


Appendix 1: Questionnaire

My name is Emily Man, 23 years old and I am a Master student of International Public Management and Policy at the Erasmus University Rotterdam.

The aim of this research is to get insight in the preparation stage when implementing the strategic framework in controlling and preventing non-communicable diseases.

This questionnaire consists of 7 parts: Objectives, structure, participation, internal communication, coordination, desired outcome and open questions.

There are no wrong or right answers, but please don’t leave questions unanswered. Filling in this questionnaire will approximately take 10 – 15 minutes of your time. All personal information will be held confidentially and will not be published and your answers will be handled carefully.

Do you have any questions at this moment or do you foresee any problems, please email or contact me. My stay in Hong Kong is till 30 July and I am approachable every day for questions.

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Phone:  00852 61794633

Thank you beforehand for your time and cooperation!
Objectives

A1. Does the Department of Health have precise goals for the implementation?
   1. Not precise at all
   2
   3
   4
   5. Very precise

A2. Did the Department of Health set up proper targets and specific actions in order to implement the framework successful?
   1. Yes
   2. No

A3. How clear were the vision and goal defined in the strategic framework?
   1. Not clear at all
   2
   3
   4
   5. Very clear

A4. Was the vision and goal still clear to you when implementing the framework?
   1. Not clear at all
   2
   3
   4
   5. Very clear
**Structure**

B1. Can you rate the following elements on a 5-point Likert scale from not very important to very extremely important?

<table>
<thead>
<tr>
<th>Element</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity and coherence of objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participation (coherence, motivation)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal communication (quality)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Structure organization (tasks)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Coordination (carrying out of the key activities)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Desired outcome</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

B2. Did the implementation initiative come from the staff, managers or another actor?

1. Staff
2. Manager
3. Another actor:..........................

B3. Are there enough employees to implement the strategic framework?

Yes, how many:..............

No

B4. Are the department’s routines documented in a manual or similar?

Yes

No

B5. Were clear rules and regulations that address directly the intend of the policy developed?

Yes

No

B6. Are there documents on which employee should do what when implementing the framework?

Yes

No

B7. Do you believe you have the right competence to implement a framework?

Yes

No
Participation
C1. How involved were you in the development of this framework?
   1. Not involved at all
   2
   3
   4
   5. Involved very much

C2. Indicate your overall level of agreement with this framework.
   1. Strongly disagree
   2
   3
   4
   5. Strongly agree

C3. How well do you understand all the issues related to development of this framework?
   1. No understanding
   2
   3
   4
   5. Fully understanding

C4. In general, is it easy to get support from the colleagues when trying to implement this framework?
   1. Not easy at all
   2
   3
   4
   5. Very easy

C5. Are most of the employees participating actively in implementing the framework?
   1. Not participating actively
   2
   3
   4
   5. Very actively participating

C6. Do members of the Department of Health cooperate with each other when trying to implement the framework?
   1. Cooperate not well
   2
   3
Good cooperation

C7. Did you enforce a vision statement reflecting unique values of the framework?

1. Yes
2. No
**Internal Communication**

D1: Does the communication mostly come from above or staff?
   1. Above
   2. Staff

D2: How many times do you communicate with people within the organization?
   1. None
   2. 1-3 times per month
   3. 1-3 times per week
   4. 1-3 times per day
   5. 4 or more per day

D3: Was this from someone with a function higher or below you?
   1. Yes
   2. No

D4: What was a more usual medium?
   1. Face-to-face
   2. Documents (memos or reports)
   3. Phone
   4. Discussions
   5. Meetings

D5. Was the implementation planned in cooperation with the staff? Did the higher level communicated with the lower level?
   1. Yes
   2. No

D6. Did you have adequate resources for the implementation?
   1. No adequate resources
   2. 3. 4. 5. Many adequate resources
Coordination

E1: How much direct influence does each of the people below have on the implementation of the framework?
People in line management:
1. None
2. A little
3. Some
4. Quite a bit
5. Very much

Yourself (which position).................................
1. None
2. A little
3. Some
4. Quite a bit
5. Very much

Other people (professionals, stakeholders):
1. None
2. A little
3. Some
4. Quite a bit
5. Very much

E2: To obtain the materials, clients, or information needed to do your job, how much do you rely on other people?
1. None
2. A little
3. Some
4. Quite a bit
5. Very much

E3: To fulfill your work responsibilities, how much do you depend on other people?
1. None
2. A little
3. Some
4. Quite a bit
5. Very much

If so, can you name some of the people you rely and depend on? .........................................................
E4: How much authority do you have to make decisions?
   1. None
   2. A little
   3. Some
   4. Quite a bit
   5. Very much

E5: Are orders sent from a higher level (director)?
   1. Yes
   2. No

E6. Did leadership play a role in the implementation of the strategic framework?
   1. No role
   2.
   3.
   4.
   5. Very important role

E7. Did you have the flexibility to carry out the key activities?
   1. No flexibility
   2.
   3.
   4.
   5. Very much flexibility

E8. What does the institutional context look like?
   - Formal decision-making procedures
   - Communication rules
   - Informal relations between the several actors involved

E9. Were appropriate accountability procedures instituted in the organization?
   1. No appropriate procedures
   2.
   3.
   4.
   5. Many appropriate procedures
**Desired outcome**

F1: Did the initiated activities as described in the strategic framework occur?

1. None occur
2. A little occur
3. Some activities occur
4. Quite a bit occur
5. All occur

Which activities did not occur, and give me an explanation why?


F2. Does the Department of Health periodically evaluate whether the initiated actions are accomplished?  
   Yes  
   No

**Demographic data** **not obligated**

Name:---------------------------------------------------------------------------------

Age:----------------------------------------------------------------------------------

Function:--------------------------------------------------------------------------------

**Open Questions:**

1. During the decision-making process, did you find yourself dependent on others for information?
2. What were your impressions of the information you received?
3. During the implementation, did you find a lack of information existed between your and other actors?
4. Are there things you were uncertain about and that will affect your activities regarding this project?
5. Were there anything you needed during the first stages of implementation and where you did not have access to?
6. Could you describe the most important instruments and whether they were useful to carry out the implementation?
7. Determine how success of implementation will be judged and measured?
8. Identify what steps are required to achieve the success of it?
## Appendix 2: Quantitative Data

### Table 9: Descriptive statistics per item: construct Structure

<table>
<thead>
<tr>
<th>Structure</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<tbody>
<tr>
<td>Importance factors</td>
<td>15</td>
<td>2</td>
<td>5</td>
<td>4.22</td>
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<tr>
<td>Initiative</td>
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<td>1</td>
<td>3</td>
<td>2.87</td>
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<tr>
<td>Employees</td>
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<td>Routines</td>
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<td>Clear rules/regulations</td>
<td>15</td>
<td>1</td>
<td>2</td>
<td>1.84</td>
<td>0.53</td>
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<tr>
<td>Instructions</td>
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<tr>
<td>Competence</td>
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<td>0.75</td>
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### Table 10: Descriptive statistics per item: construct Participation

<table>
<thead>
<tr>
<th>Participation</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
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<th>Std. Deviation</th>
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<tr>
<td>Involvement</td>
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<td>Level of agreement</td>
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<td>Participation</td>
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<td>3.53</td>
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<td>Cooperation</td>
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<td>0.79</td>
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Table 11: Descriptive statistics per item: construct Communication

<table>
<thead>
<tr>
<th>Communication</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
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</thead>
<tbody>
<tr>
<td>Hierarchy communication</td>
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<td>Frequency</td>
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<td>Planned communication</td>
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<td>Resources</td>
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<td>4.51</td>
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Table 12: Descriptive statistics per item: construct Coordination

<table>
<thead>
<tr>
<th>Coordination</th>
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<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<tr>
<td>Influence</td>
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<td>Dependence on others</td>
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<td>2</td>
<td>4</td>
<td>3.30</td>
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<td>Orders</td>
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<td>3.69</td>
<td>0.63</td>
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<tr>
<td>Institutional context</td>
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<td>1</td>
<td>3</td>
<td>2.91</td>
<td>0.52</td>
</tr>
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<td>Procedures</td>
<td>15</td>
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<td>3</td>
<td>3.00</td>
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</tbody>
</table>
Table 13: Descriptive statistics per item: construct Desired outcome

<table>
<thead>
<tr>
<th>Desired outcome</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key activities</td>
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<td>5</td>
<td>3.17</td>
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<tr>
<td>Evaluation</td>
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<td>0.76</td>
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