



Fundamentals of Strategic Planning & Execution

Theme: *From Strategy Formulation to Results Delivery*

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1

Introduction

Opening Thought

“A strategy is not a document—it is a set of choices that drive action and results.”

Learning Objectives

- By the end of this session, participants should:
- Understand the full strategic management cycle
- Appreciate that strategy is organization-specific
- Be able to link planning → implementation → monitoring → results
- Identify risks and control mechanisms



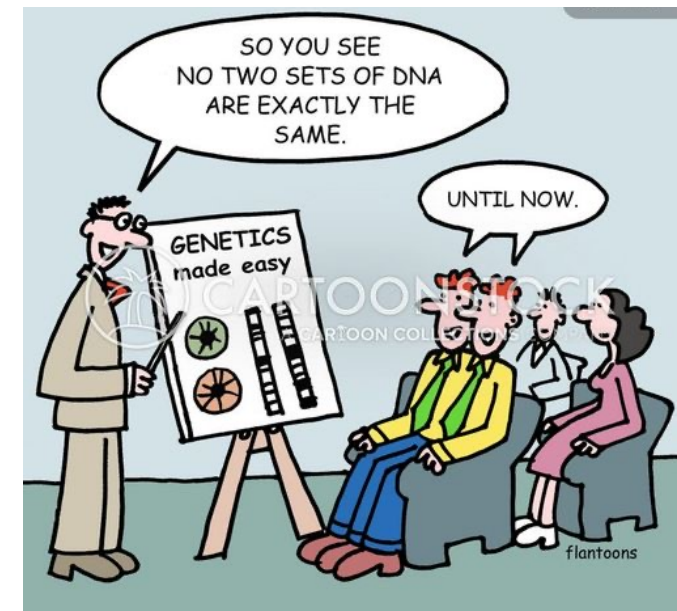


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What is a Strategic Plan?

- A strategic plan is a structured roadmap that defines:
- Where an organization has come from
- Where it is now
- Where it wants to go
- How it will get there
- How success will be measured

What is a Strategic Plan? ...



Key Principle - No two strategic plans are identical - each plan is:

- Context-specific
- Resource-dependent
- Leadership-driven
- Environment-sensitive

Examples

- A public utility focuses on service delivery and efficiency
- A startup focuses on growth and market penetration
- A non-profit focuses on impact and sustainability

3

The Strategic Planning Framework: 3.1 *Where Have We Come From? (Past Performance Analysis)*

Purpose: To understand historical trends and performance patterns.

- **Tools:**

- Trend analysis (financial, operational)
- Performance reviews
- Benchmarking

- **Key Questions:**

- What have been our major achievements?
- Where have we underperformed?
- What lessons have we learned?

Insight: Past performance is a mirror, not a destination—it informs but should not limit future ambition.

3 The Strategic Planning Framework: 3.2 *Where Are We Now? (Current Situation Analysis)*

Tools:

- SWOT Analysis
- PESTLE Analysis
- Stakeholder analysis
- Market/industry analysis

SWOT Breakdown:

- Strengths (internal advantages)
- Weaknesses (internal gaps)
- Opportunities (external possibilities)
- Threats (external risks)

PESTLE:

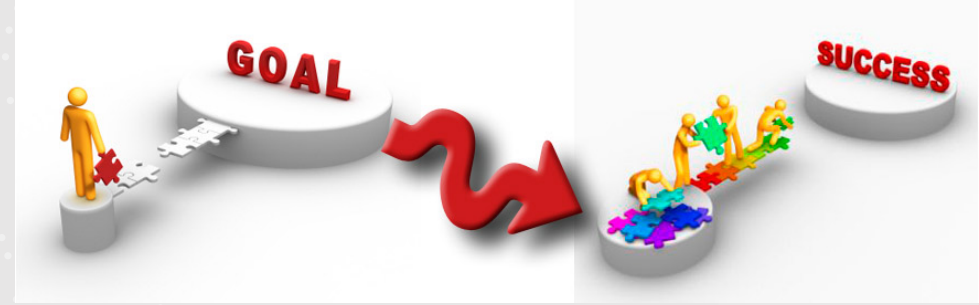
- Political
- Economic
- Social
- Technological
- Legal
- Environmental

Key Insight: Strategy must align internal capability with external opportunity

3

The Strategic Planning Framework: 3.3

Where Do We Want to Go? (Strategic Direction)



Components:

(a) Vision

- Aspirational, long-term
- “What do we want to become?”

(b) Mission

- Purpose of existence
- “Why do we exist?”

(c) Strategic Goals

- Broad outcomes (3–5 years)

(d) Targets (SMART)

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Example:

- Goal: Increase market share
- Target: Grow market share from 15% to 25% in 3 years

3

The Strategic Planning Framework: 3.4 *How Do We Get There?* (*Strategy & Action Planning*)

Strategic Activities:

- Programs/projects
- Resource allocation
- Process improvements

Tools:

- Strategic initiatives matrix
- Gantt charts
- Milestone planning

Key Elements:

- Clear ownership
- Defined timelines
- Budget allocation
- Performance indicators

"Without strategy,
execution is
aimless. Without
execution, strategy
is useless."

– Morris Chang, CEO of TSMC



Insight: A strategy without execution detail is merely an intention

3.5 Risk Identification & Mitigation

Types of Risks:

- Operational risks
- Financial risks
- Strategic risks
- External risks (e.g., policy changes)

Framework:

- Risk identification
- Risk assessment (likelihood vs impact)
- Mitigation strategies

Example:

- Risk: Regulatory change
- Mitigation: Policy engagement, compliance readiness

Insight: mStrategy must be risk-informed, not risk-averse

3.6 How Do We Measure Success? (Monitoring & Evaluation)

Key Principle: “What gets measured gets managed”

Tools:

- Balanced Scorecard
- Key Performance Indicators (KPIs)

Balanced Scorecard Dimensions:

- Financial
- Customer
- Internal processes
- Learning & growth

4

Strategic Plan Implementation

Critical Success Factors

1. Leadership Commitment

- Tone from the top
- Clear communication

2. Alignment

- Structure
- Systems
- Culture

3. Resource Allocation

- Financial
- Human capital
- Technology

4. Communication

- Internal awareness
- Stakeholder engagement



Common Pitfalls

- Lack of ownership
- Poor communication
- Inadequate resources
- Resistance to change

Implementation Insight: Strategy execution is 90% people, 10% paper

5

Monitoring, Evaluation, and Control

Monitoring

- Continuous tracking
- Focus on activities and outputs

Evaluation

- Periodic assessment
- Focus on outcomes and impact

Control

- Corrective action
- Performance improvement

Practical Tools

- Performance dashboards
- Quarterly reviews
- Annual evaluations



5

Monitoring, Evaluation, and Control ...

Example: Staff Appraisal Integration

- You can integrate:
- Quarterly performance reviews
- Categorization (A+, A, B+, etc.)

Example Framework:

- A+: Exceptional performance (>109%)
- A: Excellent (100–109%)
- B+: Good (90–99%)
- B: Satisfactory (80–89%)
- C: Needs improvement (70–79%)
- D: Unsatisfactory (<70%)



Insight: Individual performance must align with organizational strategy



6

Linking Strategy to Digitalization

- Use of in-house IT systems
- Real-time performance tracking
- Data-driven decision-making
- **Insight:**
- Digital tools enhance transparency, accountability, and speed



7 Wrap-Up & Key Takeaways

Strategic Planning Summary Framework

- Where have we come from?
- Where are we now?
- Where do we want to go?
- How do we get there?
- What are the risks?
- How do we measure success?

Final Thought: “A good strategy is not judged by how well it is written, but by how well it is executed and sustained.”

Optional Class Engagement Questions

- Why do most strategies fail at implementation?
- Can a good strategy fail? Why?
- How often should strategy be reviewed?



CASE STUDY: Strategy Execution at NWSC (Uganda)- From Strategic Intent to Measurable Results



STRATEGIC VISION

CULTURE AND STRATEGY ALIGNMENT

OPERATIONAL SYSTEM



Vision: Water for ALL; for health and Prosperity

1

Background Context - About NWSC

Mandate: Provide water and sewerage services in Urban Areas on commercial and financially viable basis.

287 Urban Centers

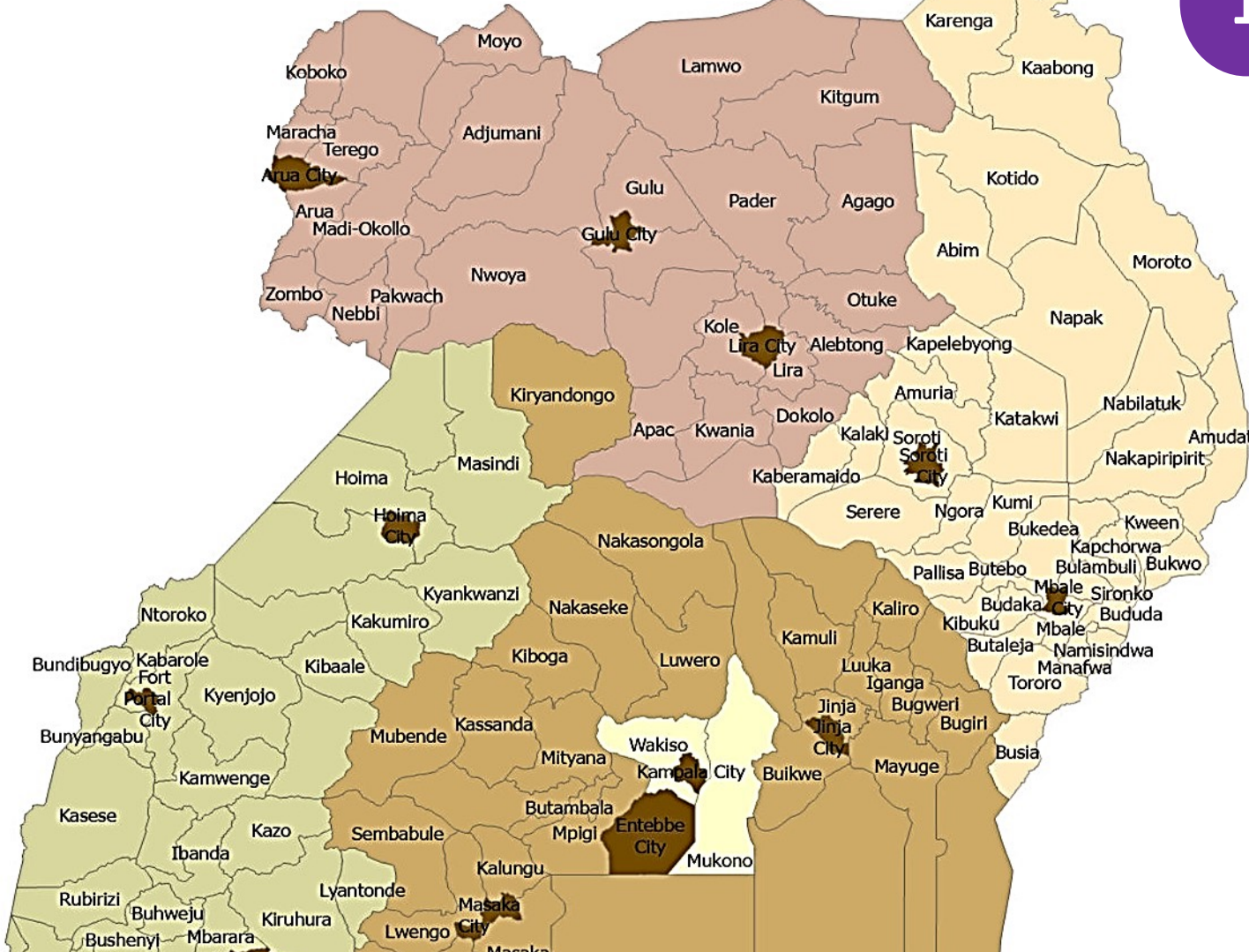
Total Pipe Network of 23,784 Km

Over 1,000,000 Water Connections

Serving over 22 million people

Annual Turnover - UGX.622 billion

Asset Base - UGX.4.6 Trillion



- Over the past two decades, NWSC has transformed from: A struggling public utility to A high-performing, commercially oriented service provider
- This transformation has largely been driven by strong strategy implementation frameworks, supported by robust monitoring, evaluation, and control systems.

2

Strategic Challenges

- NWSC faced several structural and operational challenges:
- Low service coverage
- High levels of non-revenue water
- Inefficient billing and collection systems
- Weak accountability structures
- Limited customer trust

The key strategic question became: How can NWSC effectively implement its strategic plans and ensure delivery of measurable results?



Strategy Implementation at NWSC

3.1 Decentralized Implementation Model

- NWSC adopted a decentralized structure, dividing operations into:
 - Areas
 - Regions
- Each unit operates as a semi-autonomous business unit, responsible for:
 - Revenue generation
 - Cost management
 - Service delivery

Key Insight: Strategy implementation is pushed to the frontline, where results are generated.



3.2 Performance contracting

- NWSC uses performance contracts between:
- Head Office
- Area/Regional Managers
- These contracts specify:
- Targets (financial and operational)
- Service standards
- Efficiency metrics

Example Targets:

- Collection efficiency (%)
- Water coverage (%)
- Non-revenue water reduction



1998

- KRIP
- PIPs

2000

- GOU/PCI
- ONDEO
- APCs

2003

- GOU/PCII
- IDAMCs

2006-12

- GOU/PCIII/IV
- IDAMCs
- BPCs
- OMGs

2012 - date

- GOU/PCV
- PACE
- BPCs
- TPCs
- IPAs



3.3 Staff Performance Appraisal System

- A structured quarterly appraisal system is used:

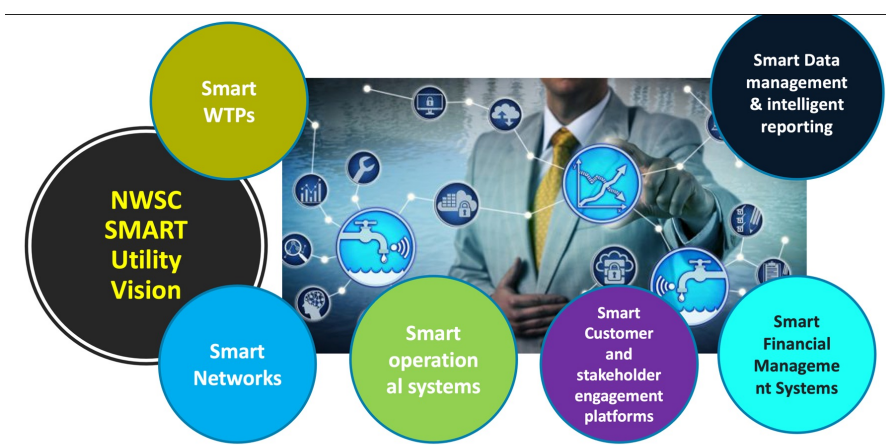
Application:

- Links individual performance to organizational strategy
- Drives accountability and motivation



Rating	Score Range	Meaning
A+	>109%	Exceptional
A	100–109%	Excellent
B+	90–99%	Good
B	80–89%	Satisfactory
C	70–79%	Needs Improvement
D	<70%	Poor

3.4 Use of Digital Systems

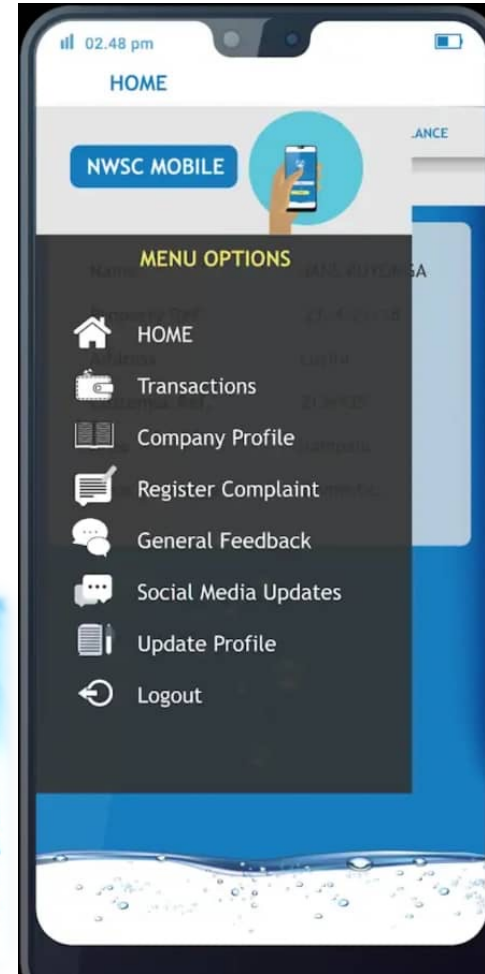


NWSC has invested heavily in:

- In-house IT systems
- Real-time performance dashboards
- Automated billing and reporting

Impact:

- Faster decision-making
- Transparency
- Reduced inefficiencies



We continue to provide as many payment options as possible to make it convenient and comfortable for our customers to pay for the services they receive from us. Such cur

E-payments and partnering Banks

e-water payment
The fast, convenient way to manage water bills

Electronics Funds Transfer

Mobile Banking

Direct Debit

We continue to innovate in this area with the objective of coming up with ultra convenient bill payment options for our customers.

4 Monitoring Mechanisms

4.1 Continuous Performance Tracking

Monitoring at NWSC is:

- Real-time
- Data-driven
- Frequent (daily, weekly, monthly)

Tools Used:

- Dashboards
- KPI tracking systems
- Field reports



Monitoring Mechanisms ...

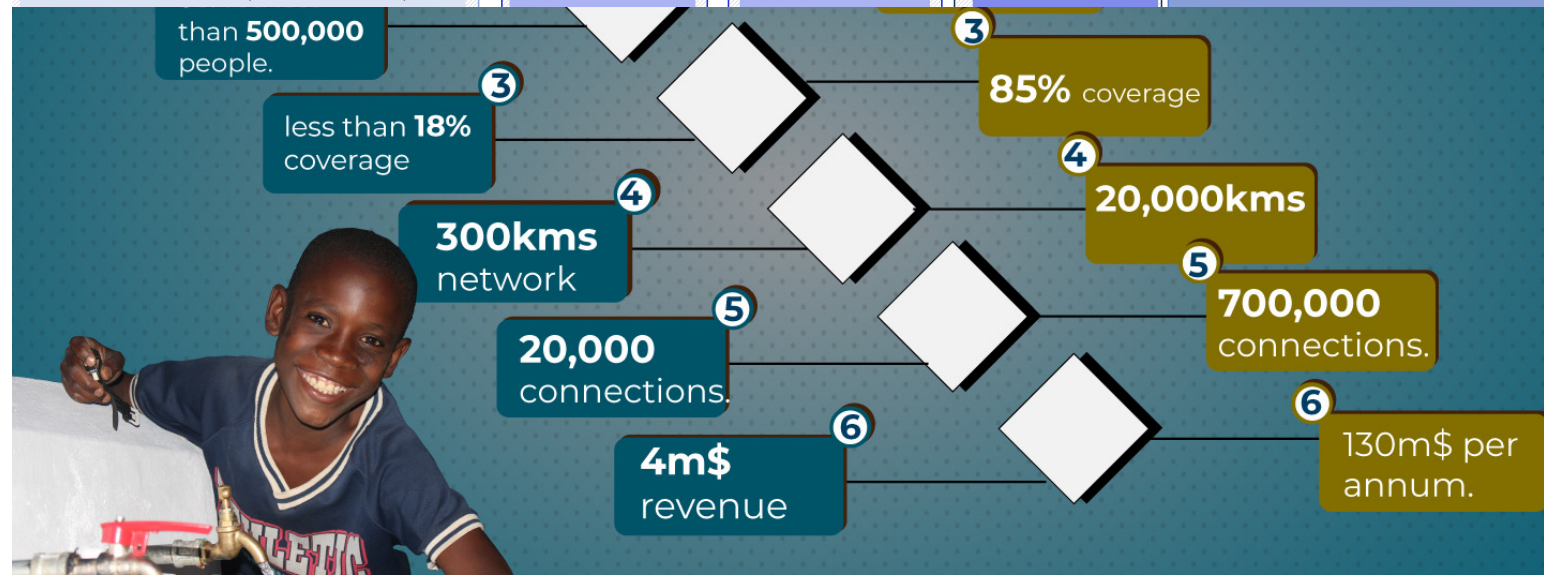
4.2 Key Performance Indicators (KPIs)

Examples include:

- Non-revenue water (%)
- Staff productivity (connections per staff)
- Revenue collection efficiency
- Service coverage

Indicator	2013	2025	2030
Geographical Coverage (Towns)	23	282	350
Production Capacity (m ³ /day)	294,681	791,077	850,000
Pipe Network (Km)	5,670	23,784	32,000
Water Connections (No.)	296,000	1,004,197	1,294,197
PSPs (No.)	2,482	31,204	50,000
Sewer Connections (No.)	17,516	30,539	40,000
Population Served (No.)	4,500,000	22,700,000	26,000,000
Annual Turnover (UGX Billion)	121	649	829
Total Asset Base (UGX Trillion)	0.580	5.040	6.200

- **Before 2013:** low service coverage, limited financial sustainability, weak infrastructure, low automation, minimal customer centricity
- **2025:** deliberate transformation driven by efficiency, innovation, expansion, and commercial viability
- Service coverage growth supported by internal financing and operational efficiency
- Reduction in **non-revenue water** through data-driven management
- Strong shift toward “**utility as a business**” mindset



Monitoring Mechanisms ...

4.3 Internal Review Structures

- Weekly performance meetings
- Monthly regional reviews
- Quarterly corporate reviews



Insight: Monitoring is not an event—it is a continuous management discipline

Evaluation Framework

5.1 Periodic Performance Evaluation

Evaluation is done:

- Quarterly
- Annually

Focus areas:

- Achievement of targets
- Efficiency gains
- Service delivery outcomes





5.2 Benchmarking

NWSC benchmarks:

- Across internal units (competition between areas)
- Against international utilities

Result:

- Promotes internal competition
- Encourages innovation

5.3 Learning and Adaptation

Evaluation findings are used to:

- Adjust strategies
- Improve operations
- Scale best practices

Insight: Evaluation is used for learning, not just judgment



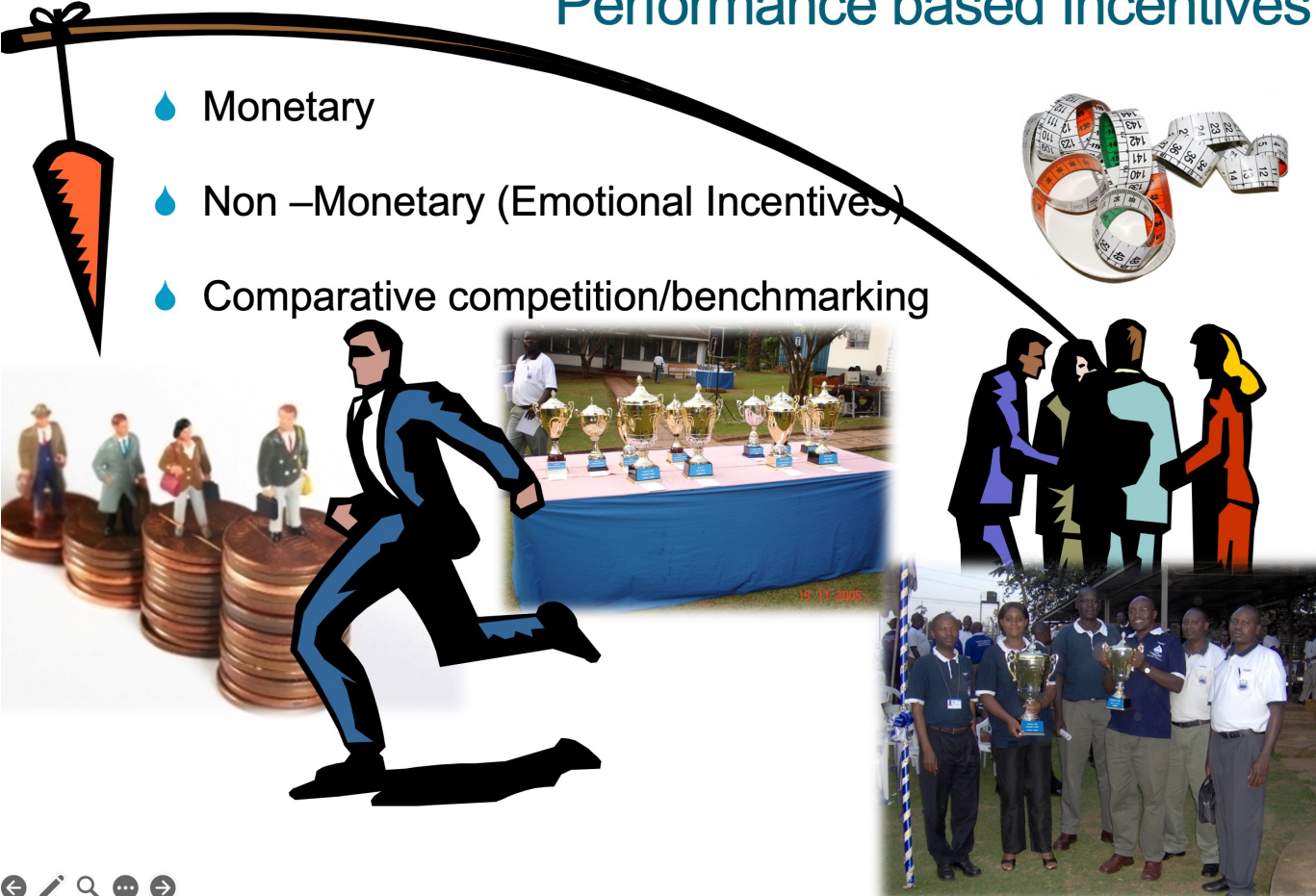
Control Mechanisms

6.1 Performance-Based Incentives

- High-performing units/staff are rewarded
- Poor performance attracts corrective actions

Performance based Incentives

- Monetary
- Non –Monetary (Emotional Incentives)
- Comparative competition/benchmarking



The image is a collage illustrating performance-based incentives. At the top left, a large carrot on a stick is suspended from a curved black line. Below it, a man in a blue suit is running towards the right. To the right of the runner are several stacks of gold coins. Further right is a table covered with a blue cloth, displaying several gold trophies. To the right of the table is a group of people in business attire, some of whom are receiving awards. At the top right, there are several rolls of paper with numbers and charts, representing data or benchmarks. A large black arrow points from the carrot towards the trophies and award scenes. The text 'Performance based Incentives' is written in blue at the top right. Below the text are three bullet points: 'Monetary', 'Non –Monetary (Emotional Incentives)', and 'Comparative competition/benchmarking'. At the bottom left, there are navigation icons: a left arrow, a pencil, a magnifying glass, a speech bubble, and a right arrow.

Control Mechanisms

6.2 Corrective Action Systems

- Underperforming units receive targeted support
- Management interventions are applied



Control Mechanisms

6.3 Governance and Oversight

- Board oversight
- Audit functions
- Compliance systems



6.4 Risk Management

Key risks managed include:

- Infrastructure failure
- Financial leakages
- Political/regulatory pressures

Mitigation measures:

- Preventive maintenance
- Internal audits
- Stakeholder engagement



7

Results of Effective Strategy Execution

NWSC has achieved:

- Expanded service coverage
- Improved financial sustainability
- Enhanced operational efficiency
- Strong institutional reputation

NWSC Performance Journey 2013 - 2030

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- a) Leadership commitment
- b) Decentralization and empowerment
- c) Strong performance culture
- d) Data-driven decision-making
- e) Continuous monitoring and feedback



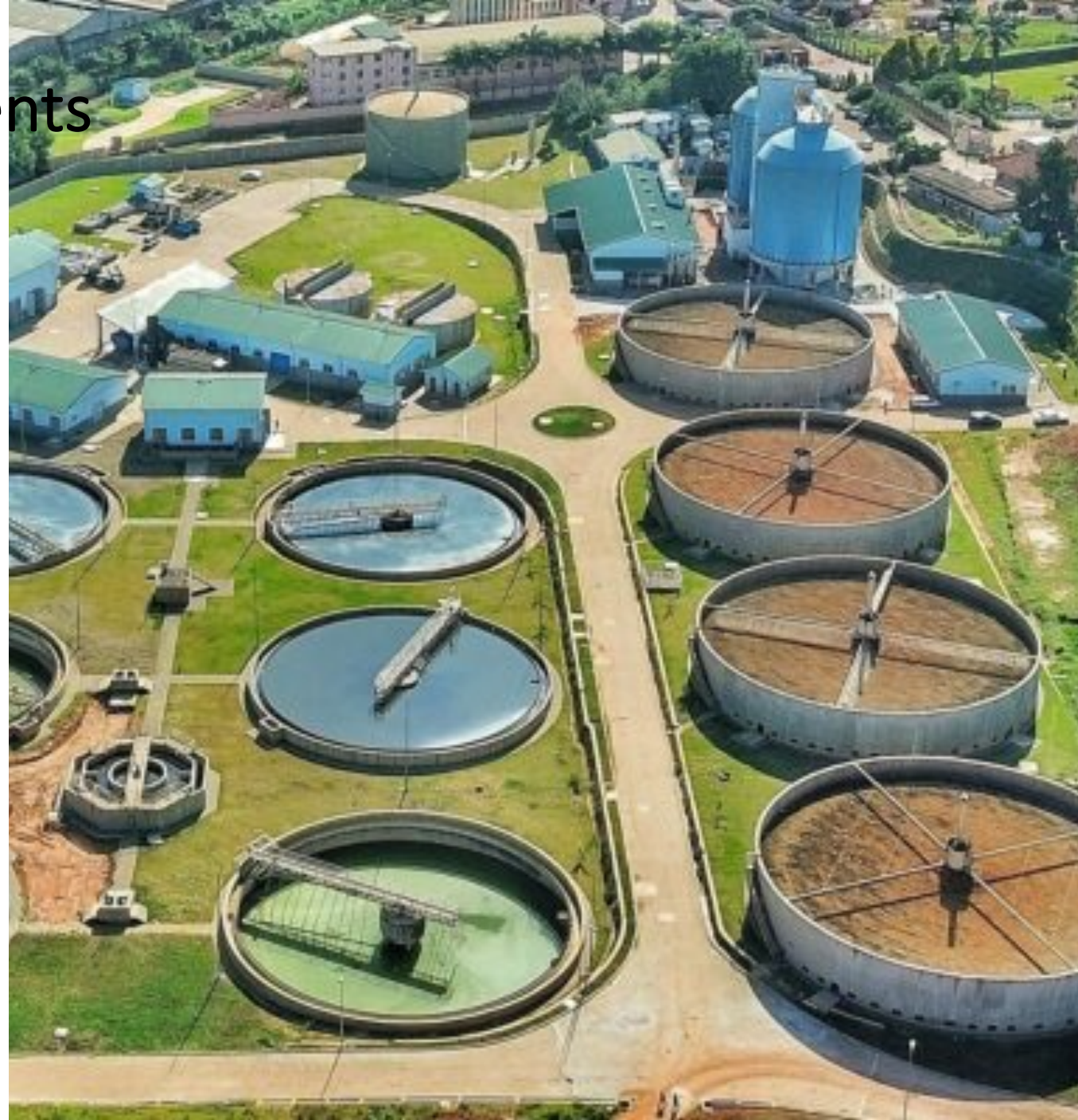
8 CRITICAL SUCCESS FACTORS

9

Key Lessons for MBA Students

Lesson 1: Strategy Must Be Operationalized

- A strategy must translate into:
 - Targets
 - Activities
 - Accountability



Lesson 2: People Drive Strategy Execution

Systems support, but people deliver results



Lesson 3: Measurement is Critical

KPIs and appraisals align effort
with outcomes



Lesson 4: Continuous Monitoring Matters - *Frequent reviews prevent strategic drift*

Continuous Monitoring



Lesson 5: Evaluation Enables Learning

Organizations must adapt continuously





10

Discussion Questions

- a) Why has NWSC succeeded where many public utilities fail?
- b) How does decentralization improve strategy implementation?
- c) Can the NWSC model be applied in private sector organizations?
- d) What risks might arise from heavy reliance on performance targets?

11

Conclusion

- The case of NWSC demonstrates that:
- Effective strategy is not about planning alone—it is about disciplined implementation, continuous monitoring, rigorous evaluation, and strong control systems.

Thank you.

A young boy in Iganga district smiles with excitement after water was brought closer to his home.

[#SafeWaterbringsSMILES!](#)

