



EFFECT OF BREATH OF SERVICE ON IMPLEMENTATION OF WATER SECTOR REFORMS IN EASTERN REGION OF KENYA

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Abstract

Water is a natural resource, which, due to climate changes and global warming has continuously been scarce. Water resources in Kenya are regulated by the Water Service Regulatory Board (WSRB) with aim of provision of reliable clean water to all Kenyans in all regions. The eastern region of Kenya is an ASAL region and the unique challenges of these regions in water provision are a critical empirical investigation point. Breath of service is one of the unique firm characteristics, and it has a possible direct effect on the firm's ability to implement its strategies. This study examined the effect of breath of service on implementation of water sector reforms in the eastern region of Kenya. The study used Cross sectional descriptive research design. Study population was 118 employees at Tanathi and Tana Water Services Boards and a census survey was done. The study data collection was by questionnaires and focus group discussion. It was analyzed using SPSS version 21. The study established that the water boards do not involve stakeholders while designing water reform programs nor are stakeholder recommendations implemented. This implies lack of stakeholder participation and ineffective implementation of stakeholder feedback. The study further established that recommendations by policy makers were implemented accordingly and that there were quarterly visits of water service providers by the monitoring and evaluation teams of the water Boards. This implies that there was proper follow up on water reform implementation policies. The study concluded that breath of service delivery affects implementation of water sector reforms. The study recommended for involvement of stakeholders and implementation of their opinions in the implementation programmes.

Keywords: Firm characteristics, feedback system, policy makers, reforms implementation

Background of the Study

In conceptualizing the progress in the water reforms implementation in Kenya, the study uses service delivery attributes that gives a reliable baseline on effective leadership management. The service delivery strategies influences the

water sector reforms process within the dynamic management and regulatory issues (Jenatabadi, 2016). An achievement in implementation of these service delivery reforms is directly dependent on stakeholder's involvement and the implementation of their feedback (Gavrea et al., 2011).

The implementation improves the efficiency of service delivery in the public water sector. However, Successful firms have qualified and well trained staff, potential stakeholders hence increase chances of diversification on breadth of service delivery (Watkins, 2006). Organizations have made progressive impact on the strategic implementation process due to introduction of feedback, monitoring and evaluation systems which measures extend of service delivery. According to Otungu et al., (2016), project implementation is defined as the innovative way of execution the planning, designing and modeling, considering the laid down regulations and policies which give guidelines in reforms facilitating.

However, the process may involve the process innovation which is different from the original implementation process (Rampa, 2011). In Kenya water sector in controlled by the ministry of water and irrigation which has devolved its function to the county government ministries through the water board management. The ministry has connected its services to eight water management boards across the country which manages the water sector on-behave of the central government.

The Kenya water sector underwent significant reforms after the Kenyan Legislatures enacted a water bill which resulted to Water Act 2002. According to Nyambura (2012), the key objective of the Act was to provide guidelines and procedures in preservation, management and controlling of the water resources. The Act gives separation of roles was aimed at improving governance and human rights to water access. At the regional levels the provision of clean water is managed and regulated by the Water Services Regulatory Board (WASREB) and the Water Resources Management Authority (WRMA)

Problem Statement

The developing countries, public water sectors are affected by the dynamic market completion from the private sector water providers according to Novo (2010). The bottled supplied water occupies more than the 90% of the basic use in both private and the public sector. Public water providers lacks the consistency in supply which is affected by unpaid bills, supply of un-clean water and an-authorized water connection more so in the middle level income estates, (Kanyeke, 2011). Water provision in the public sectors originates from boreholes, rapid construction of dams with non-effective water outlets and non-functional treatment plants.

However, the government has invested a lot in the water sector, formulation of the management structures which will promote the provision of clean water for domestic and commercial use, (Krhoda, 2008). To fully implement the water reforms, stakeholder and policy makers have being involved in the formulation, establishment, monitoring and evaluation of water reforms. Due to the involvement of many reforms in the water sector, the researcher intends to establish the impact of the reforms implementation in the service delivery in Eastern region of Kenya.

Objective of the Study

The objective of the study is to examine the effect of service delivery breath on implementation of water sector reforms in Eastern region of Kenya.

Significance of the study

The results of the study will inform the policy makers in the Ministry of Water and Irrigation, Water resource management Authority (WRMA), Ministry of Finance and county governments since water sector has been devolved hence use the study recommendations in formulating policies towards successful water sector reform implementation. The study findings may be used by practitioners who are

the major stakeholder in the water sector to see how best the water sector reforms can be implemented. The findings of the study shall add to the existing knowledge and theories on implementation of the reforms and basis of further studies.

LITERATURE REVIEW

Theoretical Review

This section is aimed at creating a theoretical foundation for this study hence evaluate the significant effect of breadth of service delivery on implementation of water sector reforms. The theories includes Human resource-based theory and Contingency theory.

Human Resource-Based Theory

The Resource-based theory founded by Penrose in 1959 and supported by components human capital resource. The theory is based on the role played by the human resource in establishing and maintaining market complete advantage as they are exposed in the dynamic market environment, (Priem & Bulter,2001). The theory states that any firm's successful operation in the market, the firm must create clients value through the reforms implementation, technology, feedback system and the evaluation procedures (Mugera, 2012).

There is criticism that resource based view considers the sustainability theory. According to Novo & Garrido (2010), the concept of scares resources doesn't promise friendly market competitive advantage hence plays a key role in reforms formulation, implementation and evaluation. Creative workforce requires the firm to facilitate friendly environment that values human capital to expand in-terms of increased knowledge, increased motivation, increased engagement (Luftman & Kempaiah, 2007).

Contingency Theory

The theory was derived by Austrian psychologist Fred Edward Fiedler in 1920's and is based on the organization management in terms of human resource and financial management (Virkus, 2009). The theory suggest that in any given organization, there is no specific way to approach and manage the internal and external affairs of the organization. These give the room of the formation of strategic department to formulate, monitor and evaluate the firm progress at any given time, (Otungu et al., 2011). The strategies must be based on the current internal and external forces which is experiencing, dynamic market change and other macro-economic factors.

The theory is considered when formulating the management strategies in order to maximize the resources in the strategy and minimize cost. According to Brikke & Rojas (2013), implementation of any formulated strategy requires the stakeholders, policy makers input to have very reliable results. The theory is suggest that Human Resource management has no specific way in managing the staff to maximize their efforts in any given assignment. Moreover, this approach motivates all managers to research on firms market situational before innovating a strategy to address the challenge (Ainuddin et al., 2007).

Empirical Review

Krhoda (2008) analyzed a previous study on lessons learned from India's water policy and reforms. The analysis established that the water policy and reforms in India had received varied mixed responses from the stakeholders including the consumers and communities. In addition, the community wanted the water rights to be vested in communities instead of some abstract notion of the India state. The implementation of the

water reforms was unlikely to succeed unless major reforms in water Human Resources were adopted. The study recommended involvement of all relevant stakeholders in carrying out water sector reforms (Krhoda, 2008).

Uwejamomere (2009) conducted a Water Aid case study in Ghana on civil society organization on contribution of urban areas in the water industry reforms in Ghana. The study found out that there was un-proper discussion between the water sector and the civil society. The study recommended adequate fast tracking of the reform processes in the country so that all the stakeholders can also be given the opportunity to make suggestions and openly express their sincere opinions towards successful implementation of the water sector reforms. The study also found out that there was inadequate private sector participation towards reforms implementation. The study recommended there was need to involve all key water sector private contractors to manage all public water utility systems.

Greenhill and Wekiya (2004) conducted a study on water regulation of turning on or off water outlets, donor policies and guidelines on water industry privatization in Dar-es Salaam, Tanzania. From the study, it was established that contribution of the locally innovation of the strategies, the central government involvement and the civil contribution within the water projects donated by non-government sectors. The study recommended that the original design of the water reforms should have addressed pro-poor reform measures and also considered implementing a fair and affordable tariff to the poor. Further, for a social community water supply schemes managed by the poor communities for an improved water delivery service.

Knowledge Gap

The need to clearly understand what aspects of service delivery breadth impact on the quality of reforms implementation provides the guidelines for this study. An analysis of the empirical review from the previous researchers indicates that service delivery breath all affect reforms either negatively or positively. Lack of sound service delivery frame work and unclear national monitoring and evaluation mechanisms affect water reform implementation negatively hence the need for well-structured and working water Human Resources. The researcher shall use two tools for data collection to ensure that data collected can adequately be relied on. As such, in addition to the use of questionnaires which are commonly used by most researchers, the researcher shall complement this method with focus group discussions.

Conceptual Framework

The water sector reforms implementation is the dependent variable and the breadth of service deliver. The relationship between the variable is as presented in Figure 1.

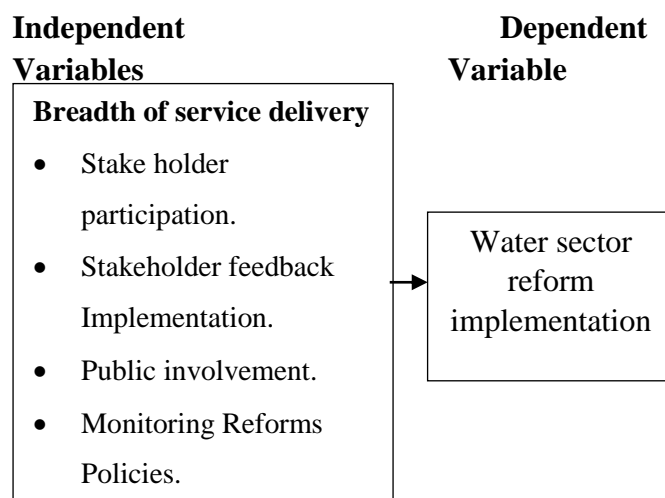


Figure 1: Conceptual Framework

The independent variable of the study is presented by Stake holder participation, Effective implementation of stake holder feedback, Public

involvement and Follow up on water reform implementation policies.

RESEARCH METHODOLOGY

The research study adopted a survey research design. The target population for the study included 118 staff of Tanathi and Tana Water Services Boards based in Eastern Region of Kenya.

Table 1: Population Distribution

Respondents	Tanathi	Tana
Top Managers	6	6
Mid Managers	37	40
Lower Mangers	13	16
Total	56	62

A census was used since all members of the population composed the study sample. Primary was collected using questionnaires, focus group discussions and secondary data from the board's publications. Collected data was coded and analyzed using SPSS. However, the study adopted a regression model which explains the relationship of the variables. Further the researcher carried out a statistical test for reliability using Cronbach's Alpha. The researcher insisted on a reliability score of 0.70 or higher for the research instrument. The study employed (independent variable) that is the firm characteristics and water reform implementation (dependent variable) under the panel data framework that is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where:

Y = Dependent variable

$b_{1,2,3,4}$ = Regression coefficients

α = The constant

X_1 = Stakeholders Participation,

X_2 = Stakeholders feedback implementation,

X_3 = Public Involvement,

X_4 = Monitoring Reforms Policies,

ε = Error term

Research Findings and Discussions

Respondents Demographic Analysis

The response rate was 72 % in which out of 118 administered questionnaires only 85 were filled completely and collected.

Table 2: Response Rate Analysis

Rate	Frequency	Percentage
Responded	85	72%
Declined	33	28%
Total	118	100%

The study established that the respondent's age was between 25-50 years at 83.5 %, below 25 years and those above 50 years at 11.8 % and 4.7 % respectively hence many respondents aged 25-50 Years.

Table 3: Respondents Age

Age Description	Frequency	Percentage
<25 years	10	11.8%
26-50 years	71	83.5%
>50 years	4	4.7%
Total	85	100.0%

Gender

The table 3 below presents the respondents gender.

Table 4: Gender

Gender	Frequency	Percentage
Male	71	83.5%
Female	14	16.5%
Total	85	100.0

From the study, the respondent's rates was 83.5% presenting male and 16.5 % presenting females.

Level of Education

The table 5 below presents the respondents level of academic qualification at the specific time frame of the research.

Table 5: Level of Education Completed

Education	Frequency	Percentage
Secondary	8	9.4%
Diploma	25	29.4%
Degree	46	54.1%
Master	6	7.1%
Total	85	100.0%

From the study results presented by table 5 above, a total of 54.1 % of the respondents interviewed had bachelor's degree level of qualification, diploma holders were 29.4%, 9.4% had attained secondary, 7.1% master's degree while no one had Ph.D. as highest level of education achievement.

Employee Category

The table 6 below presents the respondents working category.

Table 6: Employee Category

Category	Frequency	Percentage
Top management	7	8.2
Middle managers	60	70.6
Operational staff	18	21.2
Total	85	100.0

From the study, middle management account for 70.6% followed by operational staff at 21.2% and top management forming 8.2%.

Duration of Service at the Board

The table 7 below presents the respondents service duration in the water.

Table 7: Duration of Service at the Board

Age Intervals	Frequency	Percentage
<2 years	6	7.1
2-5 years	50	58.8
>5 years	29	34.1
Total	85	100.0

According to the results, the respondent's duration of service at the water board presented by 58.8% for period between 2-5 years, 34.1 for above five years and 7.1 % presenting period of below 2 years.

Empirical Findings of the Study

In discussing the analysis in this section, the findings from the questionnaire and Focus Group Discussions are thematically presented on every variable. To this end, Focus Group Discussions produced very rich revelations that either explained the trend of responses in the questionnaire or validated the same. This was necessitated by the free and open environment during the Focus Group Discussions. Accordingly, focus group discussions gave credence and rationale to most items in the questionnaire although there are few cases of varied opinion on similar issues.

Service Delivery Breadth on Water Reform Implementation

The final objective sought to establish the influence of service delivery breadth on water reform implementation at the Water boards. The table 8 below presents the descriptive statistics of the service delivery breadth. From the study, the mean range of 15-2.5 proves that the policymakers recommendation are implemented accordingly with standard deviation of 0.914, the

board has proper documentation and follow up on emerging issues towards water reform implementation with standard deviation of 0.362.

Table 8: Service Delivery breadth

Service Breath Description	N	Mean	Std. Deviation
Involvement of stakeholders in designing programs	85	4.29	.458
Stakeholders Opinions have assisted in water sector reforms	85	4.35	.505
Commendable stakeholder feedback system	85	4.13	.632
Recommendations by policymakers are implemented accordingly.	85	2.39	.914
Proper documentation on water reform implementation	85	1.85	.362
Quarterly visits to water service providers.	85	1.86	.350
Staff to monitor implementation of water reform policies	85	1.87	.338

The boards visits the water service providers at least once every quarter to monitor the degree of compliance with the key performance indicators with standard deviation of 0.350 and the staff are specifically attached to the water companies to frequently monitor implementation of water reform policies with standard deviation of 0.338.

However, the mean range of 2.5-4.5 proves that the water boards don't involve relevant stakeholders at the appropriate moments in designing water reform programs with standard deviation of 0.458, the stakeholders

recommendations have not assisted in the water industry reforms with standard deviation of 0.505. Finally, the water board's management have no commendable stakeholder feedback system with standard deviation of 0.632

Measurement of Water Reform Implementation Level

In order to determine the level of water reform implementation at the organizations, this part sought to measure water reform implementation indicators of the dependent variable. Essentially, this would determine how far reform implementation level had been attained by measuring specific goals the implementation programme set out to achieve in terms of short, medium and long term goals.

Table 9: Water sector reform implementation

Water Reforms Breath Description	N	Mean	Std. Dev
Increased water and sanitation coverage after reforms	85	1.84	.373
Availability of safe water for use	85	1.86	.383
Improved revenue collection efficiency	85	3.47	.971
Decrease in operational cost.	85	2.93	1.213
Decrease in non-revenue water	85	2.55	1.029

From the study presented by table 9 above, the mean range of 1.5- 2.5 proves that there is increased water and sanitation coverage after reforms with standard deviation of 0.373, water reforms have led to availability of safe water for use with standard deviation of 0.383.

However, from the study mean range of 2.6-4.5 proves that water reform implementation have not improved revenue collection efficiency with standard deviation of 0.971, there is increased

operations and maintenance cost as a result of Water reform implementation with standard deviation of 2.93 finally, the water reform implementation has increased non-revenue water with standard deviation of 2.55.

Multivariate Regression Analysis

A linear regression analysis was evaluated to establish if implementation of water sector reforms in Eastern Region of Kenya could be predicted by organizational structures, human resources, financial resources and service delivery breadth. The multiple regression model with all the four predictors produced a significant model presented by the table 10 below

Table 10: Coefficient of Determination

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig.
1	.745	.555	.017	.743	0.000

Predictors: (Constant),

From the table 10 above presents the coefficient of determination (R²) is the correction between the predicted and observed variables. From the study, it is established that the four independent variables in the model presents 55.5 % of the net variation in a given water sector reforms.

Table 11: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.887	4	2.472	2.50	.049
Residual	79.125	80	.989		
Total	89.012	84			

The standardized coefficient gave information on the importance or strength of effect of the different independent variables based on relative

comparison of the variables' importance. In this model, Financial resources is the strongest significant predictor with a coefficient of 0.049 (p<0.05) hence reject the null hypothesis and conclude that service delivery breadth have significant impact on the water sector reforms.

Table 12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Constant	2.65	.861		4.25	.001
X1	.893	.233	.076	.714	.004
X2	.262	.324	.022	.189	.002
X3	.561	.322	.305	2.69	.004
X4	.415	.219	.089	.841	.001

Predictor variables: (Constant), Stakeholders Participation, Stakeholders Feedback Implementation, Public Involvement, Monitoring reforms policies.

From the regression model, the study established that the model coefficients are 0.893 for Stakeholders Participation, 0.262 for Stakeholders Feedback Implementation, 0.561 for Public Involvement and 0.415 for Monitoring reforms policies.

$$Y=2.65+0.893X_1+0.262X_2+0.561X_3+0.415X_4$$

DISCUSSIONS

Demographic of the respondents

From the study, the response rate was 72% in which it was reliable for the study. According to Lebens & Euske (2006), any response rate above 70% is considered reliable for the study. From the study, the respondents age between 25-50 years at 83.5 %, below 25 years and those above 50 years at 11.8 % and 4.7 % respectively. This

proves that staff in the two water boards are highly experienced in performing their duties and responsibilities, mentoring the junior staff who join the boards hence significant continuity from one generation to another.

The respondents gender indicated that 83.5% of the staff were male while female stood at 16.5 %. This implies that there is no gender equity in the Water boards which is against the current labor laws which states that no specific gender should be more than two-thirds of the group population. Accordingly, water boards are not gender sensitive as there is no balanced gender representation. From the study, a total of 54.1 % of the respondents interviewed had bachelor's degree level of qualification, diploma holders were 29.4%, 9.4% had attained secondary, 7.1% master's degree while no one had Ph.D. as highest level of education achievement.

From the study, majority of the respondents are highly educated to understand water reform dynamics at the Water boards and possess capability to respond to the questionnaire appropriately besides appreciating importance of a research. According to (Ombogo, 2009), staff education is the basic core qualification to be certain that the employee will effectively perform duties, maximization of resources and innovation specifically in terms of achieving water reform.

The study established that the respondents were picked from middle management which account for 70.6% followed by operational staff at 21.2% and top management forming 8.2%. The implication is that the staff is adequately represented in the three carders for proper labor division. The respondents duration of service at the water board presented by 58.8% presenting period between 2-5 years, 34.1 presenting above five years and 7.1 % presenting period of below 2 years.

The interpretation is that the Water boards has a moderately experienced workforce as a result of duration spent working at the Water boards. The other implication is that the Water boards has employees who have spent at the station long enough to understand relationship between firm characteristics and Water reform implementation at the Water boards. However, large percentage of the respondents have working experience of less than ten years to fully comprehend the water reform implementation historical and importance and so might casually respond to the questionnaire due to inadequate experience at the boards.

Service Delivery Breadth on Water Reforms Implementation

This objective sought to examine the effect of service delivery breadth on water reform implementation in Eastern region of Kenya. The study established that the policymaker's recommendation are implemented accordingly. This aspect of stakeholder involvement was poorly rated and speakers at FGDs expressed great dissatisfaction with it which is also supported by the Nyambura (2012). There was no clear mechanism of involving other stakeholders. However, the board has proper documentation and follow up on emerging issues towards water reform implementation.

From the study, statistical data proves that the respondents agreed that there is proper documentation and follow up on emerging issues towards water reform implementation in the pursuit of Water reform implementation. In solidifying the response above, speakers at the FGDs participants opined in affirmative that proper documentation and follow up on emerging issues towards water reform implementation in the pursuit of Water reform implementation.

Participants at the Focus Group Discussions indicated there was adequate follow up documentation on emerging issues. According to Krhoda (2008), states that providing stakeholders with 360-degree project visibility through stakeholder feedback system does not exist in Water reform implementation at the Water boards. Consequently, there is no emphasis in opining that Water reform implementation is likely to suffer delays.

The findings are tandem with Brikke & Rojas (2012), who established that the boards visits to the water service providers at least once every quarter to monitor the degree of compliance is the key performance indicators. The study identified that the staff are specifically attached to the water companies to frequently monitor implementation of water reform policies. In negating this aspect in agreement with response above.

Participants at the Focus Group Discussions opined that, the board does have capacity to second staff to the many water companies in the region. Practically, it is not feasible instead, impromptu checks by security agents and other state agents can do a better job in this case. According to Gavrea et al., (2011), there are staff specifically attached to the water companies to frequently monitor implementation of water reform policies.

From the study, it was established that that the water boards do not involve relevant stakeholders at the appropriate moments in designing water reform programs. The study established that any involvement of stakeholders was done for the sake of it and certain individuals who are friendly to the board of management were always given chance to represent other stakeholders. These findings contradict findings of Garvea et al., (2011) who

established that the boards involve relevant stakeholders in the water programs.

Such stakeholders were compromised and hence cannot question anything going wrong. The interpretation is that the Water boards does not the organization involves relevant stakeholders at the appropriate moments in designing water reform programmes. From the study, the water reform implementation is likely to be delayed or abandoned altogether. However, the stakeholders recommendations have not assisted in the implementation of water sector reforms hence painting a very a non-encouraging picture of water reform implementation at the Water boards which is supported by findings by Kanyeke (2011). From the, Focus Group Discussions negated this affirmative rating that views of stakeholders were not implemented.

Contributors at the Focus Group Discussions opined that the so-called stakeholders did not have any competent skills in certain areas to give or critique certain decisions hence were only there for monetary gains. According to Uwejamomere (2009) indicated that recommendations by stakeholders have assisted in the implementation of water sector reforms is properly being carried out at the Water boards.

From the study, the water board's management have no commendable stakeholder feedback system in the pursuit of Water reform implementation. In validation of the non-affirmative rating, contributors to the deliberations at Focus Group Discussions denied and rejected of existence of any stakeholder feedback system at the organization which contradicts with Otungu et al., (2011) who stated that reliable feedback system exist in boards. In fact, if it ever existed, it was sketchy and non-functional. Speakers at the focus group discussions questioned extensively the whole aspect of stakeholder involvement in the

implementation process as there was very little evidence. According to Rampa (2011), stakeholders and donors who significantly rarely on implementation programs physically and practically.

The study established that feedback system provides stakeholders with 360-degree project visibility through stakeholder feedback system does not exist in Water reform implementation at the Water boards. Consequently, there is no emphasis in opining that Water reform implementation is likely to suffer delays.

From the study, the respondents agreed that there is availability of safe water for use and that there is increased water and sanitation coverage after reforms as a result of reforms implementation programme. Focus Group Discussions participants equally presented dissenting views that safe drinking water for most residents in the region as water shortage is worse than ever before. These findings are consistent with recommendations of Jenatabadi (2016).

From the study, the goals of achieving availability of safe water for use the Water reform implementation at the Water boards has been realized. Consequently, water reform implementation goals are yet to be achieved and hence the reform agenda needs re-evaluation to identify the gaps that need to be filled. The respondents disagreed that water reform implementation has improved revenue collection efficiency. Equally disapproving this notion that revenue collection efficiency has gone up, most contributors at the Focus Group Discussions opined that water boards still rely on the government to funds its programs as it does not raise adequate revenue to be self-reliant in certain projects.

From the study of Kanyeke (2011), the water reform implementation has not achieved one its goals of improving revenue collection efficiency

set out at the inception of the water reform programme. There is therefore need to reevaluate the reform implementation program and redesign the program. From the study, respondents disagreed that operations and maintenance cost coverage has reduced as a result of water reform implementation. Contrary to the affirmative response above, contributors at the Focus Group Discussions denied believing that operations and maintenance costs have gone down. According to Uwejamomere (2009), the operations and maintenance cost coverage has reduced as a result of water reform implementation. However, this item singularly cannot quantify water reform implementation and hence the need to re-examine the reform program that has been rolled out. Finally, the respondents disagreed that water reform implementation has reduced non-revenue water. In the Focus Group Discussions, participants held several views that water reform implementation has reduced non-revenue water since the cost is still high. The interpretation is that water reform implementation has not reduced non-revenue water goal set out in the reform agenda.

Water Reforms Implementation Achievement Indicators

The study established that the water reforms has increased the availability of clean water for use and increased water and sanitation coverage. However, the study states that water reform implementation has not significantly improved revenue collection efficiency, Operations and maintenance cost coverage has increased as a result of Water reform implementation. Finally the water reform implementation has increased the non-revenue water

Regression analysis

The study carried out regression and correlation analyzing to establish extend of relationship and dependency between the study variables. The

study established that the model coefficients are 0.893 for the stakeholder's participation, 0.262 for stakeholder's feedback implementation, 0.567 for Public involvement and 0.415 for Monitoring reforms policies.

The regression model implies that a unit increase in dependent variable (Y), results to increases of the water boards stakeholder participation by 0.893, increase of water boards stakeholder's feedback implementation by 0.262, increase of Public involvement by 0.567 and increase of Monitoring reforms policies by 0.415. There was significant positive correlation between the all the variables. The regression analyses findings are consistent with recommendations of Kimotho (2012) who established that firm characteristics positively affects the organizational management reforms in the developing countries.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The objective of the study was to examine the effect of service delivery breadth on the water reforms implementation. From the study, the researcher concluded that the organization does not involve relevant stakeholders at the appropriate moments in designing water reform programs. This results to poor innovation, planning and implementation of the water reforms within the boards. The stakeholder's may include the county governments, donors and the business community who are directly affected by the water reforms.

The study concludes that the recommendations by stakeholders have not assisted in the implementation of water sector reforms since the water board's management don't consider them in planning and excursion of the water reforms. However, the management does not have a commendable stakeholder feedback system to

collect the reforms feedback from the water sector stakeholder's. This results few feedback to be received by the water boards to present the stakeholders opinions. However, the few received opinions and recommendation by policymakers are implemented accordingly hence improve the reforms implementation in the water sector.

Further the study concludes also that there is no proper documentation of the expected and completed water projects in regard to reforms. The boards lacks human resource to follow up on emerging issues towards water reform hence the projects are not partially implemented by the management.

The study concluded there is board visits to the water service providers at least once every quarter to monitor the degree of compliance with the key performance indicators of provision of clean water for domestic and commercial use. The visits enables the management to know the extent in which the reforms are affecting the service delivery by the water providers. However, the study concludes that there are staff specifically attached to the water companies to frequently monitor implementation of water reform policies members with 360-degree project visibility does not exist in Water reform implementation at the Water boards.

Recommendations

The core aim of the research was to examine the effect of service delivery breadth on implementation of water sector reforms in Eastern region of Kenya. The study recommends the policy makers in the Ministry of Water and Irrigation to improve on the stakeholder's participation through involvement in the planning, implementation and evaluation of the reforms programs. Water Resources Management Authority (WRMA) should develop regulations and regulatory framework which will

ensure efficiency in service delivery in the water sector.

The water sector practitioners should ensure that the water boards have increased the number of visits to the water providers at least twice in every quarter. This will enhance effective monitoring and evaluation in the water sector reforms. However, the promotion of feedback system from the stakeholder's, donors and consultancy firms to enhance the implementation of policy makers and stakeholders recommendation.

The management of the water boards in Eastern region have significant effect from the studies carried within and outside concerning the quality water provision. Due to this impact, the academician should conduct more research on water provision in order to provide sufficient policy recommendation to improve the water boards operations. The recommendation may be used in improving the management monitoring and evaluation systems, stakeholder's participation and the service delivery breadth.

Areas of further Studies

According to this study findings, more research can be conducted on the impact of the integration of the new water guidelines from the constitution under the water Act 2010 on the success of water

sector reforms in Kenya. The study will establish the impact of the Act on the specific firm characteristics which affect the organization both internal and external. The study will focus on the period before and after the new constitutions and water act 2010.

The current study recommendation on more involvement of stakeholders in the water reforms implementations. The stakeholders include the Public Private Partnership (PPP), the donors and community water committees hence a study can be carried out on the effect and contributions of stakeholder's participation on the water management reforms.

This study focused on the two water boards (TanaAthi and Athi water boards) in the eastern region. The information obtained from the study may be biased since it presented less than 75% of the total number of water boards in Kenya. The researcher recommends a further study on the effect of firm characteristics across the counties and the country.

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