THE INFLUENCE OF KENYA VISION 2030 ON STRATEGIC PLANNING IN PUBLIC SECTOR ORGANIZATIONS: A CASE STUDY OF NAIROBI CITY WATER AND SEWERAGE COMPANY LIMITED

By

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A Management Research Project submitted in partial fulfilment of the requirements of Master of Business Administration Degree, Department Of Business Administration, School Of Business, University of Nairobi.

NOVEMBER, 2011
DECLARATION

This management research project is my original work and has not been presented for a degree certificate in any other university.

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D61/7073/2006

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATIONS

To my loving husband Browne Kutswa for your affectionate encouragement and continuous support all through till I completed this project.

To my five charming children: Michael, Jacob, Mona, Nellie and Angel, for all the times you had to do without “Mummy” in your young lives and so that one day you may understand why the aspiration for wisdom never ends.

To my Mum Monah Anyangu for the good foundation you laid for my education with your sacrifices in my early life, am evermore grateful.

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### ABBREVIATIONS

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>APs</td>
<td>Administration Police</td>
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<tr>
<td>AWSB</td>
<td>Athi Water Services Board</td>
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<tr>
<td>BHAGs</td>
<td>Big Hairy Audacious Goals</td>
</tr>
<tr>
<td>BOD</td>
<td>Board of Directors</td>
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<td>BPO</td>
<td>Business Process Owner</td>
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<td>CCN</td>
<td>City Council of Nairobi</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>EMCA</td>
<td>Environmental Management Coordination Act</td>
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<td>EPZ</td>
<td>Export Processing Zone</td>
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<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>FMS</td>
<td>Fleet Management System</td>
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<td>GDP</td>
<td>Gross National Product</td>
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<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>ICT</td>
<td>Information &amp; Communication Technology</td>
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<tr>
<td>ISO</td>
<td>International Standard Organization</td>
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<tr>
<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
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<tr>
<td>KPC</td>
<td>Kenya Pipeline Company</td>
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<tr>
<td>LAs</td>
<td>Local Authorities</td>
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<tr>
<td>LASDAP</td>
<td>Local Authority Service Development Action Plan</td>
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<tr>
<td>LATF</td>
<td>Local Authority Funds Transfer Fund</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>MoPND</td>
<td>Ministry of Planning and National Development</td>
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<tr>
<td>MTP</td>
<td>Medium Term Plan</td>
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<tr>
<td>NCWSC</td>
<td>Nairobi City Water &amp; Sewerage Company Ltd.</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<td>---------</td>
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<tr>
<td>NEMA</td>
<td>National Environmental Management Authority</td>
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<td>NRW</td>
<td>Non-Revenue Water</td>
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<tr>
<td>NWSB</td>
<td>Nairobi Water Services Board</td>
</tr>
<tr>
<td>PPDA</td>
<td>Public Procurement and Disposal Act</td>
</tr>
<tr>
<td>SBU</td>
<td>Strategic Business Unit</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>SPA</td>
<td>Service Provision Agreement</td>
</tr>
<tr>
<td>STI</td>
<td>Science Technology and innovations</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>UFW</td>
<td>Unaccounted for Water, also known as NRW</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>WARIS</td>
<td>Water Regulatory Information System</td>
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<td>WASPA</td>
<td>Water Services Providers Association</td>
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<td>WASREB</td>
<td>Water Services regulatory Board</td>
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<tr>
<td>WRMA</td>
<td>Water Resources Management Authority</td>
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<tr>
<td>WSB</td>
<td>Water services Board</td>
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<tr>
<td>WSP</td>
<td>Water Services Provider</td>
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<tr>
<td>WSP-WB</td>
<td>Water and Sanitation Program – World Bank</td>
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The purpose of the study was to determine the influence of the government’s vision 2030 on strategic planning of Nairobi City Water and Sewerage Company Limited (NCWSC). The study narrowed its research undertakings into the challenges facing strategic planning, the influence of vision 2030 on the organization and the measures put in place to ensure that company strategic planning conforms to it.

The study adopted a case study design to determine the influence of Vision 2030 on Strategic Planning in Public Sector Organizations. The study relied on primary data collected using a structured open-ended questionnaire (see appendix 2). Interviews were conducted with 9 management staff working at Nairobi Water Company offices situated in Industrial Area, Nairobi. The interviewees included; managing director, Director technical services, director financial and HR administration services, director commercial services, planning monitoring and evaluation manager, informal settlement department manager, engineering manager, operational and maintenance manager and ICT manager. Qualitative data was obtained and analyzed logically and systematically using content analysis procedures.

The study found out that alignment of the company strategic planning process at the company is steadily being moulded alongside that of the vision 2030. However, progress was hampered by sudden change in top management of the company, weak production capacity, engineering challenges, poor water supply infrastructure, governance challenges, inadequate human resources, ineffective use of ICT, lack of quality assurance, high levels of insecurity that led to vandalism of water supply lines, financial management challenges and environmental regulations compliance challenges. The study concluded that NCWSC, though only in operation for seven years, has achieved a marked improvement in service delivery and intends to continue improving this processes. To achieve its objective of delivering quality and reliable water and sewerage services to the residents of Nairobi. The company will rely on the continued support from consumers, government, development partners, civil society and the private sector, including banks.
The study finally recommends that: the company should strengthen its human resources capacity by recruiting competent and high performing staff through a job evaluation exercise, salary review and corporate restructuring to right-size the organization; automate all its functions by incorporating ICT in all job task functions through an effective Enterprise Resource Planning (ERP) System; employ sound procurement practices as per the stipulated guidelines in the procurement act; strengthen the water supply infrastructure by replacing the old leaking pipes with new and long lasting pipes; minimize cases of vandalism by engaging lawyers and security to increase surveillance; conduct age-analysis of assets; identify areas with dilapidated infrastructure; procure contractors’ services and supervise works effectively. The company should also expand its water production capacity by constructing more boreholes and dams, redesign and construct waste water infrastructure, maintain and rehabilitate sewer networks and rehabilitate waste water treatment plants. The company should target low level of non revenue water (NRW), provide accurate meter readings, bill on 30 days cycle, operationalize and sustain underground leak detection, identify priority areas, procure adequate meters, replace meters as per strategic objective, and organize and execute awareness campaigns to educate customers on water and sanitation issues regularly.

Finally the company’s policy reforms should aim towards improving technical, commercial and financial performance to maximize efficiency gains; reducing government financial burden; attracting skilled expert personnel in management and private finance for investments; and realigning the institutional set-up/structure with changing business environment to meet consumer and stakeholder expectations.
CHAPTER ONE: INTRODUCTION

1.1 Background

Most African countries 50 years after independence are still struggling to develop economically, socially and politically (Karanja, 2006). Kenya is no exception when compared with other developing countries particularly in the Asian continent, now known as the tiger economies, African countries are still far behind whereas the tiger economies are fast headed for the first world. A close scrutiny as to why these countries which at independence were at par in development with Kenya reveals that while Kenya muddled through years of poorly planned development, the Asian economies like Singapore and Malaysia adopted well planned long-term strategic plans, which were systematically executed, sustained and measured.

It is perhaps for this awakening reality that the Kenya government gradually started to follow the Asian model, hence the introduction of development plans that envisaged Kenya as an industrializing country by year 2020, towards the end of President Moi’s rule. This was followed by the implementation of the 5 year Economic Recovery Strategy (ERS) for wealth creation and poverty reduction from 2003 to December 2007 under the leadership of President Kibaki. These put the country back on the path to rapid growth from 2002 when the GDP was at 0.6% rising to 6.1% in 2006, and the vision 2030 which is a long term national planning strategy currently being implemented with the goal of making Kenya a middle-class income economy by the year 2030 (Karanja, 2006).

1.1.1 Concept of Strategic Planning

Strategy is the game plan that management uses to stake out a market position, conduct its operations, attract and maintain customers, compete successfully, and achieve organizational objectives. The central thrust of a strategy is undertaking moves to build and strengthen the organizations long-term competitive position and financial performance and, ideally, gain a competitive advantage over rivals that then becomes the organizations ticket to above-average profitability. Strategy typically evolves and reforms over time, emerging from a blend of proactive and purposeful actions on the part of
management and, as-needed reactions to unanticipated developments and fresh market conditions (Guralnik, 1996).

Closely related to the concept of strategy is the concept of business model. An organization’s business model is management’s storyline on how and why the company’s product offerings and competitive approaches will generate a revenue stream. It has an associated cost structure that produces attractive earnings and return on investment. In effect, the business model sets forth the economic logic for making money in a particular business, given the current strategy. A winning strategy fits the organization’s external situation and its internal resource strengths and competitive capabilities, builds competitive advantage and boosts organizations performance (Guralnik, 1996).

Strategic planning is management tools used for the purpose of helping an organization do a better job, by focusing more energy to ensure that team members are working toward the same goals, assessing and adjusting to the organizations direction in response to a changing environment. According to Churqo in Strategic Planning in Public and Non-profit organizations “Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future” (Churqo, 2006).

The strategic planning process involves preparing the best way to respond to the circumstances of the organization’s environment, whether or not its circumstances are known in advance. Non-profit organizations often must respond to dynamic and even hostile environments. Being strategic, then, means being clear about the organization’s objectives, being aware of the organization’s resources, and incorporating both into being consciously responsive to a dynamic environment. Therefore strategic planning assumes that the future is not expected to be a resemblance of the past hence cannot be extrapolated. Strategic planning employs strategic analysis (SWOT) through formulation of vision and mission in developing and implementing strategy (Churqo, 2006).

Developing a strategic vision and mission, setting objectives, and crafting a strategy are basic direction-setting tasks. Together, they constitute a strategic plan for coping with
industry and competitive conditions, the actions of rivals, challenges and issues that stand as obstacles to the organization’s success. An organization exhibits strategic intent when it relentlessly pursues an ambitious objective and concentrates its resources and competitive actions on achieving that objective (Churqo, 2006). For instance, the government of Kenya will be seen to have strategic intent if it pursues vision 2030 concentrating its resources and comparative advantages in the achievement of the objective of becoming a middle-class industrializing economy and middle income earnings.

Vision 2030 therefore can be perceived as the long term strategy of the Kenya government (the vision) which is implemented via the five years medium term plans (MTPs) which are the missions to the vision. And it is from these that the public sector and private sector organizations are expected to develop their strategic plans so that there is unity of purpose in the achievement of the objective set out in vision 2030.

1.1.2 Vision 2030

Vision 2030 is Kenya’s new development blueprint covering the period 2008 to 2030. It aims at making Kenya a newly industrialized “middle income country providing high quality life for all its citizens by the year 2030”. The vision was developed through an all inclusive stakeholder consultative process, involving Kenyans from all parts of the country. The vision is based on three pillars namely; the economic pillar, the social pillar and the political pillar (Ministry of Planning and National Development Report 2010).

The economic pillar aims at providing prosperity of all Kenyans through an economic development programme aimed at achieving an average GDP growth rate of 10% per annum by the year 2012 and sustaining it thereafter. The six sectors chosen strategically under this pillar are tourism, agriculture, manufacturing, trade, information technology and financial services (MoPND 2010).

The social pillar seeks to build “a just and cohesive society with social equity in a clean and secure environment” by investing in security, infrastructure, public sector reforms, people development and land reform. The political pillar aims at realising a democratic
political system founded on the issue-based politics that respect the rule of law, and protects the rights and freedoms of every individual in the Kenyan society (MoPND Report 2010). The vision for the water and sanitation sector is “to ensure water and improved sanitation availability and access to all by 2030”. Kenya is a water scarce country with renewable fresh water per capita at 647m3 against the United Nations recommended minimum of 1,000m3. It is critical to note that this fresh water per capita has been declining and is projected to reach 235m3 by 2025 unless measures to address the challenges are implemented (Kenya Vision 2030 2007).

The vision 2030 is to be implemented in successive five year medium term plans with the first such plan covering the period 2008-2012. A detailed 5 year development plan (2008-2012) has been prepared under coordination of the Ministry of Planning and National Development. It outlines the key policy actions and reforms as well as programs and projects that the government intends to implement in the period 2008-2012. The overall objective is realizing higher and sustainable growth of the economy in a more equitable environment accompanied by increased employment opportunities. After 2012 another five-year plan will be produced covering the period 2013-2017 and so on till 2030 (Ministry of Planning and National Development Report 2010).

Major reforms in the key sectors of the economy are expected as the development blueprint, Vision 2030, is implemented. Reforms were expected in priority sectors like agriculture, tourism, manufacturing, infrastructure and financial services (Karanja, 2006). The water strategy aims to intensify Kenya’s access to safe water and better sanitation using the national network of water services boards (WSBs), and the private sector, where necessary. The water programs are to integrate both water and sanitation components, thereby using simultaneous development of water and sanitation with the right pricing to bring individual and social benefits that will outweigh investment costs. Public-Private Partnerships(PPP) are encouraged in the development and management of water supply and clustering of viable water supply and sewerage utilities, as the government and its international development partners may not have all the financial resources this requires(Ministry of Planning and National Development Report 2010).
1.1.3 Public Sector Organizations in Kenya

The government of Kenya has three arms, namely: the executive, legislature, and judiciary. The executive (president) is head of state and works closely with Cabinet Ministers. The state is run through government line ministries, parastatals, Office of the President (OP) through provincial, district, division, local authorities, and regional authorities. Attached to these institutions is a bureaucracy composed of civil servants with a variety of technical knowledge. The bureaucrats, in particular, permanent secretaries are the technical heads of government ministries. They work closely with ministers of state in their respective ministries (Karanja, 2006).

The Kenya governance framework has faced a number of challenges in economic development. Most of these challenges relate to inefficient socio-economic and political governance including abuse of office and misappropriation of resources. The public sector reform program which began in 1993, has been addressing some of these challenges. The reforms aimed at enhancing quality and efficiency in service delivery in civil service. The reform program had three phases, which included: cost containment, performance improvement through rationalization of structures and functions, and refinement, consolidation and sustenance of reform gains (Karanja, 2006).

The state system is backed by private institutions and actors who include civil society, private firms and organizations. A three-phased public sector reform program based on result-based management has been going on since 1993. In the recent past, this program has been characterised by the public sector holding open days to get feedback from the public regarding the quality of services offered to them. Other aspects of reforms include: training and capacity building, Information and Communications Technology (ICT), financial planning and budgeting, procurement, accounting and anti-corruption measures. This largely served as the foundation of strategic planning in government with the result of vision 2030 being adopted as the country’s long range strategy (Otete, 2005).

Kenya has a total of 175 Local Authorities (LAs) composed of cities, municipal councils, towns and county councils established under the local government act chapter 25. The
local governance framework broadly consists of provincial, district, division, location, sub-location, public, and private institutions including civil society organizations. LAs are charged with the provision of services. Through Local Authority Transfer Fund (LATF), government allocates 5% of national income tax to LAs. In order to access LATF, LAs are required to develop a Local Authority Service Development Action Plan (LASDAP) through a participatory approach (Otete, 2005).

The government’s determination for structural change of water management in Kenya is for that reason, both strong and solid. In effect, the target of developing national Integrated Water Resources Management and Water Efficiency strategies and plans – set off at the 2002 World Summit for Sustainable Development in Johannesburg – consolidates this effort. This links directly to the six priority issues in Kenya’s efforts towards achieving the Millennium Development Goals – food security, unemployment, gender, water, and sanitation and infrastructure development.

Under the revised system, the Ministry of Water and Irrigation (MoWI) is responsible for formulating the National Water Policy and for carrying out reforms by bringing together all the stakeholders in the water sector. This is achieved through transferring the responsibility of water management to lower level organizations. Furthermore, since 2002, the provision of water and sanitation services was transferred to private companies as part of the decentralization process (WSP-World Bank, 2006).

1.1.4 Nairobi City Water and Sewerage Company Limited (NCWSC)

Nairobi City Water and Sewerage Company (NCWSC) is a limited liability company incorporated under the Companies Act CAP 486. It is licensed under the Service Provision Agreement (SPA) signed between it and the Athi Water Services Board (AWSB) which is empowered by the Water Act 2002 to provide efficient and sustainable water and sewerage services to the residents of Nairobi and its immediate environs. The company is a wholly owned subsidiary of the City Council of Nairobi (CCN). The latter Act brought about reforms in the Water Sector that were aimed at facilitating access to clean water and sewerage services to all Kenyans. The reform saw creation of Water
services regulatory board (WASREB) mandated to license the regional Water Boards which were tasked with the responsibility of regulating water Service providers in their respective areas of jurisdiction besides major asset development. Within this structure, NCWSC falls under the Athi Water Services Board (AWSB).

The Water Act 2002 provided for the separation of roles and responsibilities with clear mandates for each party. In this context, water resources management was separated from water services and institutions created to be responsible for their execution. With regard to water resources management, the Water Resources Management Authority (WRMA) was created. WRMA has six regional based catchments to execute its mandate. Concerning water services, eight Water Services Boards (WSBs) were created to render the act to provide services related to water supply and sanitation. These service boards are regulated by Water Services Regulatory Board (WASREB) the government appointed regulator.

NCWSC took over the provision of Water and Sewerage services within the city of Nairobi and its environs hitherto provided by the Water and Sewerage Department of the City Council of Nairobi (CCN). The Company is supervised by Athi Water Services Board (AWSB) formerly Nairobi Water Services Board (NWSB) to provide Water and Sewerage services to Nairobi residents under the terms of the Service Provision Agreement (SPA) with the aim of ensuring adequate and quality supply of water, affordable tariffs, maintenance and improvement of water and sewerage infrastructure.

A tripartite agreement was also signed between the City Council of Nairobi (CCN), Athi Water Services Board (AWSB) and Nairobi City Water and Sewerage Company (NCWSC). AWSB leased assets of CCN in line with the requirements of the Water Act 2002 which provides AWSB the right to acquire the full use of these assets. Other agreements include those for Agency and Operational assets between the CCN and NCWSC.

Nairobi which is the most populous city in East Africa, has a current population according to the 2009 census, of 3,138,369 inhabitants living within an area of 696 km²
plus another 552,000 in its surroundings under the service jurisdiction of NCWSC. At inception, the company inherited certain assets and liabilities from CCN which continue to pose challenges in its service provision. The operations of the company were also adversely affected by the prolonged drought which caused dams and rivers to dry up in 2006. A further complication to the efficiency of service delivery by the company has been the scenario where demand has significantly outstripped the supply. The current estimated water demand for Nairobi is 650 000 m$^3$/day compared to the production of 482 940 m$^3$/day (WRMA 2010). The difference between production and demand has been widening over time due to population growth, inadequacy of the carrying capacity of the distribution network, climate shocks and commercial/industrial expansion. Another challenge is the aging water and sewerage infrastructure which have increased maintenance costs besides breaking down frequently. All the above challenges are compounded by Kenya being a water scarce country with annual renewable fresh water per capita at 647 cubic meters against the United Nation’s recommended minimum of 1,000 cubic meters. The country’s Non Revenue Water (NRW) averaged 48% for the period 2005/06 to 2008/09) is high as per international standards. According to the Company’s published annual reports and financial statements and the Water Regulatory Information System (WARIS) reports, since the formation of the Company in 2004, the highest NRW (48%) was recorded in 2007/08 while the lowest (37%) was realized in 2005/06. This implies substantial loss of revenue and significantly adversely affects effective delivery of water and sewerage services to the city of Nairobi. Freshwater, as a natural resource, represents a fundamental key to sustainable livelihoods - for health, economy and development (World Resources Institute, 2006).

It is against this background that NCWSC developed its third Strategic Plan (FY 2010/2011 – FY 2014/2015) over a nine months period from November 2009 to June 2010. The 5-year Strategic Plan is expected to provide the Company with a strategic direction and assist it to accomplish its operational goals more efficiently and productively. The plan, which is aligned to the government’s Medium Term Plan 2008-12 and Vision 2030, builds on the second Strategic Plan (2007/8-2009/10) which came to an end in June 2010. The achievement of Vision 2030 dream of sustainable and
affordable water for all Kenyans therefore must be seen to stem from the capital city of Nairobi with 10% of the country’s population and which NCWSC serves.

1.2 Statement of the Problem

Strategic planning is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and human resources (Bradford, 2005). It is also the process of determining a company's long-term goals and then identifying the best approach for achieving those goals (Duncan, 2005). Strategic planning in public sector organisations can be affected by a country’s economic blueprint when organisations are forced to abandon their strategic plans and adopt strategic planning that conforms to the government’s vision. Strategic planning of organizations in Kenya can be affected when vision 2030 guidelines are inconsistent with public organisation strategic planning process and when organisations are not added more resources to meet vision 2030 demands.

All public sector organisations are expected to develop the second generation strategic plans and align them to the national blueprint, the Kenya vision 2030 and its first MTP. The vision 2030 guidelines have lightened the burden of mainstreaming public sector strategic planning by providing a clear operational framework. Most public sector organisations like Nairobi City Water and Sewerage Company (NCWSC) are finding it challenging to effectively incorporate vision 2030 guidelines in their strategic plans. Most of these organisations like NCWSC had already developed their strategic plans and were in the implementation stages. Vision 2030 has influenced organisations to abandon their strategic plans and adopt the new strategic planning that conforms to the government vision. It has also caused strategic plans to emerge alongside that of the government in due course or to review and revise their strategic plans to be in tandem with the government blueprint.

Although various studies have been carried out like Otete, Anita (2005) a comparative study of strategic planning in the Public and Private Sectors in Kenya. Karanja.A.N (2006); in a Survey of Strategic Planning & Performance of Public Corporations in Kenya, none of these studies have managed to link the influence of government vision
2030 on organisations strategic planning process and effectively provide a solution to company strategic planning challenges. These have led to development of a wide knowledge gap on how vision 2030 influences company strategic planning process amidst experienced strategic planning challenges. Undertaking of this study was to provide findings that will equip the company’s management with more skills on the influence of vision 2030 on company strategic planning process. This was expected to significantly bridge the existing knowledge gap on strategic planning and contribute towards achievement of the vision 2030’s social pillar. This study therefore sought to answer the questions: What are the challenges facing strategic planning of Nairobi City Water and Sewerage Company Limited. What is the influence of the government vision 2030 on the strategic planning of the company? And what are the measures put in place to ensure that company strategic planning conforms to the government vision 2030?

1.3 Research Objective

The purpose of this study was to determine the influence of the government vision of 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited (NCWSC).

1.4 Importance of the Study

It is important that the vision 2030 objective should be achieved. This can be feasible if all Kenyan organizations adopt and develop their strategic planning based on the government vision. Up until now, has been generally accepted that the private sector is the engine of growth, this then turns out to be a paradigm shift when government takes up the role of strategy setting. As such, it is important for all firms to embrace this vision for its effective implementation. For it to be successful there is need for unity of purpose in strategic planning. This study will therefore be beneficial to both private and public sector organizations and the academia.

The study will be of great importance to public organisations’ management since strategic planning matches business strengths with marketplace opportunities and provides direction to meet goals. A strategic plan as a road map for organization success
includes the goals and objectives for each critical area of business. These include organization, management, marketing, sales, target customers, products, services and finances. These business areas are laid out in a cohesive system that enables an organization to successfully plot a path and assess progress towards the goals.

Most organisations use their strategic plans to assess progress on a monthly or quarterly basis. The importance of a strategic plan lies in using it as a measurement tool, and helps to measure the success or failure in reaching organization’s goals and objectives on a regular basis, such as monthly or quarterly. If the organization is not on track for success, the organisation financial management will have the opportunity to make adjustments and ensure a profitable year.

1.5 Scope of the Study

The study was undertaken at Nairobi Water and Sewerage Company Limited. The target population comprised of the management staff working in various top managerial levels at Nairobi Water Company. The study was undertaken within duration of three months.

1.6 Definitions of Key Terms

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. A Mission statement is a statement that tells the fundamental purpose of the organization. It defines the customer and the critical processes. It informs you of the desired level of performance. The Vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria. The Kenya Vision 2030 is an economic development plan by the Kenyan government to develop several different economic zones in various parts of the country. The plan aims to produce annual economic growth rates of 10%. According to Kenya National Bureau of Statistics (KNBS), Kenya had a GDP growth of 5.6% in 2010. The vision is implemented through five-year plans, with the first one being for the period 2008-2012.
Strategic or institutional management is the conduct of drafting, implementing and evaluating cross-functional decisions that will enable an organization to achieve its long-term objectives. It is the process of specifying the organization’s mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives and then allocating resources to implement the policies, and plans, projects and programs. A balanced scorecard is often used to evaluate the overall performance of the business and its progress towards objectives.

A Corporate strategy refers to the overarching strategy of the diversified firm. Such a corporate strategy answers the questions of "what businesses should we be in?" and "how does being in these businesses create synergy and/or add to the competitive advantage of the corporation as a whole?" A Business strategy refers to the aggregated strategies of a single business firm or a strategic business unit (SBU) in a diversified corporation. Functional strategies on the other hand include marketing strategies, new product development strategies, human resource strategies, financial strategies, legal strategies, supply-chain strategies, and information technology management strategies among other strategies.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores the literature review of the study. Literature review is a continuous process that cuts across all the stages of the research process in a dynamic way. The review helps to clarify, strengthen and direct each stage of the research from formulation of each topic to the mechanism for the dissemination and utilization of the research findings (Morris, 2003). This chapter covers theoretical and empirical literature on the influence of the country’s blueprint on strategic planning in public sector organizations. The purpose is to convey the knowledge and ideas that have been established in an attempt to improve and bring a solution to strategic planning problems affecting achievement of Vision 2030.

2.2 Strategic Planning

According to Webster’s New World Dictionary, strategy is “the science of planning and directing large scale military operations, manoeuvring forces into the most advantageous position prior to actual engagement with the enemy” (Guralnik, 1996). Strategic planning in organizations originated in the 1950s and was very popular and widespread between mid 1960s and 1970s, when it was believed to be the answer to all problems and corporate America was ”obsessed” with it. Following that boom, strategic planning was abandoned for over a decade until the 1990s brought the revival of strategic planning as a “process with particular contexts” (Mintzberg, 1994).

According to Ansoff (2005), strategy is a set of rules of decision-making. The purpose of strategy is to provide directional cues to the organisation that enables it to achieve its objectives while responding to the opportunities and threats in the environment (Schendel & Hoffer (1999). A business strategy refers to the plan to achieve a competitive advantage. A business strategy takes resources into account. It also considers the advantage it has over competitors – such as the size of the company or resource capabilities. A strategic plan is a comprehensive statement about the organization’s mission and future direction, short term and long term performance targets and how management intends to produce the desired results and fulfil the mission given the
organization’s overall situation. Mintzberg et al (1976) suggested that strategy can be successfully defined as a pattern made up of both intended and unintended plans. This view tries to account for discrepancies between outcomes generally known as emergent strategy and the intended strategy.

Strategic planning is paramount in strategic management, setting out performance targets which organizations use to benchmark progress of strategy implementation and whether the organization is on course of the intended strategy or given environment and how these can be addressed to sustain the strategy implementation. The key element of strategy is to achieve competitive advantage. A good strategy should be capable of obtaining the desired objective, a good fit between the external environment, including government policies and an organization’s resources and core competencies. It must be feasible and appropriate, capable of providing the organization with a sustainable competitive advantage (Schendel & Hoffer, 1999).

Why is planning so important and why must it be done in concert with a strategy? From a macro perspective, business today gets done in a global marketplace. Change is occurring at an unprecedented pace. Time and distance continue to become less and less relevant thanks to the explosive growth of technology and the internet. There was a time when strategic planning was done by the large companies, and those who led change. Now it is a requirement just to survive. Leaders of business must be looking ahead, anticipating change, and developing a strategy to proactively and successfully navigate through the turbulence created by change (Schendel & Hoffer, 1999).

At a micro view, the level of any individual company, strategic planning provides a company purpose and direction. How are you going to get somewhere if you don’t know where you are going? Everyone in an organization needs to know what you sell or do, who your target customers are, and how you compete. A good strategy will balance revenue and productivity initiatives. Without strategic planning, businesses simply drift, and are always reacting to the pressure of the day. Companies that don’t plan have exponentially higher rates of failure than those that plan and implement well (Guralnik, 1996).
For many business owners and leaders, creating a vision, company’s values, and a strategic plan can be a daunting task for reasons like time, energy, financing, commitment and lack of experience. It’s hard work!! It requires business leaders to accept that yesterday’s success does not guarantee success in the future. It requires challenging the status quo, changing behaviours, implementing new procedures, hiring different people, and putting new systems in place in order to deliver on the strategy (Hoffer, 1999). The balanced scorecard is a multifaceted evaluation tool that combines both financial and non-financial factors to measure company performance. Based on their experience, Robert Kaplan and David Norton (2001) developed the approach around the idea that impressive financial returns are only one of the important factors to consider when assessing the success of a business. A balanced scorecard evaluation should take into account a range of objectives in different categories, including both leading and lagging indicators (Churqo, 2006).

2.3 Strategic Planning Practices

According to Lou Gerstner, (2004), it doesn’t matter what your strategy is, as long as you have one. Being clear about an organization’s strategic goals provides focus and helps managers understand how to direct their resources and make decisions on a daily basis. At the same time, strategic plans themselves do not necessarily result in a successfully implemented strategy. Consider President Dwight Eisenhower’s military wisdom, “plans are nothing, planning is everything.” Though he never found much use for the plans themselves, the planning process was indispensable. There is no single “best practice” for how to do successful strategic planning. The timing and process will differ depending on industry, market pressures, and the size and culture of the business. In the past, a five to ten year strategy time horizon was common, yet today we see how difficult it is to plan beyond two or three years. As eBay CEO Meg Whitman said, “Companies used to have strategy meetings once a year. Now they have them every two weeks.”(Gerstner, 2004).

Strategic planning is typically oriented to a particular organization’s circumstances at a particular time in its history. However, there are a number of proven and effective practices and methodologies that can be adapted for virtually any business. Stretch goals
drive strategic out-of-the-box thinking. While different organizations use different parameters, all of the best practice companies set targets that require a shift from business as usual. Their planning processes are evolving and flexible. A "continuous improvement" philosophy guides the planning-process design. Communication of the strategic plan is a formal and significant element of the process and it is viewed as a measure of quality planning (Harper Collins, 2002).

Planners emphasize action plans and strategic thinking. Planners expect strategic thinking to take place primarily at the business unit level. The planners' distinction between strategic planning and business planning is increasingly blurred. As the cycle time between strategic plans shortens, business planning is done within the context of a strong corporate vision or culture, even if a corporate strategy is not articulated. The role of strategic planning as a key element in the management system is explicitly recognized through strong links to other elements of the management system for example strong human resources and organizational structures (Harper Collins, 2002).

Documentation of strategic thinking is emphasized. A single core competence or capability is not the driver of strategic planning. Instead, the basis for competitive advantage and new business development is based on diverse competencies. Approaches to planning processes and planning system designs vary greatly. Although approaches vary, the framework of issue and option generation, prioritization, review and feedback continues to have universal relevance (Lou Gerstner, 2004).

2.4 Strategic Objectives

Financial objectives should improve return on investment, broaden revenue mix, revenue growth, reduce cost, change customer perceptions, increase satisfaction with our products, increase after sale satisfaction, customer retention. An internal satisfaction survey would enable an organization understand its customers, customer satisfaction score, create innovative products, renew product revenue, product development cycle, cross-sell products cross-sell ratio, hours spent with customers, shift customers to cost-effective channels, channel mix change, minimize operational problems, service error rate, responsive service request for fulfilment time (Guralnik, 1996).
To achieve learning objectives the organisation should develop strategic skills, strategic job coverage ratio, provide strategic information, strategic information availability ratio, align personal goals, employee satisfaction and percentage revenue per employee. A balanced set of criteria such as the ones above paint a complete picture of a company’s performance. Each of the metrics would include specific quantitative targets to help an organization measure its progress against established goals (Churqo, 2006).

Beyond strategic planning, another common application of the balanced scorecard approach today is in determining executive compensation. Companies are beginning to assess executives’ performance by linking their compensation directly to stated strategic goals (Churqo, 2006).

Studies by John Kotter and James Heskett (1992) found out that high-performing firms shared a number of similarities. These included a strong culture, targeted strategies appropriate for specific lines of business, the ability to adapt quickly within a changing environment and a focus on core competencies to deliver value to their stakeholders. The core competences of the corporation are those strategically important variables within an organization that are durable, difficult to duplicate and offer significant customer value. Core competence of corporation look first to the organization’s product and service offerings and work backward to uncover where firm’s core competencies rest (Gary, 1999).

Maintaining an overall customer focus, the Wal-Mart as a member of fortune’s top ten list of America’s most admired companies, attributes its vast success to its ability to focus on customer needs. David Glass (2001), director and former CEO of Wal-Mart Stores, explained that the company had made it to where it was by appreciating and satisfying customers and associates since they are the people who make the difference. Wal-Mart focuses not only on its customers’ needs, but also encourages participatory involvement of its staff. Further, its information technology strategy involves a sophisticated data mining plan. Randy Mott(2001), former Senior Vice President and Chief Information Officer explained that the company’s investment in data mining is part of Wall- Mart’s
drive to deliver what its customers want, the right item, at the right store, at the right time and at the right price (Pearce, 2002).

2.5 Challenges of Strategic Planning

There are several challenges of strategic management in developing countries. The major ones include; **Data**: finding data is a real challenge because the available statistics are far below those available in developing countries. Most companies try to keep any financial information and consider them secrets. It is not possible to know the demand in last year of a certain product or service. People are not used to market research and they don’t want to talk to the marketing people (Pearce, 2002). Most employees and managers are not aware about the value of strategic planning and they may consider it a waste of time and something that is applicable in developed countries.

**Owners**: Many owners of successful companies believe they don’t need to do strategic planning and they do not know that their success will go one day when there are more competitors or there are changes in the market (Guralnik, 1996). Most companies’ managers in developing countries are experts in the technical process of the organization but they are not well versed in management and thus they want to focus on what they know and neglect what they do not know. Accordingly, strategic management does not fall in their area of interest. **Qualitative Analysis**: Strategic planning needs a lot of forecasting and qualitative analysis besides the quantitative analysis. Many technical managers are used to neither the qualitative analysis nor the forecasting (Guralnik, 1996).

**I am the manager** is a strategy that shows a guide for decisions, so, an employee may, sometimes, tell the senior manager that his decision is against the company strategy. Thus the manager avoids having a strategy to keep his freedom to decide whatever he likes.

**Analysis” versus “Intuition”**: Most people do not think that a manager should do analysis or have it done for him. They think that some people are talented to take the right decision without doing many calculations or having subordinates make a study for them (Guralnik, 1996).
**Implementation** is major challenge since it is not an easy to get all the managers to follow the same strategy. **Investors**: Having a clear strategic plan and clear goals for the future (other than increasing sales of the current products) does not affect the stock price because most of the investors do not care about those issues. **Security**: Most managers feel that everything is a secret and obviously they think that no one else should know the strategy and thus no one else should make a study for our strategic plan and there is no strategy (Hill, 2001).

People typically have several goals at the same time. "Goal congruency" refers to how well the goals combine with each other. Does goal A appear compatible with goal B? Do they fit together to form a unified strategy. **Goal hierarchy** consists of the nesting of one or more goals within other goals. One approach recommends having short-term goals, medium-term goals, and long-term goals. In this model, one can expect to attain short-term goals fairly easily: they stand just slightly above one's reach. At the other extreme, long-term goals appear very difficult, almost impossible to attain. Strategic management jargon sometimes refers to "Big Hairy Audacious Goals" (BHAGs) in this context. Using one goal as a stepping-stone to the next involves goal sequencing. A person or group starts by attaining the easy short-term goals, then steps up to the medium-term, then to the long-term goals. Goal sequencing can create a "goal stairway". In an organizational setting, the organization may co-ordinate goals so that they do not conflict with each other. The goals of one part of the organization should mesh compatibly with those of other parts of the organization (Brian, 2000).

When developing strategies, analysis of the organization and its environment as it is at the moment and how it may develop in the future, is important. The analysis has to be executed at an internal level as well as an external level to identify all opportunities and threats of the external environment as well as the strengths and weaknesses of the organizations (Porter, 2003). There are several factors to assess in the external situation analysis: these include; markets, competition, technology, supplier markets, labour markets, the economy and the regulatory environment (Porter, 2003). It is rare to find all
seven of these factors having critical importance. It is also uncommon to find that the first
two - markets and competition - are not of critical importance.

Analysis of the external environment normally focuses on the customer. Management
should be visionary in formulating customer strategy, and should do so by thinking about
market environment shifts, how these could impact customer sets, and whether those
customer sets are the ones the company wishes to serve (Porter, 2003).

2.6 Vision: A Mechanism for Change

A vision is a vivid mental image, sight, ability to see, the visual faculty, the perceptual
experience of seeing, imagination: the formation of a mental image of something that is
not perceived as real and is not present to the senses. A Vision statement is a form of
futuristic mission statement, issued by a company or organization, in which its intentions
for the future are stated. Essentially a vision is a description of the organization; its size,
its basic structure, its sphere of influence. Rather than describing the organization as it
currently exists, the statement presents a picture of the desirable future. A vision is a
statement that captures the long-term picture of what the organization wants to become. It
must be inspirational, memorable and reflect the desires of those with vested interests.
The Vision 2030 is Kenya’s broad statement of the desired future condition and character
of the country reflecting how and for what the country wants to be known and what it
wants the citizen to experience through the successful accomplishment of the country's
mission (Wahome, 2006).

Vision can provide both a corporate (community) sense of being and a sense of enduring
purpose. While incorporating a measure of today's success, vision transcends day-to-day
issues. And, by providing meaning in both the present and the future, vision can empower
and encourage leaders and followers to implement change (Sullivan & Harper 1996).
Change is pervasive in our society and a fact of life in organizations (Goodfellow 1985).
Where does the impetus for change come from? The simple answer is that the impetus to
change comes from the environment. Effective strategic leaders understand that change in
the strategic environment is a continuous process. Environment can mean the internal
organizational environment, but more often, it is about the external environment.
Organizations are awash in the external environment, and a sea change in the
environment can cause an unresponsive organization to founder (Sullivan & Harper,
1996).

A part of strategic leadership understands when environmental change implies a need for
organizational change and when it does not. Making internal changes to accommodate
external change is reactive, whereas strategic leadership should be proactive. This is
where a well-crafted, well-managed strategic vision can help balance reactive and
proactive changes. Change is about survival. Change is especially necessary in
organizations that wish to prosper in a volatile, uncertain, complex, and ambiguous
environment. If changes rocking the external environment were temporary, the slow and
uncertain pace at which organizations change would matter less. But, the reverse is true.
Powerful forces in the environment are pressuring public and private organizations to
alter permanently existing structures, policies, and practices (Bolman & Deal, 1991).

A study by Wahome, (2006) found that, until 2002, water service delivery in Kenya was
under the direct control of public institutions, mainly the local authorities, the National
Water Conservation and Pipeline Corporation, and the Ministry of Water and Irrigation
(MoWI). These institutions had inadequacies in professionalism and customer focus. This
resulted into very low cost recovery, high water loss (commonly known as unaccounted
for water – UFW or Non Revenue Water (NRW)) which has averaged to 44% for the
period 2005/6 – 2009/10, low water quality and inadequate funds for asset maintenance.
Limited resources were available for service expansion to poorer and under-served areas.
At these trends, Kenya would not have been able to attain the United Nations (UN) MDG
targets. In order to address the above mentioned challenges and to improve the overall
performance of water sector, the government of Kenya initiated an innovative water
sector reforms programme, leading to the enactment of the Water Act in 2002. The Act
separated policy formulation, implementation, regulation, resources-management and
service provision functions among new sector institutions: MoWI was therefore left with
policy formulation, while Water Services Boards (WSBs) and Water Service Providers
(WSP) vested with service delivery. The Act thus minimized government monopoly in
water service delivery and provided a sound framework for community and private sector 
participation in the sector. Under the social pillar of Kenya Vision 2030, the purpose of 
ensuring “Water and Sanitation availability and access to all by the year 2030” has been 
assigned to the water and sanitation sector (Wahome, 2006).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research used a case study design to determine the influence of Kenya Vision 2030 on strategic planning in public sector organizations. A case study as opposed to a survey focuses on one or a few units for study. Mugenda and Mugenda (1999) observe that a case study emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. A case study was therefore thought suitable to enable the study gather detailed reliable and accurate information from key respondents on organisation’s strategic planning challenges.

3.2 Data Collection

The study relied primarily on data acquired using an interview guide (see appendix 2). Data collection instruments included oral interviews and open-ended questionnaires. Interviews were conducted with 10 management staff working at Nairobi Water Company offices situated in Industrial Area. The interviewee included: the Managing director, director technical services, director financial and administration services, director commercial services, planning monitoring and evaluation manager, informal settlement department manager, engineering manager, operational and maintenance manager and ICT manager. These interviewees are involved in strategic planning process and thus they were well suited to provide the study with reliable and accurate information on influence of vision 2030 on strategic planning in public sector organizations. The top/middle management comprised of 2 directors, 3 managers acting as directors and 27 departmental managers. The sample size was 10 managers out of 32 which represent 30% of top/middle management in the company. The researcher personally interviewed the management staff in order to get direct respondents opinions, exhaustively asked more questions about the issues under the study, bringing to the surface the deeper factors about complex situations and building rapport with the respondents.

3.3 Data Analysis

The qualitative data obtained analyzed logically and systematically using content analysis procedures. Content analysis is a research tool focused on the actual content and internal
features of media (Berelson, 1999). It is used to determine the presence of certain words, concepts, themes, phrases, characters, or sentences within texts or sets of texts and to quantify this presence in an objective manner.

Content analysis was applied since the study relied on qualitative data from open ended questions gathered using interview guide. Content analysis is a powerful data reduction technique. Its major benefit comes from the fact that it is a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding. It has the attractive features of being unobtrusive, and being useful in dealing with large volumes of data.

Conceptual analysis was also conducted where research questions were chosen. Once chosen, the text was coded into manageable content categories. The process of coding was basically one of selective reduction, which is the central idea in content analysis. By breaking down the contents of materials into meaningful and pertinent units of information, certain characteristics of the message were analyzed and interpreted. The data was then synthesized, scrutinized for patterns, and finally important information was selected and reported in form of discussions and summary.
CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The purpose of this study was to determine the influence of the government’s vision 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited (NCWSC). This chapter discusses the results and findings obtained through the use of an open ended interview guide. Respondents were asked questions during the interview and the following is the summary of the responses.

4.2 Findings and Discussions

4.2.1 Influence of the Kenya vision 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited

4.2.1.1 Awareness about the Vision 2030 and its implications on the NCWSC

All the ten respondents explained that they were familiar with Kenya Vision 2030 since it was the current long-term Kenya economic blueprint up to the year 2030. The respondents explained that the Kenya Vision 2030 is a vehicle for accelerating transformation of our country into a rapidly industrializing middle-income nation by the year 2030. The journey to 2030 will require; sacrifice hard work, self-discipline and determination. Eight of the nine respondents stated that they were confident that the company would meet these challenges. In order to make our country globally competitive and prosperous, where every person will enjoy a high quality of life, there is need to employ appropriate sector-wide approach to planning.

Most of the respondents indicated that they understood the key aspects of vision 2030 and further explained that, it has three pillars namely the economic, social and political. The respondents further explained that the pillars are anchored on macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; science, technology and innovation (STI); land reforms; human resources development; security and public sector reforms.

Most of the respondents indicated that the company had taken the vision 2030 into account in its strategic planning process since the company contributed significantly to
the water and environment sectors through its mission of providing sustainable water and sewerage services by increasing access of clean drinking water and environmentally compliant sanitation services.

On the influence of pillars of vision 2030 on the organization’s strategic planning process, the respondents highlighted that the organisation had come up with a more effective strategic plan that incorporated the aspects of vision 2030 as the vision was to be implemented through five year medium-term rolling plans, starting with the first one which will cover the period 2008-2012. Thus, the performance of the organisation should in future be gauged on the basis of these medium term benchmarks.

4.2.1.2 Implementation of the Economic Pillar

The economic pillar aims at achieving prosperity for all Kenyans through an economic development programme aimed at achieving and sustaining an average GDP growth rate of 10% per annum over the next 25 years. Under this pillar, most of the respondents explained that the company has taken into consideration the economic situation in the country and more specifically the increased population in urban settlements. The company thus aims to make water and sewerage services affordable to all residents regardless of their economic status. The economic pillar has influenced the company to employ strategic procurement and distribution policies to assist in supply of water to many city residents at minimal costs. For instance the company implemented a pro-poor tariff with a flat rate charge of Kshs. 15 per 1,000 litres for vendors and retailing at Kshs. 2 per 20 litres in July 2010. It has also developed a pro-poor connection policy for the informal settlements of Nairobi allowing informal settlements dwellers to pay the Kshs. 5,000 connection fee over a 24 months period, i.e. Kshs. 208 per month. These measures are expected to increase revenues, achieve sustainable growth and development as well as curb the high NRW/UFW.

4.2.1.3 Implementation of the Social Pillar

The social pillar seeks to build “a just and cohesive society with social equity in a clean and secure environment by investing in security, infrastructure, public sector reforms, people development and land reform. Most of the respondents agreed with this statement
and explained that about 60% of urban dwellers or urban societies live in abject poverty and this makes it difficult for the company to effectively deliver its services to such communities. According to the 2009 Kenya Population and Housing Census, only 52% of the households in Nairobi have access to piped water with only 23% piped into the houses, 17% access water through vendors, 0.29% from lakes/dams/ponds, 0.13% from streams, 7% from boreholes/wells/springs, 0.17% from rain and 0.07% from other sources. To address these disparities, the company has included in its strategic planning equity as a recurrent principle in all its economic, social and political programmes. Special attention has been given to informal urban settlements and arrangements are underway to ensure all people access water and sewerage services at affordable cost as stated above. However, the issue of demand versus supply adversely affect the implementation of this pillar. The total company’s production capacity stands at 525,000m³ per day, and the average production 480,000m³ per day against a daily demand of 690,000 m³ per day for a city the size of Nairobi. This problem is compounded by the high NRW of 38% of the water produced which is considered as unutilized.

4.2.1.4 Implementation of the Political Pillar

The political pillar, aims at realizing a democratic political system founded on the issue-based politics that respect the rule of law, and protects the rights and freedoms of every individual in the Kenyan society. Of the respondents, 60% explained that the company had responded to the economic pillar issue by introducing effective corporate governance principles that distance the company management from political influence. However, this has not been easily achieved as the company’s top management continued experiencing management wrangles influenced by politics since change of politics leads to change of top management especially the managing director. This is contrary to the aim of the vision 2030 that aims at creating a cohesive, equitable and just society based on democratic principles and issue-based politics grounded on Kenya’s rich and diverse cultures and traditions. This agrees with (Porter, 2003) who argues that when developing strategies, analysis of the organization and its environment as it is at the moment and how it may develop in the future, is important. The analysis has to be executed at an internal
level as well as an external level to identify all opportunities and threats of the external environment as well as the strengths and weaknesses of the organizations. This argument came true for NCWSC in May 2010 when its managing director was politically removed and a new one appointed, and also the Board of Directors (BOD) removed. The company has had to operate for a period of 11 months without the BOD which adversely affected policy creation, the implementation of the new 5 years strategy plan as well as governance of the company.

4.2.1.5 Implementation of other aspect of the Vision 2030

The Nairobi City Water and Sewerage Company Limited serves 10.3% of the country’s population with 3,138,369 people living in Nairobi itself and 552,295 in areas surrounding the city totalling to 3,690,664. To effectively achieve vision 2030 and serve a population of this size, the company needs to embrace the vision 2030 aspects of reforms which include: training and capacity building, ICT, Financial planning and budgeting, procurement, accounting and anti-corruption measures. This largely serves as the foundation of strategic planning in government with the result of vision 2030 being adopted as the country’s long term strategy. These effectively justify that the role of strategic planning as a key element in the management system is explicitly recognized through strong links to other elements of the management system for example strong human resources and organizational structures (Harper Collins, 2002). Majority (80%) of the respondents strongly agreed on this statement and explained that the company in its strategic planning had taken into account the competency of staff and this led to implementation of more effective staff training and recruitment programmes that aims at enhancing staff performance and overall organisation productivity. The company is currently undertaking a job evaluation exercise to align competencies to structure and hence enhance strategic plan implementation.

According to this study the government vision of 2030 had influenced the organisation to come up with a more effective strategic plan that incorporated the aspects of vision 2030 as the vision was to be implemented through five year medium-term rolling plans, starting with the first one which covered the period 2008-2012. This supported argument by David, (2007) that organisations aiming to contribute towards achievement of vision
2030 must come up with more effective strategic plans that incorporate the key pillars of vision 2030 namely, social, economic and political.

The study noted that the economic pillar had influenced the company to employ strategic procurement and distribution policies by fully implementing the Public Procurement and Disposals Act (PPDA) 2006 to assist in supply of water to many city residents at minimal costs and to minimise wastage of funds through corrupt dealings and this was found to make the company increase revenue and achieve sustainable growth and development. This concurred with findings by John (2008) who opines that for public enterprises to achieve sustainable economic growth and support economic pillar of vision 2030, strategic measures must be undertaken to streamline procurement and service distribution functions to eliminate corruption and inefficiency that leads to wastage of organisational financial resources.

The study found out that the company had included in its strategic planning equity as a recurrent principle in all its economic, social and political programmes as a strategy to contribute towards achievement of the social pillar. The study further noted that special attention had been given to informal urban settlements and arrangements were underway to ensure all people access water and sewerage services at affordable cost. This was in tandem with findings by Richard, (2009) that inclusion of equity in strategic planning assists public enterprises to fairly deliver services to all citizens irrespective of their social class and economic status.

The study noted that the company had introduced effective corporate governance principles that delinked the company’s management from political influence. However, this has not been easily achieved as the company’s top management continued experiencing management wrangles influenced by politics since change in politics led to change in top management especially the functional directors. This differed with the aim of the vision 2030 that aims at creating a cohesive, equitable and just society based on democratic principles and issue-based politics grounded on Kenya’s rich and diverse cultures and traditions.
4.2.2 Challenges facing strategic planning of Nairobi City Water and Sewerage Company Limited

In observation to strategic planning challenges, 80% of the respondents highlighted that the major challenges facing strategic planning of Nairobi City Water and Sewerage Company Limited include control of unaccounted for Water (UfW)/ NRW, inefficiencies of the old and dilapidated distribution network leading to water and sewer rehabilitation and expansion demands, frequent breakdowns of the old operating equipment and machinery; most of them if not all require replacement, collection of the long outstanding debt. In addition, the billing and customer care management systems have inherent functional problems that hamper efficiency in operations (but are in the process of being replaced) as well settling of huge inherited liabilities of Kshs 3 billion. The way leaves (water and sewer) have obstructions and encroachments (structures built on top of water & sewer lines), illegal water and sewerage connections, and abuse of sewerage (used for farming and construction), and ineffective treatment of waste water. There are also new financial demands from the riparian communities, extra water demand from the surrounding environs such as Export Processing Zone (EPZ), Kiambu, Ruiru, communities along main transmission lines among others. Furthermore, the revival of old civil litigations against the defunct CCN’s Water and Sewerage Department, since the formation of the company continues to be a challenge. In addition, there is political interferences in company management, the increase in rural to urban migrations and the many unplanned for developments in the informal settlements of Mukuru, Mathare and Kibera straining of the water supply in this area.

The company has purposefully placed some of these challenges in its first 5 year midterm plan, clearly charting a way forward in their redress. In its current medium term plan for FY 2010/11 – 2014/15, NCWSC has highlighted 11 major themes namely: Improvement of revenue collections especially old debts, reduction of Non Revenue Water and improved technical efficiency, human resource rationalization and enhancement of staff productivity, automation of operations and systems integration, compliance and enforcement of regulations as well as improved security of assets, effective corporate communications, improved waste water and sewer management, expansion of services in
the informal settlements, continual business growth prospects, eradication of encroachments on way leaves, management of dams and catchments, and quality and sustainable water supply upon which it is focusing within the 5 years period. These are executed through annual work plans which are generated by the relevant departments from the corporate strategic plan. However, implementation may fail as a result of lack of effective monitoring and evaluation and existence of weak project reporting implementation system.

The core challenges that were raised by 80% of the respondents included weak corporate governance structures, low control over unaccounted for water (UfW), inefficiencies of the old and dilapidated distribution network, and increased water and sewer rehabilitation and expansion demands. The study noted that these challenges affected inclusion aspects of vision 2030 into organisation strategic plans and therefore hindered execution of organisation functions to be in tandem with vision 2030 goals. It was further identified that the organisation lacked effective competencies for supporting adoption of vision 2030 principles into organisation strategic planning process and this hampered management of the experienced strategic planning challenges. This concurred with arguments by Michael (2005) that inclusion of aspects of vision 2030 into public enterprises strategic planning process is greatly hampered by absence of effective measures for managing the experienced strategic planning challenges. However, public enterprises that effectively employ strategic measures in strategic planning process rarely experience strategic planning challenges and this assist them to incorporate aspects of vision 2030 in strategic planning process.

4.2.3 Measures put in place to ensure that company strategic planning conforms to Vision 2030

The respondents explained that the measures put in place to ensure that company’s strategic planning conforms to the government vision 2030. These include, moving from a three year strategic plan to a five year strategic plan to be in tandem with government five year medium term plans outlined in vision 2030.
In response to the question on the importance of the public sector organizations to the achievement of the MDG and the vision 2030 objectives, 80% of the respondents explained that through performance contracting in various institutional frameworks and aligning of tenure of plan to medium term plan the organisation has managed to review its strategic plan to be in line with vision 2030 objectives. The company has also come up with strategic poverty reduction programmes for poor urban dwellers. The company partners with other utilities in the African continent in benchmarking in association with the Water and Sanitation program (WSP) -World Bank. As a result of such associations the company has developed Strategic Guidelines for improving Water and Sanitation services in Nairobi’s Informal settlements. Also a strategic theme on informal settlements water and sewer services charted and budgeted for in its 5 year strategic plan. These measures agree with (Hoffer, 1999) who argued that strategic planning requires challenging the status quo, changing behaviours, implementing new procedures, hiring different people, and putting new systems in place in order to deliver on the strategy.

Of the staff interviewed, 80% stated that the organization undertook its strategic planning activities to effectively contribute towards achievement of government vision 2030 through five year planning like medium term plans, being a member of steering committee in doing business under the ministry of finance and by presenting the company’s views during water and environment sector budget hearing. The respondents explained that the organization undertook its strategic planning activities in line with the core pillars of vision 2030 especially the social pillar where much focus should be directed towards delivery of quality services to all members of the society. The company should also avoid political interference in its management functions for effective execution of organisation strategic functions outlined in the strategic plan.

Respondents were asked to suggest the appropriate measures that should be adopted by public entities in order to effectively achieve vision 2030 and 70% of the respondents stated that the organisation should avoid policy reversals and application of ineffective policies. The respondents also stated that the organisation should learn from other water corporations in order to avoid capitalising on weak areas and putting much emphasis on core organisation functions.
The study noted that the measures put in place to ensure that the company strategic planning conforms to the government vision 2030 include: moving from three year strategic plan to five year strategic plan in order to be in tandem with government five year medium term plan outlined in vision 2030. This agreed with Albert (2007) that public enterprises seeking to achieve vision 2030 must move from three year strategic plan to five year strategic plan outlined in vision 2030. The study noted that the company had undertaken major financial management reforms through adoption of transitional business plan and operational budgets. Furthermore, a procurement and stores policy had been adopted and was currently being utilised. A financial management policy had been adopted and new and effective financial management systems were currently being developed. Staff salaries were paid on time, arrears cleared and a large portion of inherited debt was paid off.

The study also noted that the company had improved on operational services where consumer’s details were updated enabling the NCWSC to read 73% of its meters regularly and increased revenue in-flows averaging about Kshs. 350 million per month. In addition, the following improvements in operational services were also noted: faster resolution of customer complaints within an average of 1.8 days on billing queries, procurement and installation of over 50,000 meters, which has improved billing efficiency, improvement of customer relations and communications through increased customer care centres and clinics, customer surveys and establishment of a company website; and improvement in service delivery through the procurement of additional capital equipment.

The company had also taken strategic measures on human resources by successfully undertaking organizational restructuring and exposing company staff to training programs in technical, financial and operational functions. A modern human resource management and payroll system was also implemented. This agreed with findings by Patrick (2009) that undertaking of organisational restructuring and exposing staff to regular training programs contributes greatly towards achievement of organisation strategic goals and realisation of the millennium development goals (MDGs).
On governance, the board members had signed a code of ethics and underwent regular training in corporate governance. Furthermore, management staff had signed performance contracts and performed in accordance with the guidelines in their respective contracts. This supported the argument by Anderson (2007) that signing of performance contracts creates a major stride towards achievement of organisation strategic goals and government’s vision 2030.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study noted that the company’s strategic planning process has adhered to the government vision 2030 in that it is now implementing its first medium term plan. However, implementation may fail as a result of lack of effective monitoring and evaluation and existence of weak project reporting implementation system.

On the influence of the government vision 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited, the major findings were: The study noted that to ensure that the company strategic planning was in tandem with the government vision 2030, the company had structured its strategic plans aimed at reduction of NRW from the current value (40%) to less than 30% by 2014. The company had also acquired a quick emergency response team that repaired burst and leaking water pipes within 48 hours. In the designing of the strategic plan, the company had given much emphasis on replacement 50% of current meters with automated meters by 2015, identifying and metering all illegal connections by 2015, replacement of 100 km of water network by the year 2015, complete zonal installation of meters by the year 2011 and embracement the policy of one meter one property.

On the measures put in place to ensure that company strategic planning conformed with the government vision 2030, the study made the following findings: The study noted that the company was in the process of establishing core infrastructure where efforts were being made to strengthen water production and supply lines through replacement of old water pipelines with new and modern pipes with longer lifespan and minimal leakages. The company strategic management team was planning to construct a modern office complex at Kampala Road and the meeting hall at Kabete Treatment works in order to accommodate company staffing office facilities with better equipments. This, if properly implemented would make a positive stride towards improvement of water service delivery as a result of reduced time wastages and realigning funds towards production and supply.
In re-engineering of the production process the company was in the process of posting a chemist at Kabete water treatment plant and was undertaking measures to optimize chemical usage. On engineering matters, the company was strategizing possibilities of welding the spindle under water at Ruiru Dam, mixing of Kabete water with Sasumua and Gigiri before distribution, mass scouring of Ruiru dam and rehabilitation of the Kabete treatment plant. Improvements in the engineering department were seen to be taking place by replacement of manual loaders with formalized mechanized loading system. This was found to ease improve the quality of water services delivery to various customers within Nairobi. The company was also found to be attempting to harmonize the regions and the engineering department situated at the headquarters in order to enhance effective reporting.

The company was found to employ effective staff recruitment procedures to strengthen its Human resource capacity. The existing staffs were also exposed to various training and development programmes on integration of government vision 2030 guidelines in company strategic planning process. Measures were also found to be put in place for the company to comply with high quality standards in service delivery and this was mostly evidenced by putting much effort towards attainment of Quality Management Systems (ISO 9001-2008) certification.

The company had also made some positive strides in ICT application as much of the organisation functions were being automated. The company was also working in collaboration with National Environment Management Authority (NEMA) to ensure that all the company projects met NEMA standards. The company had also introduced effective risk management practices by putting in place a documented risk and control framework. The company was also found to initiate measures to lobby with the government/utilities providers to develop lasting solutions to the way leaves encroachment problem. The formation of a committee to deal with illegal encroachments was found to be in process and enforcement of exhaustive legal due process to deal with illegal encroachments was being enforced and this was found to reduce cases of non revenue water. The company was also found to work closely with government agencies.
responsible for security to enhance security patrols including collaboration with Local Administration Police (APs) to support safety of appurtenances and surveillances.

On the challenges experienced by the company in implementation of the Vision 2030: In its key finding the study noted that the company’s strategic planning process was hampered by production capacity challenges versus the demand for water in the city compounded by the age of the treatment plants and inadequate staffing in dams and water treatment plants. This was evidenced by frequent cases of poor water quality particularly at the Kabete treatment plant where brownish water was produced. The company also experienced cases of inadequate ICT connectivity to all production centres and there lacked accurate quantitative monitoring of treated water to be effected.

Engineering challenges due to lack of loaders for prompt transport of materials to engineering sites and the lengthy procedures in payments for the same were also experienced. This created difficulties in new water and sewer connections and influenced high cases of under reporting of engineering targets and none capitalizing of in-house works. Lack of effective engineering facilities made it difficult for the company to relocate water pipelines in areas affected by road construction and other human activities.

The study identified that the company’s strategic planning process experienced environment compliance challenges due to lack of adequate resources for sewer operations maintenance like flushing units and personnel. A conflict of interest in environment compliance was witnessed since the company’s environment department was the operator as well as auditor and this encouraged non compliance to the Environmental Management Coordination Act (EMCA) requirements. Inaccessibility of sewer lines for management was also found to be a key problem that was influenced by encroachment and misuse of way leaves. Failure to involve the company in projects initiated by the AWSB led to development of water and sewerage projects that were against environmental regulations like the case of Ruai inlet that was completed in September 2010 but still remains un-operational due to environment regulations challenges.
The study revealed that operational challenges were common in the company as a result of frequent cases of un-informed customer care on rationing program due to interruption of water supply as a result of vandalism of appurtenances. Commercial challenges were found to greatly affect the company’s strategic planning processes and these mainly involved billing inefficiency, difficulties in capturing of non-gathered accounts, shortage of meters and servicing, lack of consistency of accounts billed, delays in resolving customer complaints, numerous requests for reports from various BPOs, unreliable ICT network and delays in billing newly contracted customers. The company was also affected by supply chain challenges as a result of application of lengthy procurement process and overstocking from donor funded projects.

It was noted that the success of the company strategic planning process was negatively hindered by financial challenges resulting from application of poor debt management procedures, escalating expenditure, delays in payments for goods and services and inadequate application of ICT on financial management functions. This also revealed that the company experienced ICT challenges as result of lack of effective centralized Enterprise Resource Planning (ERP) System and this threatened the safety of corporate information.

The study affirmed that the company faced various administration challenges due to weak corporate governance caused by political interference, a non operational fleet management system (FMS); inadequate human resources that affected staffing process and effectively fulfilled the organization’s human resource requirements. The company was also found to experience risk management challenges due to the dynamic nature of the water sector that made it difficult for the company to determine future strategic requirements. Attaining of the ISO certification and operating per the certified standards was found to be a key problem influenced by slow implementation of the agreed corrective actions and wrong determination of root causes of nonconformities.

The study noted that quality assurance was a key challenge that impacted negatively on the company’s strategic planning process since consistency in water quality was affected by frequent breakdowns of analytical equipment due to power fluctuations. In addition, there was inadequate water quality monitoring at Gigiri due to staff shortages. The poor
quality of borehole water proved challenging to the company in utilizing it as an alternative source of water, and the low level of risk management to ensure water safety.

The company faced legal challenges which were influenced by non-cooperation from business process owners (BPOs) in providing relevant information as well as conflict between the Water Act with the new constitution since the new constitution does not recognize the divisions in water sector and only recognizes the counties. The company was found to face security challenges emanating from vandalism along the transmission mains, lack of modern skills to handle emerging security issues and loss of water through illegal water connections leading to high rate of non revenue water.

5.2 Conclusions

The key measures put in place to ensure that company strategic planning conforms to vision 2030 includes the adoption of technological innovations including the introduction of majisms, and Mpesa payments for bills. The increase of billing volumes on actual readings as opposed to estimating customer accounts. The target of corruption eradication through agency collections by payments of water bills through any bank countrywide. The company is curbing illegal connections through law enforcement and patrols, installation of zonal bulk meters for regional accountability of system losses, gradual replacement of aged infrastructure especially in the oldest estates as well as prompt repair of leaks/bursts and replacement of meters now averaging 1.8 days and 1.3 days respectively. Annual customer perception surveys are carried out to gauge performance augmented by the adoption of the government’s performance contracting reporting framework on quarterly basis.

NCWSC, though only in operation for seven years now, has achieved a marked improvement in service delivery and intends to continue improving its service delivery processes to achieve its objective of delivering quality and reliable water and sewerage services to Nairobi residents. Relying on the continued support from consumers, government, donors, civil society and the private sector, including banks required to achieve this objective. However, NCWSC is faced with growing strategic planning challenges in provision of water and sewerage services to the population within its area of
jurisdiction. These challenges include production challenges such as uncontrolled growth in population, prolonged period of drought, financial and engineering challenges due to increased cost of doing business against declining revenue base and improprieties in operation of supply/distribution logistics, human resource challenges, political challenges, supply chain challenges and insecurity. In order to mitigate some of these challenges and ensure that the company’s strategic planning process is in line with government vision 2030, the company must effectively implement the identified eleven strategic themes in its strategic plan. These includes; revenue collection, reduction of non revenue water, improved water supply, automation of operating systems and integration, human resource rationalization and staff productivity enhancement, compliance enforcement and security, effective communication, waste water/sewer management, improvement of service in the informal settlements, removal of encroachments on way leaves, management of dams and catchments and business growth.

5.3 Limitations of the Study

The current water sector status was a major limitation during study since after implementation of the new constitution; the new changes are likely to affect the ownership and operations of water resources such as dams, treatment plants, and transmission lines which are all physically situated outside the county of Nairobi. The counties in which these resources lie may levy high charges on usage of such facilities as these counties consider them sources of income. These might trigger other strategic planning challenges to overcome some of the experienced strategic planning challenges. This therefore, renders the study findings to be mostly useful in the current company situation and further studies will be required to determine future strategic planning challenges.

Answering of the questionnaires was voluntary and this imposed a limitation on the generalization of the research findings since some of the respondents may have answered the questionnaires based on their personal opinions and not on the real happenings. This was likely to affect data validity and reliability of the research findings. Also the organization’s confidentiality policy restricted most of the respondents from answering
some of the questionnaires since it was against the policy to expose the organization’s confidential matters. The researcher presented the introduction letter obtained from the University of Nairobi to the organization’s management and this helped in avoiding suspicion and enabled the management to disclose much information on the company’s strategic planning process.

5.4 Recommendations for Further Research

The purpose of this study was to determine the influence of vision 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited (NCWSC). The study hence narrowed its research undertakings into challenges facing strategic planning, the influences of the government vision 2030 on the strategic planning and the measures put in place to ensure that company strategic planning conforms to the government vision 2030. This in effect made the study to exclude other strategic planning challenges that affect achievement of vision 2030 such as the new constitution implementation, change in politics of the day and emergence of other water/sewerage (sanitation) utilities within the county and country in the near future.

The study therefore recommends further studies be undertaken mostly on the impact of the new constitution on strategic planning in the water/sanitation sub-sector and in particular in NCWSC and on the influence of change of politics on the utilities’ corporate governance practices. This is an initiative that can be spearheaded by the Water Services Providers Association (WASPA).

5.5 Recommendations for Policy and Practice

5.5.1 Recommendations for Policy and Practice to the government of Kenya

The government through the ministry of water and irrigation should increase the water sector budget allocation and/or directly finance the company’s operations without involving other water sub-sector stakeholders like Athi Water Services Board (AWSB) to avoid delay in financing of water projects.

The government should assist the company to undertake legal reforms especially where the governing laws are rather constraining than enabling. The institutional reforms,
where the institutional mandates are not clearly defined, internal reforms, where the organizational structures and managerial set-ups are not consistent with prevailing competitive environments. And tariff reforms due to financial insufficiency leading to sustainability concerns.

The issue of sustainable water services is not a business/company issue *per se* but a national issue. This concept is supported by section 43 of the new constitution of Kenya which states water as a bill of right. The bulk of the water supply for Nairobi comes from Thika, Sasumua and Ruiru Dams, as well as the Kikuyu Springs, all nestled around the Aberdare’s forest. The government should therefore, spearhead environmental restoration efforts as a means of improving rainfall in these catchments. Alternatively, the government should source for newer methods of abstraction of water from for instance form the Indian Ocean through a bulk water handler at the coast and piping the same to the City through a bulk line like in the case of the oil pipeline run by the Kenya Pipeline Company (KPC). This will reduce overreliance on rain based abstraction which is proving to be unsustainable as well as reduce the pressure on the Aberdare’s region which provides the city with 90% of its water. It would also provide water to the semi-arid areas lying between Nairobi and Mombasa as well as the city of Mombasa itself.

**5.5.2 Recommendations for Policy and Practice to NCWSC**

For the company to align its strategic planning process with the Vision 2030 the study gives the following recommendations.

The company should strengthen its human resources capacity by recruiting competent and high performing staffs, conduct a job evaluation exercise and salary review and undertake corporate restructuring to right-size the organization as well as implement an attractive staff rationalization package. The company should also undertake effective human resource planning to ensure that all organisation departments have the required number of staff to perform the available tasks. Also the company should expose its entire staff to training and development programs which will provide culture change interventions to all employees by December 2011. Staff should be trained on effective execution of the organisation’s services as per the ISO 9001-2008 standards.
The company should effectively automate all its functions by effectively incorporating ICT in all corporate functions. An effective Enterprise Resource Planning (ERP) System should be implemented to ease communication and execution of company management’s functions across all the organisation’s business units. The company should employ sound procurement practices as per the stipulated guidelines in the procurement act. This would assist in procurement of quality materials and equipment that leads to efficient water supply and service delivery.

The company should improve the water supply infrastructure by replacing the old leaking pipes with new and long lasting pipes. Solar generators should be installed in various pump stations to cut electricity costs as well as minimise cases of water supply disruption arising from power outages. To minimise cases of vandalism, the company should engage lawyers and security officers to increase surveillance, conduct age-analysis of assets, identify areas with dilapidated infrastructure, procure contractors’ services and supervise works effectively. The company should expand its water production capacity by lobbying the government to construct more boreholes and dams so as to bridge the wide demand-supply gap. The engineering department should effectively plan, design and construct waste water infrastructure, carry out regular maintenance and rehabilitation of sewer networks as well as rehabilitation of waste water treatment plants.

The company’s policy reforms should aim at improving technical, commercial and financial performance to maximize efficiency gains; reduce government financial burden; attract skilled expert personnel in management and private finance for investments; and realign the institutional set-up/structure with changing business environment to meet consumer and stakeholder expectations.

Finally the company should target to further reduce NRW, provide accurate meter readings, bill all customers on a 30 days cycle, operationalize and sustain a call centre, mobilize resources on time, intensify underground leak detection, identify priority areas, procure adequate meters, replace meters as per strategic objective and organize and execute awareness campaigns to educate customers on water and sanitation issues regularly.
REFERENCES


Publishers


APPENDICES

Appendix I: Letter of Introduction

I want to thank you for taking the time to meet with me today. My name is Kate Orlando Tsuma an MBA Student at the University of Nairobi and I would like to talk to you about the influence of the government vision of 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited (NCWSC).

The interview should take less than an hour and will be taking notes during the interview session. All responses will be kept confidential. This means that your interview responses will only be shared with the researcher and I will ensure that any information included in the report does not identify you as the respondent. Remember, you don’t have to talk about anything you don’t want to and you may end the interview at any time. Are there any questions about what I have just explained? Are you willing to participate in this interview?

Interviewee_______________________ Date_________________________
Appendix II: Interview Guide

1. Are you familiar with Vision of 2030?

2. Which of its key aspects do you know?

3. Have you taken into account in your strategic planning?

4. How do the pillars of Vision 2030 influence organization strategic planning process?
(a) Economic pillar (aims at providing prosperity of all Kenyans through an economic development programme aimed at achieving an average GDP growth rate of 10% per annum over the next 25 years.

(b) The social pillar (seeks to build “a just and cohesive society with social equity in a clean and secure environment by investing in security, infrastructure, public sector reforms, people development and land reform)

(c) The political pillar, aims at realizing a democratic political system founded on the issue-based politics that respect the rule of law, and protects the rights and freedoms of every individual in the Kenyan society
5. To achieve Vision 2030, aspects of reforms include: training and capacity building, ICT, Financial planning and budgeting, procurement, accounting and anti-corruption measures. This largely serves as the foundation of strategic planning in government with the result of vision 2030 being adopted as the countries long range strategy. How has NCWSC implemented this aspect of Vision 2030?

6. What are the challenges facing strategic planning of Nairobi City Water and Sewerage Company Limited?

7. What is the influence of the government Vision 2030 on the strategic planning of Nairobi City Water and Sewerage Company Limited?
8. How does government Vision of 2030 influence the organisation strategic planning?

9. What are the measures put in place to ensure that company strategic planning conforms to the government Vision 2030?

10. Since public sector organizations are key to the achievement of the MDG and the Vision 2030 objectives how can the strategic planning of these organizations be reviewed and revised to be in tandem with the government blue print (Explain)
11. From your understanding, how should the organization undertake its strategic planning activities to effectively contribute towards achievement of government Vision 2030? (Explain)

12. Could you suggest the appropriate measures that should be adopted by public entities in order to effectively achieve Vision 2030? (Explain)

Is there anything more you would like to add?

I’ll be analyzing the information you and others gave me and submitting a draft report to the University of Nairobi. I’ll be happy to send you a copy to review at that time, if you are interested.

Thank you for your time and support.