear penalties that will be directed to the leadership of the organisation.

"Strategic skills are needed to take a system perspective and are highly conceptual skills. These skills ask of the leader to understand how to influence and direct the organisation through visioning and system perception. Leaders need to have an understanding of the environment in which they operate and be able to handle external factors and their long-term effect on the organisation (Mumford, Campion & Morgenson, 2007, p.156).

Lack of qualified and skilled board members with an appropriate intellectual acumen to discharge the needed strategic leadership is a barrier to effective policy and strategy execution. William Gumede (2014) asserts that the implementation of policies must be carefully monitored, if a government announced it would built 100 000 homes a month, there must be careful monitoring, even on a monthly basis, that the homes are actually

being constructed, on time and according to the minimum standards and quality. If things go wrong, there must be early interventions to turn things around and not five years later. In order to craft a leaderful high performing sector, there ought to be constant monitoring and evaluations of sectoral performance. In order to inculcate a culture of evidence based policy making and result based operating, there ought to be strong measures of accountability.

5.5 Conclusion

There is a strong indication that when leaders use co-ordination as a strategy to include all stakeholders within the sector, this can contribute towards high implementation and a productive workforce. There were leadership challenges that led to poor service delivery within the Ministry of Agriculture, Water and Forestry. The problem was that many leaders do not build the capacity of employees and that change management is not conducted on a continuous basis. Respondents raised key factors such human capacity, alignment, leadership styles and co-ordination as contributing to the challenge of leadership. In considering what was highlighted, the role that strategic leadership plays in paving a common road map is important and significant in the new economy.

In summary, it is vital to have a vision but it will require team work, effective co-ordination, policy implementing and constant monitoring of such policies in order to attain desired results. It is crucial and vital to invest in human resource development which is strategically planned and budgeted. In order for a sector to perform, it will require an enlightened workforce that accepts the responsibility of both management and leadership. Therefore, it will be essential to create within organisations, leadership and management training programmes in order to craft a cadre of leaders within the organisation.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

In this chapter the researcher provides clear conclusions to each chapter that have been discussed. In addition, the author provides major recommendations that emerged from the literature review and the outcomes of the focus group discussions and key informant interviews. The author finally makes proposal for future research that is relevant to be investigated by other researchers.

6.1 Conclusions

The aim of this research was to explore the challenges of leadership in the Ministry of Agriculture, Water and Forestry. The literature review helped to lay a clear foundation of what has been researched before and what layer of knowledge is missing and what should be filled. Each chapter helped to build and enrich understanding of the challenge of leadership in the Ministry of Agriculture, Water and Forestry and what exactly should be done in order to address the challenges. Each chapter discussed above is summarised below and the recommendations provided.

6.1.1 Chapter One-Introduction

Under this chapter, the author provided the contemporary state of agriculture in the global world. The author highlighted the policy and legal frameworks that provide an institutional framework for different institutions within the agricultural sector. The chapter reflects on what some of the policy intentions are and the continental targets. Furthermore, the chapter provides the state of agriculture in the Southern African Development Community. It outlines the 2003 Maputo Declaration of 10 percent investment in agriculture by all members' states and the 6 percent annual average growth. The author narrows down the discussion to agricultural development in Namibia and in particular, the Ministry of Agriculture, Water and Forestry. Ultimately the main research problem, purpose and questions are outlined, including the guiding sub research questions.

6.1.2 Chapter Two- Literature Review

The chapter provided an analytical review of existing literature on the subject of leadership. The author utilised contemporary journal articles on the subject of leadership in order to establish the body of knowledge that has been already researched and investigated but also to acknowledge the work of others who have extensively authored on the subject of leadership. This was crucial and significant in order to avoid repetition and duplication of what others have already researched. The author defined what literature review is and why it is significant to conduct a literature review. Due to the broader coverage of the subject of leadership, the literature review is established within the theoretical framework which regulates and guides the relevant theories that were reviewed.

The final section outlines the leadership theoretical approaches, leadership styles and the conceptual framework. Since the study was exploratory in nature, it allowed the researcher to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry. Journals and books are reliable sources to inform the author on the state of leadership in the new contemporary economy. The author was mindful that leadership is one of the most researched subjects in the world today. Good leadership brings about good governance; identifying the challenges to good leadership is a significant step in addressing the gap and building leaders and strong viable institutions. Unfortunately this was the first research to be conducted in the Ministry of Agriculture, Water and Forestry. The literature review indicated that it was relevant and justifiable to explore the challenge of leadership in the MAWF.

6.1.3 Chapter Three - Research Methodology

This chapter focused on the research methodology. The study employed a qualitative approach. The research design was explained briefly in the second section. The type of data collection methods utilised by the researcher was explained in the final section of the chapter. The sampling method employed was briefly outlined, including the limitation for the study. Due to the researcher's interest of exploring the challenge of leadership in MAWF, the process of data collection had to be qualitative in nature. The researcher was involved in the collection, analysing and interpretation of data. By employing qualitative

research as a method for the study, it allowed the researcher to see the world through other people's perspectives. In order to gather authentic data on people's perceptions of the world, the researcher explained informed consent to the respondents, and after having gained permission, the researcher continued. "It was vital or significant for the researcher to take an empathetic role that allowed the researcher to accumulate and gather a diverse of perspectives of people about the world and the meaning that they attribute to their experiences in their environments" (Bryman, 2012, p. 43). The interviews were recorded and transcribed accordingly, key words and phrases were highlighted which were then categorised into themes.

6.1.4 Chapter Four-Presentations of Findings

The chapter started off by explaining the aim of the research, which was to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry in Namibia. The chapter provided a brief overview of different documents which were analysed and 13 respondents who were interviewed using a semi-structured interview guide. Additionally, two focus group discussions were held, as this was vital not just to collect data but to triangulate the research findings. Furthermore the chapter outlined the findings with the aim of exploring the challenge of leadership within the Agricultural Sector using the Ministry of Agriculture, Water and Forestry as a unit of analysis. The findings transcribed and recorded reflect factors that contribute to the challenge of leadership using key themes that were dominant during the interviews. Extracts from the interviews were used as evidence in supporting the findings from the interviews.

The chapter outlined the key demographics of the research respondents with the aim of reflecting the type of stakeholder within the Agricultural Sector, gender and years of service within the sector. The chapter also briefly highlighted the process followed during the raw data collection phase. Lastly, in terms of key themes derived from the interviews, the chapter outlined the findings in relation to the research questions and literature reviewed. The conclusion followed in the final section of the chapter. The findings were presented in light of the main research problem of exploring the challenge of leadership in the Ministry of Agriculture, Water and Forestry.

6.1.5 Chapter Five- Analysis and Interpretation of Findings

This chapter focused on the interpretation of findings, themes and the conceptual framework. The chapter analysed all the results in the context of the challenge of leadership in accordance with factors contributing to the challenge of leadership in MAWF. The different leadership styles and strategies to address the leadership challenges identified were interpreted using existing evidence and a basis for analysis. In the analysis and interpreting the findings, the researcher explored and compared findings of other researchers, in terms of similarities and differences and further provided reasoned explanations. The analysis and interpretation was done based on the conceptual framework of the research and also the application of the 20-60-20 Leadership Theory in facilitating change and co-ordination aiming of achieving the strategic leadership direction.

The chapter began with focusing on the research problem and purpose for the study. The researcher then focused on the themes that are aligned to the research questions identified, and how it speaks to the conceptual framework. The analysis and interpretation of findings was linked closely to existing literature on leadership.

6.2 Key findings on the challenge of leadership within the Ministry of Agriculture, Water and Forestry

The main aim of this research was to explore the challenge of leadership in the Ministry of Agriculture, Water and Forestry. The curiosity to investigate the subject of leadership was due to the fact that investments by the public and private sector in research and development are dominated by research on agricultural scientific subjects but there is a total absence of any research or scientific investigation on how effective leadership can enhance and hinder the effective functionalism of a Ministry or a public sector. Most of the research conducted is focused on agricultural marketing, trade, rangeland management and animal nutrition. It is observed that low performance of the agricultural sector is always attributed to natural science without any focus on how strategic aspects of managing the sector such as the quality of leadership, effectiveness of policy implementation and monitoring or co-ordination can hinder the attainment of set goals and objectives. In the quest to feed my curiosity and to find answers to questions around leadership, depth

reviews of literature, conducting key informant interviews, focus group discussions with farmers and operational employees in the MAWF were undertaken. The following have been the key findings of what makes leadership a challenge in the Ministry of Agriculture, Water and Forestry.

6.2.1 Change management

Namibia is among the top countries that are highly unequal in the world. The gap between the rich and the poor is too high and evident with a Gini co-efficient of 0.6 (NPC, 2015). The inequalities are racially inclined and this is due to the fact that Namibia experienced colonialism over the past three centuries. The previous government unequally distributed services to the inhabitants. Essential services such as veterinary service and extension were not equally provided to all the farmers. The government of the day have put some mechanisms in place in order to create a more economically equal society. Agriculture is significant due to the fact that more than 70 percent of the population subsist on agriculture for a livelihood and agriculture remains the backbone of the Namibian economy. It is vital to ensure that there are changes in legislation such as reviewing acts and policies but such a process must be based on inclusivity and participation.

It is vital to make sure that there is a sectoral transformational plan that is understood by all the stakeholders so that the direction of where the sector is going is clearly understood by all actors. The lack of collective participation to the transformation and the absence of a transformational plan is one of the key issues that are missing in the process of driving change; not involving everyone risks the ability to sustain the change that is needed. The policies and strategies which the ministry is discarding should be understood by all and the new practices that will bring about a desired future that will be owned by all the stakeholders and actors in the industry. A transformational shift from industrial agriculture to a diversified agricultural ecological system which the sector desires and ought to achieve requires the overwhelming participation of everyone. In the change process, there will always be those that easily adopt the new practices and values but there will also be those that resist change. It is thus the responsibility of leaders to manage the process judicially and empathetically, so that all stakeholders are involved.

6.2.2. Minimum sectorial communication and co-ordination

Communication is the glue that binds any nation, industry or sector together. Leadership in the new economy requires people to have a shared common vision and strategy so that they all pull in the same direction. Lack of communication in the sector remains the biggest challenge that hampers the attainment of desired results such as the 6 percent annual average growth. Communication would play a vital role in enhancing co-ordination as the absence of communication disrupts any efforts of enhancing co-ordination. Intra ministerial communication is a challenge; there is lack of information sharing within ministries and decisions taken at sectoral meeting levels, and these are not transferred to colleagues within the organisation. One of the chief attributes of leadership is the ability to communicate. Communication keeps the organisation alive and vibrant, and a vibrant organisation is in touch with its constituents and satisfies or even exceeds the expectations and needs of the clients. The lack of communication within the ministry and among other ministries and with the farmers, who are the key stakeholders, is a challenge.

6.2.3 Leadership styles and capacity development

The style of leadership that exists within an organisation determines how motivated and encouraged the employees and the stakeholders are going to be. Great leaders in the new economy focus on creating thinking working environments or learning organisations where all employees become leaders in their organisations and creates a climate where good ideas and solutions are generated. Lack of strong accountability and a culture of service affect the ability of the sector to deliver to its expectations. The days are over when all solutions affecting the organisation were provided by the leaders at the top. In today's complex, sophisticated and fast changing world, employees at the bottom can provide valuable sustainable solutions to the prevailing organisational challenges. The project at hand is about crafting leaders across all the levels of the ministry or organisations. It is about striving towards creating a leaderful sector. Autocratic leadership is no longer essential, but transformational and transactional leadership is what is required to flood the ministry for sectoral goals to be realised.

Another type of leadership that is required is the servant leadership, where public servants assume the responsibility of selfless servants and not self-serving. This type of leadership cannot appear automatically in an organisation but it will require a deliberate decision from the management to develop leadership development programmes where leaders in the public sector are transformed to be authentic, transformational and servant leaders. The Harvard retired professor, John Kotter, asserts that we need both managers and leaders, without both attributes in our employees, organisations are likely to become extinct. Therefore, there is a need to strive to manufacture or hybridise a critical mass of an enlightened workforce that is able to manage and to lead and this can be produced through staff development programmes.

6.3 Conclusions

This study was aimed at exploring the challenge of leadership in the Ministry of Agriculture, Water and Forestry. After conducting key informant interviews with heads of institutions and having focus group discussions with farmers and operational staff in the MAWF, the author can confidently conclude that lack of coordination, communication, capacity to manage change are the leading barriers or impediments in the project of leadership within MAWF, that consequently, lead to lack of translating agricultural policies into actions. Lack of well aligned polices and strategies among the MAWF and its state owned enterprises is a leading cause of poor sectoral performance. Leadership requires the public sector to work together with the private sector and the Non-Governmental Organisations but findings of this research show that actors operate in the old economy values of individualism and competition. There is a lack of collaboration and co-creation. Even though there are policies and frameworks of operations, responsibilities of institutions are not clear, there is a lack of enforceable instruments to non-performing organisations. The challenge of leadership is also deeply rooted in the leadership style that is dominant within the ministry, and clear recommendations were made by respondents on the strategies that can be taken to address the leadership challenge.

6.4 Recommendations and research implications

The research makes provision for the following recommendations:

Bi-annual National Stakeholders workshops for improved sectoral co-ordination and information exchange for effective communication. It is recommended that MAWF facilitates national Agricultural Sector Stakeholders meetings twice every year. These forums will attract captains of industries, services providers and experts from all the ancillary industries supporting the agricultural sector. In addition, senior GRN officials from the different MAWF directorates will be useful to have on board as resource persons.

The forums would serve to provide the following:

- The meetings will provide a platform where key stakeholders like the GRN/MAWF can give correct feedback to the sector regarding progress with the implementation of policies, for example, the land reform, Drought Policy.

- Regular exchange of information is very important as it allows stakeholders to understand policy frameworks on a deeper scale, and this should help avoid situations where non-state actors engage in activities that undermine sectoral priorities.

- These national forums are an ideal platform for addressing complex and cross-cutting challenges like the issue of Foot and Mouth Disease (FMD), Human Wildlife Conflict (HWC), drought, flooding and livestock marketing issues. The research findings have noted that some of the challenges confronting farmers today have nothing to do with the farmers and are beyond the jurisdiction of the MAWF, for example, the challenge of FMD, border fences and human wildlife conflicts. Solutions to such problems require that Ministry of Environment and Tourism (MET), and Ministry of Land Reform (MLR), be brought on board for broader consultation, hence the proposal for bigger forums.

- National stakeholder's forums and meetings could help to clarify roles and responsibilities and this could help improve inter-ministerial stakeholder co-ordination.

In addition to that, there is a need to review some of the Policies and Acts such as the National Drought Policy and the Meat Industry Act of 1981. This will help to mainstream and integrate contemporary challenges, such as climate change, which is hindering the performance of the sector in order to meet the set objectives in Vision 2030, National Development Plan IV, Harambe Prosperity Plan and the Sustainable Development Goals. The misinterpretation and different understanding of the policy is prominent in my findings. It is thus advisable to conduct an enrolement induction policy workshop for all the boards and senior technical persons within the public sector, private sector, state owned enterprises and farmers unions. This will help to unify sectoral values and understanding of legislative instruments. It is also recommended to simultaneously induct the board members to all sectoral policies; this will enhance sectoral team work and cohesion which is essential in crafting a strong sectoral team and is a key element in leadership for effective service delivery. Such a step will model and produce a breed of sectoral leaders with a unified vision for the sector.

The research findings exhibit lack of wider legitimate participation of stakeholders in the policy formulation, monitoring and evaluation process. It is vital to recommend that, the development of Annual Sectoral Execution Plans be collectively and collaboratively developed. It is crucial to decentralise the planning process at Regional and Local Authority level, so that the inputs of communal farmers, who are on the margins of our society, are considered. Employing a multi-sectoral approach in the formulation of policies, monitoring and evaluation is cardinal in the effective performance of the sector.

Transformation and transactional leadership in the implementation of policies and identifying what is not working or is going wrong early through monitoring is absolutely crucial for the better performance of the MAWF. The implementation of policies must be judicially monitored at all time so that the sector delivers public value to the citizens.

The race between technological development and employee skills base is widening too fast. There is a need to ensure that training needs assessments are conducted so that the missing skills and knowledge base which are deficits in the sector are enhanced. In the new economy, having an informed, skilfully equipped human resource is inevitable; it is the only key in enhancing better public sector performance. There is a need to

expose all senior employees in management positions to leadership development programmes.

Finally this study was concerned about exploring the challenge of leadership in the Ministry of Agriculture, Water and Forestry. However it is highly recommended that future research focus on how the lack of co-ordination affects effective functioning of the agricultural sector. In addition to that, how the absence of co-ordination within the sector affects policy implementation. This area needs a deeper analysis and a more descriptive or explanatory approach to research.

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