



**ROLE OF STRATEGIC PLANNING IN ACHIEVING MILLENNIUM DEVELOPMENT GOALS IN WATER RESOURCES  
SECTOR IN KENYA (A CASE STUDY OF RIFT VALLEY WATER SERVICES BOARD)**

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**ABSTRACT**

Water is essential to all forms of life. It is the key driver of social and economic development and is essential in maintaining the integrity of the natural environment. In spite of this, water resources are unequally distributed. The MDG target for Kenya has been calculated at 63% access to improved sanitation and 74% with access to improved drinking water (UN, 2012). Kenya is on track to achieve water MDG targets, regional disparities prevail with lower than national average coverage rate especially in Arid and Semi-Arid Land (ASAL) and peri-urban areas. Currently overall coverage stands at 59% while in the north eastern province of Kenya and less than 22% of the population access safe water (UNDP, 2005). Thus, this study therefore aimed to examine the role of strategic planning in achieving millennium development goals in water resources sector in Kenya. The objectives of the study were: to determine whether strategic planning has improved accessibility of water to the citizens, to determine whether the strategic plan has helped to achieve the MDGs and to find out the challenges faced by rift valley water service board in delivering water services. This paper reports results of a survey involving the use of questionnaires to collect qualitative and quantitative information from the stakeholders in RVWSB. The study concludes that RVWSB 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 North Rift residents.

**Key Words:** *Strategic Planning, Water Resources, Millennium Development*

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## INTRODUCTION

The United Nations General Assembly has recognized safe freshwater and sanitation as both a fundamental need and universal human right (UN, 2010). Water is necessary to all forms of human, animal and plant life. It is essential for overall human well-being and supports all aspects of human livelihoods. Furthermore, water plays an essential role in supporting productive human activities such as agricultural, energy and industrial production, sanitation, transportation services, fishing and tourism (UNEP, 2009, Kundzewicz et al., 2007; Xie 2006). According to Global Water Partnership (2009) water issues touch all segments of society and all economic sectors". But water resources are not only for social and economic benefits, they must also be recognized as fragile and limited natural resources that are an integral component of ecosystems, thus providing essential ecosystem services for the human beings. The access to water is often used as a key indicator for development (Orasecom, 2012).

According to the UN-Water Global Annual Assessment of Sanitation and Drinking Water (GLAAS) implemented by the World Health Organization (WHO) in 2010, around 900 million people of the 7.1 billion people on our earth do not have access to safe water<sup>3</sup> and 2,6 billion do not have access to basic sanitation<sup>4</sup> or live without improved sanitation facilities. A lack of access to safe and sufficient drinking water is widely recognized as a poverty<sup>5</sup> indicator (Koppen et al., 2002). Due to a lack of access to safe drinking water and basic sanitation, water-borne diseases are estimated to kill approximately 1.6 million people a year, with the majority of deaths being children under 5 years (90 %) in developing countries (WHO, 2013). Target 7a of the Millennium Development Goals<sup>6</sup> (MDGs) pursue the objective to "half the proportion of the population without sustainable access to safe drinking water and sanitation by 2015" (UN

2012). Although two billion people gained access to improved water sources between 1990 and 2010 (almost half of them live in China and India) and an estimated 89 % of the global population currently use improved drinking water sources<sup>7</sup>, in 2012 over 780 million people still remain without access to improved drinking water sources. There exist large regional disparities; while 90 % or more of Latin America, the Caribbean, Northern Africa and large parts of Asia are covered by improved water supply, in Sub-Sahara Africa this figure is only 61 %. Further disparities are found between the rich and poor, and between people living in rural and in urban areas (UNICEF 2012 & WHO, 2012).

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.

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).

### **Statement of the Problem**

Water is one of the most basic human needs and is indispensable to almost all economic activities (World Bank, 2014). In the world today there is a scarcity of access to clean water due to increasing population. Although two billion people gained access to improved water sources between 1990 and 2010 and an estimated 89 % of the global population currently use improved drinking water sources, in 2012 over 780 million people still remain without access to improved drinking water sources (WHO, 2012).

While the global demand for water resources continues to increase, in many parts of the world the quantity and quality of water resources are diminishing (Vorosmarty et al., 2005). In the midst of an apparently substantial supply of water at continental level, there are sub-regions and countries in Africa that are experiencing growing water scarcity and Kenya is one such country in which water scarcity hinder its economic and social development. The most recent water reform (2002) in Kenya is assessed in terms of its effectiveness in bringing about institutional reform, as well as the operating performance of water service sector

in meeting the Millennium Development Goals (Sambu, 2011).

However, Strategic planning in public sector organizations can be affected by a country's economic blueprint when organizations are forced to abandon their strategic plans and adopt strategic planning that conforms to the government's vision. Kenya has made progress towards achieving a number of MDGs, one of them being water and sanitation. According to Gleick 2000, this goal was set such that it would reduce the proportion of people unable to reach or afford safe drinking water in 2015 by half.

The MDG target for Kenya has been calculated at 63% access to improved sanitation and 74% with access to improved drinking water (UN, 2012). Kenya is on track to achieve water MDG targets, regional disparities prevail with lower than national average coverage rate especially in Arid and Semi-Arid Land (ASAL) and peri-urban areas. Currently overall coverage stands at 59% while in the north eastern province of Kenya and less than 22% of the population access safe water (UNDP, 2005). Thus, this study therefore aims to examine the role of strategic planning in achieving millennium development goals in water resources sector in Kenya.

### **Objectives of the Study**

- a) To determine whether strategic planning has improved accessibility of water to the citizens.
- b) To determine whether the strategic plan has helped to achieve the MDGs.
- c) To find out the challenges faced by rift valley water service board in delivering water services.

### **Research Questions**

The study was guided by the following research questions.

- a) How has strategic planning improved accessibility of water to the citizens?
- b) How has strategic planning helped to achieve the MDGs?

- c) What are the challenges faced by rift valley water service board in delivering water services?

## LITERATURE REVIEW

### Introduction

The main purpose of this literature review is to identify and examine what has been done by other scholars in relation to role of strategic planning in achieving MDGs in organizations. This review also assists the researcher to limit the research problem and to define it better. A detailed knowledge of what has been done helps the researcher to avoid unnecessary and unintentional duplication of the project and to demonstrate familiarity with other existing body of knowledge. It also forms a framework within which the research findings are to be interpreted and finally to overcome limitations of previous study.

### a) Sustainability Framework in the context of Water

Water is a key factor in achieving the Millennium Development Goals. Water plays a key role for food security, poverty reduction, economic growth, energy production and the human well-being, thus highlighting the multiple linkages between water, poverty and development. A lack of access to safe and sufficient drinking water is widely recognized as a dimension of poverty. The World Bank defined poverty as a state and process of multidimensional deprivation, affecting economic, health-related, psychological, socio-cultural, legal, and political facets of well-being (Koppen et al., 2002). Although the UN declared the access to safe and sufficient water as human right, certain groups often lack access to water that could considerably increase their enterprise productivity and reduce their vulnerability to droughts and climatic changes (Koppen et al., 2002). OECD (2013) defines vulnerability as “[...]

a measure of the extent to which a community, structure, service or geographical area is likely to be damaged or disrupted, on account of its nature or location, by the impact of a particular disaster hazard”. Hazards in this context, might include climate change impacts such extreme weather events like droughts or floods.

The United Nations Framework Convention on Climate Change (UNFCCC) defines climate change as: “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods” (UNFCCC 2013). With regards vulnerability to climate change, this is the degree to which geophysical, biological and socio-economic systems are susceptible to, and unable to cope with, adverse impacts of climate change (Yohe et al., 2007). Without adequate adaptation measures, climate change is considered to severely affect economic, social objectives and ecological aspects (Yohe et al. 2007). Furthermore, as climate change affects human security, the impacts and increasing frequencies and magnitudes may well overwhelm the adaptive capacities of societies (Scheffran et al., 2009).

Adaptation, which is the capacity of a social, natural, physical system to tolerate disturbance and external shocks without collapsing into a qualitatively different, usually undesired, state aims at reducing vulnerability and enhancing resilience to climate variability and change (Dessai, & Van Der Sluijs, 2007). Systems with high adaptive capacities are able to structure and re-organize themselves after disturbances which make resilience a key component in enhancing adaptive capacity (Resilience Alliance, 2013). Sustainable development is dependent of the adaptive capacities of people and ecosystems to sustain stress and shocks, such as the impacts of climate change. Adaptive capacities can be built not only through

adequate governance frameworks and planning strategies, but also through education, health and well constructed infrastructure. Adequate climate change policies should reduce vulnerabilities and enhance the resilience and adaptive capacities of economies and communities, thus resulting in the achievement of sustainability goals.

Both are strongly interlinked: reduced resilience (e.g. through inadequate involvement in water management) generally increases the vulnerability of a system (e.g. a community) to smaller disturbances or shocks that it could previously cope with (Resilience Alliance, 2013). Resilient social systems enhance peoples' capacity to plan for the future, and to adapt to unanticipated conditions, while adaptation increases the resilience of social-ecological systems.

#### **b) Tackling the Global Water Crisis**

According to Bigas (2012), water scarcity is becoming a major global challenge, thus resulting in increasing competition for water between different water users. Additionally, the world is facing challenges created by population growth such as climate change, or the destruction of biodiversity which are threatening ecosystem services (Bigas, 2012). In many regions, water resources are allocated inefficiently and unevenly between sectors. This leads to unregulated pollution which affects the water quality, while at the same time, social and environmental concerns are left ignored.

The global water crisis is considered to be more a governance crisis and not necessarily a crisis of physical water scarcity (Xie, 2006). Therefore, a failure of governance in terms of adequate water management (such as slow institutional adjustments to water scarcity), is often a failure to integrate water management at different levels and to take local and regional approaches into consideration (Bigas, 2012). How states deal with increasing water scarcities plays an

essential role in either preventing or triggering conflicts, for example, between upstream and downstream populations. According to Xie (2006), without a significant shift in the way water resources are managed and are provided, the current water crisis will only worsen". Integrated Water Resources Management has globally emerged as a means of addressing the global water crisis by promoting sustainable water management (Xie, 2006).

#### **c) Strategic Planning**

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 organization 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 fulfill 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).

#### **d) 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).

#### **e) Strategic Planning and the Achievement of Millennium Development Goals in Water Resources**

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).

## **RESEARCH DESIGN AND METHODOLOGY**

### **Introduction**

This chapter presents a detailed description of the selected research design. It describes the research design and methodology. The chapter comprises of several subsections, which include research design, target population, sampling frame and sample size, data collection instrument, data collection procedure and data analysis and presentation.

### **Research Design**

The descriptive design was employed in the study. The design was used to describe the characteristics of the independent variables. This was appropriate in obtaining information concerning the current status of the



phenomenon to describe what the current situation is with respect to the variable of the study. Ghauri and Gronhaug (2005) asserts that in descriptive design the problem is structured and well understood a fact that Mugenda and Mugenda (2003) agrees that descriptive design is most preferred because it gives a report on things as they actually are.

### **Target Population**

The study targeted a total population of 44 subjects comprising of the CEO, 7 County Directors and 36 District water officers.

### **Sampling Frame**

The purpose of sampling was used to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. This study used purposive sampling. This method exposes the researcher to various stakeholders who have different experiences with the issues of the study. The study did not sample but carry out census since the population is small and manageable.

### **Sample and Sampling Technique**

The purpose of sampling was to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. A sampling frame is the list of all the items where a representative sample was drawn for the purpose of research. In this study, a sample size of 44 respondents was used for the survey. Mugenda and Mugenda, (2003) asserts that sampling is that part of the statistical practice concerned with the selection of individual or observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inferences. They advise that a researcher would have to use 30% of the total target population as a sample size for it to be accepted as a good representative sample. All the respondents had sufficient knowledge on how strategic management function could

influence achievement of millennium goals in water resources.

### **The Instruments**

The data collection instrument to be used was a questionnaire which will be designed using the variables identified as important for meeting the survey objectives. A closed- ended and open - ended questionnaire will be administered to the respondents. The questionnaire was used since it was easy to administer and with data obtained easy to analyze, Mugenda and Mugenda (2003).

### **Data Collection Procedures**

The questionnaire was administered using a drop and pick later method. The primary source of data collection method used in the study included use of questionnaire that was used to source for crucial information from the management. The questionnaire was both open and closed ended questions in order to enable effective data collection filled in the questionnaire. The secondary data was attained from the written materials which included the journals magazines, and other past studies and other relevant books. This enabled the researcher to compare the data from the questionnaires with the written materials. This helped to enable effective data collection and analysis from employees.

### **Pilot Tests**

The research instrument was pre-tested to increase the validity of the responses. Mugenda and Mugenda (2003) suggest that pre-testing allows errors to be discovered. Expert validity views and suggestions of the supervisors' initially incorporated in the questionnaire and then pre-testing was done on 5 respondents however these respondents were included in the study sample. As a result of the pilot test, changes in words selection and instructions made to the questionnaire. Regular cross checking and follow ups will be done to ensure

accuracy, relevance, completeness, consistency and uniformity of the data collected.

### Processing and Analysis

Sekaram, (2003) asserts that there are three objectives in data analysis; getting a feel for the data, testing the goodness of the data, and answering the research question. He notes that establishing the goodness of data lends credibility to all subsequent analysis and findings because it measures the reliability and the validity of the measures used in the study. After gathering data from questionnaire, they were checked adequately for reliability and clarification. The data was analyzed using quantitative techniques, whereby the findings were presented in the form of frequency distribution tables while qualitative techniques was incorporated in the study to facilitate description and explanation of the study findings. By so doing this created good understanding of the study findings. The data collated was entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 20.0). The software packages enabled the researcher to analyze the data into percentages, means and standard deviations. First, a factor analysis on both the dependent and independent variable items was conducted upon which reliability analysis for the retained items was computed. Second, correlation coefficients between strategic planning and achievement of millennium development goals retained from factor analysis will be computed to explore possible strengths and direction of relationships. Third, multiple regression analysis will be conducted to give various outputs like the model summary, the ANOVA table, and coefficients results among others was used to make interpretations and discussions of the study and upon which conclusions were drawn.

## DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### Introduction

This chapter presents the results obtained from the study. It includes the general information of the respondents that were under the study.

### Demographic Characteristics of the Respondents

#### Gender of the Respondents

The respondents were asked to indicate their gender and their responses were as shown in Table 1

**Table 1: Respondents' Gender**

Gender	Frequency	Percentage
Male	24	54
Female	20	46
<b>Total</b>	<b>44</b>	<b>100</b>

The results showed that 54% of the respondents were male employees and 46% were female employees. The study showed that both genders were equally represented in employment in the company.

#### Age brackets of the Respondents

The respondents were asked to provide their age bracket and the results were as shown below.

**Table 2: Respondents' Age**

Age brackets	Frequency	Percentage
25-34 years	9	20
35-44 years	25	57
45 years and above	10	23
<b>Total</b>	<b>44</b>	<b>100</b>

The majority (57%) of the respondents were between the age of 35 and 44 years. There were 20% of the respondents between 25 and 34 years and only 23% above the age of 45 years. Therefore the respondents can be recarded as youthful employees.

### Educational level of the respondents

The study sought to establish the educational level of the respondents and the study findings were as follows.

**Table 3: Educational Level of the Respondents**

Educational level	Frequency	Percentage
Secondary education	4	9
College/diploma education	9	20
University education	18	41
Master's degree education	13	30
<b>Total</b>	<b>44</b>	<b>100</b>

Regarding their level of education 9% had secondary education, 20% had college/Diploma education, 41% University education and 30% had master's degree level of education. It can be deduced that majority of the employees are well-educated hence know the concept of strategic planning and implementation of MDGs.

### Awareness about the MDG goals and its implications on the RVWSB

Respondents were asked to indicate whether they were aware of MDG goals in water services and they responded as shown below.

**Table 4: Awareness about the MDG goals**

Response	Frequency	Total
Yes	44	100
No	-	-
<b>Total</b>	<b>44</b>	<b>100</b>

All the 44 respondents explained that they were familiar with MDG goals in water resources since it was the current long-term Kenya's access to safe drinking water and sanitation services.

Most of the respondents indicated that the company had taken MDG goals in water

resources 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.

### Respondents' Awareness on Strategic Planning

In relation to awareness of strategic planning in the company, the respondents cited as follows.

**Table 5: Respondents' Awareness on Strategic Planning**

Response	Frequency	Total
Yes	44	100
No	-	-
<b>Total</b>	<b>44</b>	<b>100</b>

The entire population indicated that they were aware of strategic planning and they cited that it comprises of developing a strategic vision and mission, setting objectives, and crafting a strategy are basic direction-setting tasks.

### Effects of strategic planning on improved accessibility of water to the citizens

The study sought to establish whether strategic planning has improved accessibility to water to the citizens and the results were as shown in Table 6

**Table 6: Effects of strategic planning on improved accessibility of water**

Effects of Strategic Planning	N	Mea	Std.	Ran
Easy access to water	44	4.489	0.661	1
Access to clean and fresh water	44	4.333	1.023	2
Constant water supply	44	4.111	1.071	4
Cheap water services	44	4.156	1.022	3
<b>Grand Scores</b>		<b>4.272</b>	<b>0.994</b>	

The findings revealed as a result of strategic planning, there is easy access to water to water services by citizens with a mean of 4.489 and access to clean and fresh water followed closely with a score of 4.333, and constant water supply

was third with a score of 4.111 while a mean score of 4.156 showed that citizens access to cheap water services as a result of strategic planning. The implication is that strategic planning is essential in achievement of MDG goals in water services at RVWSB.

### Effects of strategic planning helped to achieve the MDGs

**Table 1: Effects of strategic planning helped to achieve the MDGs**

Strategic Planning Effects	N	Mean	Std.	Rank
Conformance to MDG	44	4.489	1.058	1
Reduce resource wastage	44	4.267	0.837	2
Improved citizens' satisfaction	44	4.244	0.802	3
Increased number of citizens accessing to	44	3.978	0.978	4
<b>Grand Scores</b>		<b>4.245</b>	<b>0.918</b>	

It was in the interest of the researcher to investigate the effects of strategic planning on achievement of MDG goals in water services at RVWSB and study revealed that the strategic planning has enhanced conformance to MDG objective was first with a mean score of 4.489. It was followed by transparency level or reduced resource wastage as critical with a score of 4.267, improved citizens' satisfaction had a mean of 4.244, and lastly was increased number of citizens accessing to clean fresh water with a score of 3.978. It therefore emerged that strategic planning process is inevitable and essential as it ensures speedy implementation of MDG goals. RVWSB management should implement strategic planning process fully in all its spheres and programs as an effective way of achievement of MDG goals in water services.

### Challenges facing strategic planning of RVWSB

In observation to strategic planning challenges, 80% of the respondents highlighted that the major challenges facing strategic planning of RVWS include control of unaccounted for water, 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. 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.

### Measures put in place to ensure that company strategic planning conforms to MDG goals

The respondents explained that the measures put in place to ensure that company's strategic planning conforms to the MDG goals in water resources. 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 MDG goals.

In response to the question on the importance of the public sector organizations to the achievement of the MDG goals 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 organization has managed to review its strategic plan to be in line with MDG 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 North Rift residents. 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 MDG goals 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 MDG objectives in water resources. The company should also avoid political interference in its management functions for effective execution of organization 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 MDG goals in water resources and 70% of the respondents stated that the organization should avoid policy reversals and application of ineffective policies. The respondents also stated that the organization should learn from other water corporations in order to avoid capitalizing on weak areas and putting much emphasis on core organization functions.

**Table 2: ANOVA Output**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.806	3	3.161	31.510	.000 <sup>a</sup>
Residual	3.913	41	.100		
Total	19.719	44			

Furthermore it was established that the whole model has a P value=.000, which is within the significance level of 0.05. Again this implies that strategic planning under study do strongly affect the implementation of MDG goals in water resources.

## CONCLUSION AND RECOMMENDATIONS

### Introduction

This chapter presents the discussion of the conclusions, recommendations and suggestions for further research.

### Conclusions

The study concludes that RVWSB 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 North Rift residents. Relying on the continued support from consumers, government, donors, civil society and the private sector, including banks required to achieve this objective. However, RVWSB 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.

### **Recommendations**

#### **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 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 government should therefore, spearhead environmental restoration efforts as a means of improving rainfall in these catchments.

#### **Recommendations for Policy and Practice to RVWSB**

For the company to align its strategic planning process with the MDG goals 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 organization departments have the required number of staff to perform the available tasks. 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 organization's business units.

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 minimize cases of water supply disruption arising from power outages. To minimize 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.

#### **Suggestions for further studies**

Further study should be carried out on the influence of strategic planning in achieving Vision 2030 in water resource management.

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