

**INFLUENCE OF FIRM CHARACTERISTICS ON IMPLEMENTATION OF
WATER SECTOR REFORMS IN EASTERN REGION KENYA.**

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DECLARATION

I understand that plagiarism is an offence and I therefore declare that this project report is my original work and has not been presented to any other institution for any other award.

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DEDICATION

This research project is dedicated to my family: my husband Mr. David Kavyati Kilonzo, my dad Milton Mbuvi, my mother Ann Munyao and my children Fred, Victor and Grace, who are my greatest inspiration.

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ABBREVIATIONS AND ACRONYMS

ASAL	Arid and Semi-Arid Lands
CBO	Community based Organization
DWS	Director of water services
FGDs	Focus Group Discussions
GOK	Government of Kenya
HRM	Human Resource Management
MDGs	Millennium Development Goals
MWI	Ministry of Water and Irrigation
NGO	Non-Governmental Organization
NWCPC	National Water Conservation and Pipeline cooperation
NWSS	National Water Services Strategy
PPP	Public Private Partnership
SPA	Service Provision Agreement
SPSS	Statistical Package for Social Science
TWSB	Tanathi Water Services Board
UFW	Unaccounted for Water
UK	United Kingdom
UNDP	United Nations Development Program
UNICEF	United Nation Children Fund
USAID	United States Agency for International Development
WAB	Water Appeals Board
WASREB	Water Services Regulatory Board
WHO	World Health Organization
WSBs	Water Service Boards
WUA	Water Users Associations
WSP	Water Service Providers
WSTF	Water Services Trust Fund

DEFINITION OF TERMS

Water Sector Reforms	The process of implementing changes in the sector to ensure better water service delivery and resources management.
Water Infrastructures	These are the physical and organizational structures needed for the operation of water network so that the utility can reach the users reliably and efficiently.
Water Tariffs	These are prices or rates assigned to water supplied by a public utility through a piped network to its customers.
Water Supplies	These are sources and deliveries of water to make it available to be economically and socially used by a community or in a region.
Water Service Provider	These are commercially oriented entities contracted by the Water Services Boards as agents to provide water and sanitation services. The institutions provide water to the consumers at a fee using the assets developed for them by the water services board.
Non-Revenue Water	This is the difference between water that is extracted and flowing into the supply system and the total units billed to consumers.
Water Service R. Board	The statutory institution within the water sector with controls and regulates water services boards and water service providers. The institution also sets and regulates the water tariffs so that water consumers are not charged exorbitantly.
Water services trust fund	The statutory institution mandated with the overall funding mobilization from international donors for local distribution to all water institutions on rural based and pro poor projects on priority basis on request through written proposals.
Water Association Users	An organization of all water consumers in Kenya to champion for the rights of all of them in cases of any tariff disputes and lack of good service.

- Budgetary allocation** The amount voted and read in parliament for budget approval and printed officially on the treasury printed books
- Director(Water services)** He is the officer at Ministry of Water and Irrigation (MWI) headquarters charged with making sure water service delivery is at the optimum and that all Kenyans have access to safe, reliable and adequate water at all times. He is accountable to the permanent secretary MWI and he is in charge of all funds for water facilities infrastructure development.

ABSTRACT

Natural resources in Kenya have experienced many shortcomings due to the change of climate and global warming. The resources especially water management boards have been grappling with many management problems of trying to improve water services provision to its population. Kenyan water sector is regulated by the Water Service Regulatory Board (WSRB) hence has experienced many strategic reforms with key objective of improving the provision of clean water. Due to this transformation, water boards have being established to manage the resources by developing a sustainable and effective strategies to ensure that there is efficiency in water supply. The key objective of the study is to investigate the firm characteristics influencing water sector reforms implementation in Easter Region of Kenya with specific reference to Tanathi and Tana Water Services Boards. The study is based on descriptive research design targeting a population of 118 employees working in different departments within the Tana and Tanaathi water service boards. The study used a survey sampling method where all members of the population where considered and had equal probability of being picked. The study was purely based on primary data which was collected through the structured questionnaires which was distributed across the targeted departments. Before the actual data collection, the questionnaire was subjected to validity and reliability test to 10% of the population and the score 0.7 hence the instrument was reliable. The study data was collected, checked for completeness, coded and entered into Statistical Package for Social Science for analysis hence analyzed data was presented using frequency distribution tables. From the study findings, many small- scale water service providers (WSPs) have well documented weaknesses. The study established that there is right number of authority layers or hierarchies; however, there were no clear reporting lines. In addition, the study established that employees' duties and responsibilities were clearly known to them, departments did not have work plan clearly showing the activities or plans to be executed and the individuals responsible for each activity; and communication was poor. Further, it was established that there was human resources issues like poor task distribution, insufficient and ill-equipped staff in skills and competency, and inadequate staff training budget. Finally, stakeholders are fully involved in reform programmes such as documentation and follow up. Breadth of service delivery and financial resources were established to influence implementation of water sector reforms. Accordingly, the study recommended timely and adequate budgetary allocation to the boards, proper staff development strategies, proper finance management practices and involvement of stakeholders in implementation programme.

Key words: Firm characteristics, organizational structures, human resources, financial resources, service delivery breadth

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

In conceptualizing the progress in the water reforms implementation in Kenya, the study uses performance management attributes that gives a reliable baseline and effective leadership strategic management (Otungu, Nyongesa, Ochieng & Simeon, 2011). The strategies influences the water sector reforms process within the dynamic management and regulatory issues (Jenatabadi, 2016). An achievement in implementation of these reforms is direly dependent on organizational performance. According to Lebens and Euske (2006), performance is defined as coordination of the financial and non-financial aspects which contribute in significant process in attaining the organizational objectives and goals. These major indicators include organizational structure, human resources, financial resources and quality of service delivery (Gavrea, Ilies & Stegorean, 2011).

The study is based on various theories including Profit-maximizing and competition theory which argues that the key goal of any organization is to maximize on profits and reduce the operating expenses. Otungu (2011) states that the increased income gives the investors to have confidence that they will get return from their investment hence offer more financial support to the firms. Human resource theory is specifically based on the efficiency of the human capital in provision of services and attaining of market competitive advantage. The profitability is direct proportional to the efficiency of duties excursion by the human resources. Contingency theory provides the idea that no special format which is effective in the management of the organization operations hence attain its objectives and goals (Thuo, 2013).

The developing countries, public water sectors are affected by the dynamic market completion from the private sector water providers. Rachael (2014), states that 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 (Waweru & Ngugi, 2014). 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 (Mugera, 2012). To fully implement the water reforms, stakeholder and policy makers have been involved in the formulation, establishment, monitoring and evaluation of water reforms. However, the study ought to establish the impact of the firm's characteristics in the water reforms implementation in Eastern region, Kenya.

1.1.1 Firm Characteristics

The performance of a firm is a function of many diverse internal and external characteristics in its operations (Kipesha, 2013). Firm characteristics consider performance holistically and track organization performance (OP) in terms effectiveness and efficiency; relevance; and sustainability (USAID, 2015; Rachel, 2014). The success of the firm is fully based on the characteristics mainly include organization age which states the year it was incorporated, size in terms of net assets and management structure; human and financial resources; service delivery quality; and ownership (Gavre et al., 2011). The large organizations from the developed countries definitely operate on minimized cost due to the scale of availability of resources hence maximize return within the policies, regulations and guidelines (Kipesha, 2013).

Successful firms have qualified and potential human resource, regular training to improve their knowledge and skills, motivation and remuneration hence increase chances of diversification (Yang & Chen, 2009). On the contrary, some of the large firms experience bureaucracy and operational rigidities (Tripsas & Gavetti, 2000). Firm age tells about the experience possessed in the firm's operations (Kipesha, 2013). Firms are born with fixed productivity levels; through learning, they strategize and innovate their production routines (Vassilakis, 2008); speed up production processes, reduce costs and improve the quality, old firms suffer from liability of obsolescence and senescence (Coad et al., 2011). Organizational structure (OS) is defined as the acceptable management levels, authority distribution and the budgeting of the available financial and non-financial resources towards accomplishment of strategic goals (Robbin & DeCenzo, 2005; Mansoor et al., 2012).

Organizational Structure should be harmonized with the organization strategy (Robbin & DeCenzo 2005); flexible and able to acclimatize to the changing environment (Awino, 2015); through technology and innovation (Sanner & Wijkman, 2005); and should be monitored and evaluated (Gavrea et al., 2011). Firm ownership and leadership is a strategic method of increasing and improving the effectiveness of the human resource and efficiency of the operations (Chen, 2012). Human capital management is associated with the rate of restraint, recruitment and employee capitalization, motivation and promotion (Hosmer, 2001).

Recruitment of highly professional staff results to increase in productivity, profitability who mode of handling is highly related to HRM operation (Vasconcelos, 2011). Quality service delivery is the extent to which a firm meets investor's returns expectations which give confidence on all investment dimension hence add value on the investment (Sanner & Wijkman, 2005). Financial resources management entails all innovations, budgeting, investing ideas, liquidity risk management and operating capital maximization (Waweru & Ngugi, 2014).

1.1.2 Implementation Process

Organizations have made progressive impact on the strategic implementation process due to introduction of feedback, monitoring and evaluation systems. According to Olsen (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 (Rouse, 2016). Waweru and Ngugi (2014), states that reforms implementation is the procedures of the turning up strategic planning into realistic action in order to achieve the firm specific objectives and goals.

The basic elements of the reforms concept is clearly defining the goals and objectives by maximizing the available resources which facilitate the implementation of the operational strategies within the organization (Olsen, 2016). The contributions of the firm's departments like the finance and planning, human resources, general administration and the public relations which coordinate to make any project implementation reforms (Gavrea

et al., 2011). However, many firms are guided by the laid down methodologies, professional guidelines, regulator policies and the government regulations (Robert et al., 2003). Shortcomings of the reforms transformation are as a result of un-professional organizational structure, lack of sufficient funding, poor planning and lack of enough human capital within the organization. According to Umblea et al (2003, financial allocation entails processes from the budgeting and the time the funds are received. In many cases, there is delays in the distribution of the water reforms funds which affect the reform process.

The organization must develop monitoring and evaluation strategy which will check the status of the implementation process and the impact to the stakeholders who are interested in water reforms (Rouse, 2016). The process addresses the challenges and achievements at any given point hence give strategic opinions to the management and the regulators who are expected to factor in the recommendation. Gavrea et al (2011), states that the regulators and stakeholders have to have regular visits to the water providers to establish to progress and make opinions and recommendation were necessary. The reforms process benefits the water beneficiaries since they get clean water for domestic consumption, management which are assisted in carrying out day to day reforms activities (Mabert et al., 2003).

The 2002 reforms clarified the roles of different actors and the mandates of water Human Resources. Still, the intense engagement by many stakeholders in the sector - together with the weak regulatory arrangements - lead to over-Human Resourcesalization, overlapping roles, lack of coordination, and uncertainties about the implementation of reforms (Rampa, 2011). Previous study suggested Financial Resources of human and financial resources in line with the organizational structure for better implementation practices. The roles of stakeholders both at supervisory and operation levels has been emphasized as key in quality service delivery. Efficiency of reforms implementation will require refocusing of organizational activities and their alignment with available financial and human resources (Waweru & Ngugi, 2014).

1.1.3 Water Sector

In Kenya water sector is controlled by the ministry of water and sanitation which has devolved its function to the county government ministries. According to UNICEF (2014), less than 63% of the Kenyan population has access to clean water for domestic use in which person living in urban areas in which is charged at Ksh.60 per cubic meter. The ministry has connected its services to eight water management boards across the country which manages the water sector on-behalf of the central government. The percentage of person in urban areas is at 53% of the population how access to quality water has. The report issued by WASREB in 2013-2014 financial years, the leading water board is Tetu Aberdare Water and Sanitation Company which has provided more than 72% of water provision and Muthambi Water Company has recorded the lowest provision.

Many scholars have indicated that lack of clean water as resulted to water born disease with more than 4.5 billion reports cases in which more than 10% results to death according to UNICEF(2015). The WHO spends more than US\$30 billion in Sub-Saharan Africa to boost the provision of clean water and fight against the disease specifically diarrhea and cholera (Bartlett, 2003). Many monitoring institutions and United Nations organizations have developed financial supports to the water boards whom they provide piping and pumping machines installation (Rahman, 2009). Kenya is one of the African Countries which suffers from drought due to water shortage and climatic change which affect the agriculture sector. After independence, the role of water provision was under the local authorities and the National Water Conservation and Pipeline Corporation (NWCPC) which was a state institution formed under State Corporations Act 1988.

The corporation was established with basic objective of managing and operating the water supply within the cities and major towns across the country (Mumma, 2005). However, the central administration established a Ministry which took over the mandate of formulation, implementing and developing water systems guided by the National Water Master Plan of 1974. The aim of the ministry of water was to establish and manage water resources in order to avail clean water to all households by the end of year 2000 (Akech, 2007). The ministry also established water management authority which deals with the regulation of the water resources across the country from rivers, lakes and drilling of boreholes.

Although water covers the largest percentage of the world, it remains to be scarce natural resource due lack of proper management by the member countries. However, provision of clean water for domestic use has remained as the main problem facing almost every society in the 21st century. The demand of the water multiplies twice as much as the supply since the rate of population is increasing significantly and the water source are not well managed hence decrease in volumes. Watkins (2006), states that there is no specific evidence of global water shortage since many countries are allocating more funds in water project in their budgets. Water shortages are experienced mainly in the nomadic communities in Africa who live in the plains, communities with tribal and political clashes experience hard time in access of clean water (Rampa, 2011).

1.1.4 Water Sector Reforms

Safe, clean and reliable water has been declared as one of the human rights in the new constitution and therefore the need to align the water delivery function to all relevant Human Resources. The management of the key challenges related to access and provision of clean water services, the Kenya water sector underwent significant reforms after the Kenyan Legislatures enacted a water bill which resulted to Water Act 2002. According to Mugeru (2012), the key objective of the Act was to provide guidelines and procedures in preservation, management and controlling of the water resources. However, the act gives specific roles of different water boards and the sewerage companies which involves in the day to day supply of water to Kenyan across the county (GoK, 2008).

The Act gives separation of roles was aimed at improving governance and human rights to water access. The Kenya Vision 2030 envisages availability and access of water to all by the year 2030 (GOK, 2008). The ministry under the water management boards has increased the water supply to the consumer although is affected by many management challenges which are addressed by both the ministry with guidelines from the stakeholders. The water sector has undergone several reforms which are aimed to improve the water supply efficiency (Kanyeke, 2011). The reforms entails the human resources, financial allocation, organizational structures and strategic management. Giz (2008) established that human resource gives the water boards ability to provide service effectively with high remunerated and motivated staff.

The Ministry of Water and Irrigation has a key objective of policy formulation while the water appeals board was established and dedicated to resolve complains. 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). Eight regional asset holding Water Service Boards (WSBs) licensed by Water services regulatory Board have contracted Water Service Providers (WSPs) in larger and medium urban centers for the management of water and sanitation services. The National Water Conservation and Pipeline Corporation (NWCPC) concentrate on bulk water supply and borehole drilling (GIZ, 2008).

At the local level, the water service providers are mandated to do water service provision to the consumers who are the water users. The water service providers sign for water supply and provision agreements with the water service boards. The water service providers were introduced to be socially responsible commercial water entities aimed at increasing revenues within water industry to ensure financial soundness, minimize on water linkage, improve debt management and improve governance through autonomous water boards (GOK, 2008).

Through the reforms, the water sector is now better organized, investment within the sector has improved over the years, the sector has attracted quality performance mix, and there is improved governance. However, there are several challenges which include inadequate resources, lack of adequate capacity in areas of governance, inadequate communication and information management systems, unreliable project monitoring and evaluation process, weak and non-real time feedback mechanisms (GOK, 2008). The core aim of the study is to investigate the contribution of firm characteristics on implementation of water sector reforms within eastern region of Kenya.

1.2 Problem Statement

The success of strategy implementation process is an outcome of sequential integration of different tasks between human resources and financial resources (Gavrea et al.,2011). Human resources avail technical/ professional help based on proven methodologies that guides the implementation process while financial resources give material support (Mabert et al., 2003). An efficient organizational structure for reforms implementation refocuses

and aligns available financial and human resources for better implementation practices (Waweru & Ngugi, 2014). Further, reforms implementation process is a beneficiary of user involvement in service delivery and support from other key stakeholders (Mabert et al., 2003). Strategy implementation and organizational structure is the most influential perspective needed for success in implementation of reforms (Slater & Olson, 2001). Organizational structure with non-functional human resources framework that does not effectively control, co-ordinate and motivate employees; and poorly designed programs hinder successful implementation of reforms (Zhao, 2015).

Consultative partnerships with stakeholders that reproduce an essentially technocratic form of public involvement (Krhoda, 2008); adequate communications and information management tools (Ombogo, 2009); and management of water related data to support in periodic decision making (Prasad, 2006). Financial resources are necessary to cater for true reforms implementation costs and time; and maintain and expand water supply infrastructural network (Novo & Garrido, 2010). Achievement of sustainable cost recovery remains a difficult goal to achieve (Brikké & Rojas, 2001). Kenya faces continued falling levels of water per capita per annum; water catchments degradation (Marshall, 2011); and slow progress in water and sanitation coverage due to erratic weather patterns and limited renewable water supply (Water.org, 2016). To address the challenges, the GOK with other stakeholders has taken many measures including reforms.

The reform have been frequently undermined by well-known bureau pathologies, inadequate budgetary allocations, inefficiency, centralization, fragmentation, poor leadership, lack of capacity, patrimonialism, rent seeking, corruption, and poor accountability and failure to involve stakeholders among others (Therkildsen, 2001). Empirical review supports negative or positive influence of organizational structure, human resources, financial resources and service delivery breath on reforms implementation. There is extensive empirical evidence on water reform globally but there is little empirical evidence on influence of firm characteristics on the implementation of water sector reforms in Eastern region of Kenya. This current study, therefore endeavors to fill this knowledge gap.

1.3 Objective of the Study

The objective of the study included the general objective and the specific objectives.

1.3.1 General Objective

The general objective of the study is to establish how firm characteristics influence the implementation of water sector reforms in Eastern region of Kenya. The specific objectives that guide the study include:

1.3.2 Specific Objectives

- i. To determine the effect of organizational structures on implementation of water sector reforms in Eastern region of Kenya.
- ii. To establish the influence of human resources on implementation of water sector reforms in Eastern region of Kenya.
- iii. To establish how financial resources, influence implementation of water sector reforms in Eastern region of Kenya.
- iv. To examine the effect of service delivery breath on implementation of water sector reforms in Eastern region of Kenya.

1.4 Research Questions

- i. What is the effect of organizational structure on implementation of water sector reforms in Eastern region of Kenya?
- ii. What is the influence of human resources on implementation of water sector reforms in Eastern region of Kenya?
- iii. What is the influence of financial resources on implementation of water sector reforms in Eastern region of Kenya?
- iv. What is the effect of service delivery breath on implementation of water sector reforms in Eastern region of Kenya?

1.5 Significance of the study

The results of the study will inform the policy makers in the Ministry of Water and Irrigation, Water reform implementation Authority (WRMA) and the Ministry of Finance. The Ministry of water and irrigation shall use the study recommendations in formulating policies towards successful water sector reform implementation. WRMA shall use the

recommendations of the study to enhance the management of water resources without which the water sector reforms cannot be successful. The findings of the study shall be of great use to the Ministry of Finance and most specifically in considering the level of funding to the water sector during the annual budgeting period.

The study findings would also be of help to the water sector reform implementers who include the water services boards, the Water Boards Governments and the water service providers. The water service boards who are a major stakeholder in the water sector shall use the findings of the study to see how best the water sector reforms can be implemented. The recommendations from this study would also guide in embracing new governance practices especially at the Water Boards Government level considering that the water services is currently regulated by water Service Regulatory Board. The water service providers who are in direct relationship with the water consumer shall implement the results of the study to improve water service delivery.

The findings of the study shall add to the existing knowledge and theories on implementation of the management reforms. The study findings will also form empirical literature in the field of water sector reforms. Moreover, this study can be used as basis to stimulate further research on different aspects towards successful implementation of the water sector reforms. The study will provide future empirical data on water reforms sector in Kenya.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter presents the study literature review which consist theoretical and empirical review, conceptual framework and finally study research gaps. Theoretical review demonstrates the relevant study theories in line with the study objectives, empirical review presents the discussion on the past scholars on their argument towards the study objectives. Conceptual framework explains the relationship between the variables and research gaps establishes extend in which other scholars have not done in line with study objective.

2.2 Theoretical Review

This section is aimed at creating a theoretical foundation for this study. The study aims to evaluate the significant effect of firm characteristics on implementation of water sector reforms in eastern region of Kenya. The researcher takes into consideration the Profit-maximizing and competition-based theory, Human resource-based theory and Contingency theory that explicitly recognizes individuals as the source of change by tracing the linkages between firm characteristics and implementation of water sector reforms in Eastern Region of Kenya.

2.2.1 Profit-Maximizing and Competition-Based Theory

The theory originated from the Marshall in 1897 and was based on the objectives of any business in terms of profit maximizing. The scholar considered marginal income as the income of the business at any given point of the trading period where the income is maximum (Crossan, 2005). The theory assumes that the core objective of any organization is to maximize on profits in order to have significant returns to the investors (Otungu et al., 2011). If by any case the company maximizes on cost and minimizes on returns, the possibility of the investors to withdraw their investment is very high hence exposing the company in risk of liquidation. However, the theory assumes that consumers taste and preferences are constant; defined production technology; the company produces only single high quality product; the product supply and demand, cost of production are certainty.

This theory has been criticized on grounds that firms cannot maximize their profits under conditions of uncertainty; and companies lack sufficient production skills, competition and market information in which the company operates in (Chand, 2016). The theory supports the industrial-organizational structure in the perception that the external market firm location provides competitive advantage. The competition depends on how innovative the company is maintaining the market position by providing unique products, maximization of available scarce resources (Raduan, et al., 2009). How to achieve and maintain competitive market advantage is key concept in formulation of production and marketing strategies within an organization. To achieve a sustainable competitive advantage, the firm must have defined strategic road map which will guide in formulation and implementation of the management reforms (Raduan et al.,2009).

Competitive advantage is associated with factors including operational efficiencies, diversification degree and type, organizational management structures, management composition, efficiency in human resource operation, political intervening, market social welfare in terms of supply and demand, relationships and coordination of market participants (Ainuddin et al., 2007). According to King (2007), argues that the market partners behaviors within their cross-cultural adoption and expansion ensures high level of organizational structure in order to remain profitable. The theory gives future predictions in levels of resources required, owned and managed by the firms and gives surety in providing competitive market advantage hence provides sound financial performance and increase in asset value (Ainuddin et al., 2007).

In this study, these factors associated with the competitive advantage are categorized under firm characteristics. Examining a firm's market competitive merit from the available resources allows the firm to predict the magnitude direction in utilization of the resource hence enabling competitive advantage within the market participants (Raduan et al., 2009). For the government to remain competitive in the consistent provision of safe water, there is need to fully implement the water reforms. Implementation of water reforms will create a competitive advantage in relation to private producers of bottled water among other competitors.

2.2.2 Human Resource-Based Theory

Becker (1964) included components human capital resource into Resource-based theory founded by Penrose (1959). The theory is based on the role played by the human resource in establishing and maintain market competitive advantage as they are exposed in the dynamic market environment (Otungu et al., 2011). The resources are owned fully and managed by firms gives a clear potential and promise in establishment and maintaining of the competitive advantage hence improving the level of strategies implementation and increase financial performance (Mugera, 2012). The scholar stressed on the key role played by the HRM in the implementation of reforms within the organization. According to Afiouni (2007), the theory give the benefits of the positive relationship between shareholders, stakeholders, agents and management of organization ensuring maximum returns.

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 (Raduan et al., 2009). However, the firm to sustain the potential clients it should establish and develop are reliable workforce which is in-line with the firm's core objectives (Afiouni, 2007). Creative workforce requires the firm to facilitate friendly environment that values human capital to expand in-terms of increased knowledge, increased motivation, and increased engagement (Luftman & Kempaiah 2007). The theory is integrated according to the HRM perception in increasing knowledge and skills hence experiencing resources diversification in reforms drafting (Brown, 2007).

There is criticism that resource based view considers the sustainability theory. According to Priem and Butler (2001), the concept of scarce resources doesn't promise friendly market competitive advantage hence plays a key role in reforms formulation, implementation and evaluation. The theory enable the firms to minimize the available resources both human and capital in formulation of reforms which will have positive impact on the general operation of the firm (Lewin & Phelan, 2002). However, the reforms implementation depends on the human resource workforce, financial allocation, regulatory framework and government guidelines and procedures.

2.2.3 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 (Raduan et al., 2009). 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 Thuo (2013), implementation of any formulated strategy requires the stakeholders, policy makers input to have very reliable results. However, monitoring and evaluation entails extend in which the organization has maximized the resources and minimizes the cost and the impact of the project to the beneficiaries. The three aspects enables the organization to formulate a reliable strategic and guided strategy decision. The water sector reforms, should formulate significant water strategies which will ensure effective and efficient strategies implementation (Thuo, 2013).

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). This is as result of the dynamic market environment, organizational objectives and goals; and management structures the may affect the organization negatively (King, 2007). The shortcoming of the theory, it fails to demonstrate empirical model and a management, development process (Gupta, 2009). In this study, organizational structure, corporate governance, and human and financial water reform implementation are core in implementation of water sector reforms. Application of these firm characteristics puts into consideration the contingency theory that allows for innovation in ensuring achievement of strategic objectives.

2.3 Empirical Review

This section contains reviewed empirical information to determine the state of knowledge around each independent variable and how it affects the dependent variable. It articulates how organizational structure, human resources, financial resources and breath of service delivery as firm characteristic influence the implementation of reforms. The review is based on publications by previous researchers, information from websites of specialized non-governmental organizations, and water sector journals and publications.

2.3.1 Organizational Structure and Reforms

The key aspect in any success of organization, the leadership structure is influential in formulation of strategies which will have positive impact. According to Slater and Olson (2001), reforms have being experience in the developing countries due to the dynamic changes in the technology. A structure is defined as a formal responsibility tree which explains the reporting lines, relationship in management controls, employee management and motivation, stakeholders and policy makers who work together to achieve the specific objectives and goals of the organization (Buchanan & Huczynski, 2004). In Kenya, the Ministry of Water Irrigation (2007) conducted a study on the National water services strategy (NWSS) which was published and was prepared in accordance with section 49 and 50 of the water act 2002.

The study found out that sound Human Resources framework to adequately carry out the water sector reforms were not properly functional, improper design programs to carry out water facilities expansion, no enough strategies, no proper national monitoring and evaluation mechanisms on water service deliveries and no well documented investment programs in the water sector to carry out water reforms effectively. The study recommended designing programs of water supply infrastructure and there should be arrangements to come up with well-structured and working water Human Resources (GOK, 2007).

Zhao (2015) conducted a study on specific reforms in water industry in China. The study found out all water reforms objectives can best be achieved with fully coordination between the national governments and the province, district administration; involvement of the water stakeholders and the policy makers within the water sector. However, the water

reforms are correlated with the national economic goal, social plans and the strategies to reduce the floods on the plain areas. Many scholars suggest that the water sectors must strategies on the management systems on water provision, management of water reforms which are based on the management plans. The water sector charges on consumption are based on the volumetric measuring; and need to set up data and information systems at all levels (Zhao, 2015).

Prasad (2006) conducted a study on implementing integrated water resources management in Philippines. He found out that in Philippines, there is need for sound water provision controls, management strategies on structural framework, maintenance of the water resources and proper water usage. He found out that there is need for adequate administrative machinery to implement the reforms in Philippines. He recommended that the current reforms should be based on developing water based system in supply, human resource management, motivation and training. According to Prasad (2006), water sectors should formulate strategies towards the conservation of the water resources by conducting research hence develop the reforms based on the research recommendation.

2.3.2 Human Resources and Reforms

Human resource strategies assist in the strategy formulation hence improve the knowledge and skills, human resource capital are very scares in the implementation success (Cater & Pucko, 2010). Strategy implementation is inherently a human issue (McKnight, 2005) hence water reform implementation to a great extent depends on the human resource dynamics in any organization. Kumar and Mishra (2012) conducted a comparative study on human resource productivity in Indian public sector. The study established that the public sector have many challenges and shortcomings in service provision reforms, skills improvements was as a result of less-emphasize of people and human water reform implementation issues. The study recommended that non-private sector must strategies on the Human resource reforms by skills innovation, development of the skills, work place conflict management, proper recruitment, staff development, employee motivation and retention be addressed which lie at the heart of public service reform in the strategic plans (Kumar & Mishra, 2012).

In a study by McKnight (2005) on role of human resource in reform of state owned firms in the UK, he established that implementation requires sufficient cross-system collaboration between top executives, employees and managers. He recommended the work relationship among the management requires skills in the strategy implementation, employees in the organization should understand the implementation strategy and process; feel personally responsible for fulfilling it; feel a sense of urgency to execute it; and feel inspired by the strategic and implementation goals. He further recommended that the HRM must develop the reporting brackets, effective allocation of duties and responsibilities in order to promote the firm structure.

Ombogo (2009) conducted a study on impact of the improved central governance and access of human rights on the water industry reforms in Kenya. The study established that the sector still needed more resources to carry out the water sector reforms and it was a major challenge in improving water coverage in both rural areas and informal settlements within urban towns. Moreover, there were inadequate communications and information management tools to carry out the water sector reforms successfully. There existed inadequate sector reforms mechanisms for monitoring and evaluating the success and extend of the water sector reforms. The study recommended that all necessary investments towards better tools were necessary and vital in fast tracking the water sector reforms because they would provide precise timely feedback on how the reforms were progressing so that any corrective action can be undertaken in time. Further, there was need for aggressive and innovative methods of mobilizing resources so that the budget for carrying out the reforms can be met timely (Ombogo, 2009).

2.3.3 Financial Resources and Reforms

There is need for sufficient funds for true costs and time to support implementation. Often, true costs are underestimated or not identified. Financial resources distributed to water service providers from the central government promises the implementation whose real value is based on the level of firm goals and objective achievements. This is the reason this section of the study reviews previous studies on benefit of finance resources in water industry implementation of reforms.

Novo and Garrido (2010) conducted a study on Human Resources and challenges for water management and governance challenges in Nicaragua. The study established that non-payment by customers is linked in a vicious cycle. It recommended that there should be greater cost sharing by customers through increased charges for quality and reliable water service. Moreover, there was need for water utilities and relevant Human Resources to practically embrace this since the utilities cover the expenses of water service distribution which would give them adequate revenue to upgrade, maintain and expand their water supply infrastructural network (Novo & Garrido, 2010).

Uganda National Water Development Report (2005) was conducted on the general overview of the Ugandan water sector reforms. The study found out that there was inadequate financial strength in both private and public sectors and that there was limited coordination among water Human Resources to carry out significant water industry reforms implementation in Uganda. The study recommended that there was need for increased funding and grants for effective water reforms.

Brikké and Rojas (2001) conducted a study on the basic core attributes in minimizing the water provision expenses in the community based water resources in Netherlands. The study found out that the main reason why water expenses are increasing due to the different formulation and implementation of the project in phrases according to the designs and stakeholders involvement. However, the commendation from the study included the public can provide some water installation services hence cost cutting on the water supply. The community must take care of the water resources in which clean water will be supplied within the water users and industries (Brikké & Rojas 2001).

2.3.4 Breadth of Service Delivery and Reforms

Any reform implementation including water sector reforms implementers must recognize the importance of forming partnerships with stakeholders and the support of such partnerships which reproduce an essentially technocratic form of public involvement. It is with such a background that this section of the study reviews previous studies on the importance of breadth of service delivery to water reform implementation. 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 (Uwejamomere, 2009).

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 (Greenhill & Wekiya, 2004).

2.4 Knowledge Gap

The need to clearly understand what aspects of organizational structure, financial resources, human resources and service delivery breath 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 organizational structure, human resources,

financial resources and service delivery both affect reforms either negatively or positively. Lack of sound Human Resources framework and unclear national monitoring and evaluation mechanisms affect water reform implementation negatively hence the need for well-structured and working water Human Resources. From the above literature water reforms objectives, can only be realized through comprehensive planning at the national level hence the need to set up data and information system at all levels. Lack of emphasis on people and human water reform implementation issues affect reforms negatively.

Organizational successful implementation requires sufficient cross system collaboration between top executives, employees and managers. Insufficient funding on the other hand affected reforms negatively hence the need for adequate funding and effective financial management. It is very clear from past literature that stakeholder involvement had a positive impact on reforms hence stakeholder involvement is recommended. 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.

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. The main objectives of the water sector reforms include increased safe water and sanitation coverage, increased hours of water supply, reduction of non-revenue water through reduced water wastage, increased water metering ratio, increased revenue collection efficiency, and ensuring that the water service providers meet their operations and maintenance costs. Factors such as organizational structure, human and financial resources cannot be ignored as important in reform implementation. To date the water sector reforms have not been achieved hence the need to study the influence of firm characteristics on implementation of water sector reforms in Eastern region of Kenya.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter generally provides procedures and methods that was used to conduct the study and precisely answer the research questions. There is detailed information on the research design, the target population, data collection instruments, validity and reliability of the instruments, data collection procedures, data analysis and ethical consideration.

3.2 Research Design

The research study adopted a descriptive research design in nature to establish how firm characteristics have influenced the implementation of water board sector reforms in Eastern region of Kenya. The research design was the best due to the study objective to establish the degree of relationship between the study variables. Moreover, the design does not attempt to control or manipulate variables but determine current status of phenomena (Clive, 2006) hence concentrates on the establishment, formulation, testing and discussion within and between the variables (Best & Khan 2007). The research study adopted both qualitative and quantitative ways in conducting the study. Quantitative involves the use of mathematical calculation in finding mean, standard deviation and regression analysis. However, Qualitative methods involves the content analysis hence give clear understanding of the study objectives (Creswell, 2009).

3.3 Target Population

A population is the net number of items in which an inference is made (Cooper & Schindler, 2006). However, the population is the groups of individuals in which study sample will be derived. The target population for the study was 118 staff in Tanathi and Tana Water Services Boards based in Eastern Region of Kenya. These staffs spearhead and are involved in implementation of the water reform in the organizations and hence provided the necessary information required for the study.

Table 3.1: Population Distribution

Respondents	Tanathi	Tana
Top Management	6	6
Middle Management	37	40
Lower Cadre Staff	13	16
Total	56	62

3.4 Data Collection Instruments

The researcher used both primary and secondary data. Secondary data was obtained by reviewing reports from Government reports, books, periodicals, journals, newspapers and magazines on water sector and water reforms in Kenya and other countries. Primary data was obtained using structured questionnaires and FGD (Interview guides) with questions designed to ensure consistency with the study objectives and research questions. These tools were administered by the researcher to ensure accuracy and completeness.

The questionnaire was a structured and unstructured and likert scale for more expansive responses to capture information on social demographic characteristics, organizational structure, human resources, financial resources and breadth of service delivery. For each independent variable data concerning several aspects of the firm characteristic was obtained. This data was later analyzed for purposes of finding out the influence of firm characteristics on implementation of water sector reforms in eastern region of Kenya.

3.4.1 Questionnaire

Questionnaire was the main primary data collection tool. Questionnaires are well administered when the target population has no language barrier, otherwise a research assistant administers the process. The data presents behavioral aspects of the respondents like attitudes and beliefs (Johnson & Christensen, 2008; Babbie, 2007). For purposes of this study, the available questionnaires were given to a total of 118 staff comprising of 56 from Tanathi and 62 from Tana water services board.

3.4.2 Focus Group Discussions (FGD)

Focused group discussion guide was used to guide discussions and collect information from a selected number of staff from the three levels. A sample of ten respondents were selected at random from each of the two water boards through the assistance of the human resource department. From the top management one respondent was selected, from the middle level six respondents were selected and from the low cadre staff three respondents were picked. The focus group discussion were expected to give a sight on the opinions and expected ideas from the respondents on water reform implementation (McMillan & Schumacher, 2001). The researcher moderated and led the discussions on the topic under study.

3.5 Validity of Data Collection Instruments

Validity refers not only to what the instrument measures but also to how well it does it. It is whether what one is measuring is what one intended to measure; hence unreliable data is invalid since reliability assures validity (Healy & Perry, 2000). Validity is defined as extend in which the research instruments are reliable in carrying out a study and significantly gives expected results (Csikszentmihalyi & Larson, 2014). The questionnaire was tested for validity of all the possible dimensions of the research topic to show that it accurately measures what it aims to do, regardless of who responds, when they responded, and to whom they responded or when self-administered. The validity is greatly influenced by how the instrument is administered and will therefore be compared against a gold standard.

The questionnaire was tested to determine whether they measure what they are intended to measure. As a result, adjustments was made on the questionnaire items and necessary corrections done. Respondents were asked about the clarity of the questions; the researcher explores the respondent's interpretation of questions to see whether the researcher's meaning is clear. Further corrections was made to refine the multiple-choice questionnaire items and question sequencing was updated. This helped to validate the instruments (questionnaires). Also, some corrections was made to address the sample size and sampling procedures. The results of the pilot were processed to feed into the final research design.

3.6 Reliability of Data Collection Instruments

Reliability is about stability, consistency and dependability of data. Data reliability in data collection gives the researcher confidence in which the expected results will be obtained and in future studies using the same methods should obtain same results. In other words, a reliable instrument is one, which if consistent produces the same results if used with same respondents on different occasions.

The research reliability test is a very key aspect since it demonstrates extend in which a research scale results to reliable study results if the process is repeatedly with time. However, the test determines the correlation between the study scores from all different levels of the study data hence if the relationship is significant, the scale produces more reliable results and vice versa. Cronbach's alpha is the basic way of establishing reliability of the data hence the value must be within 0-1 but is more reliable if is greater or equal to 0.6 (Malhotra, 2002)

The current study, the researcher used the Cronbach's alpha scale to determine the measure of reliability. Specific aspect in data collection was designed to measure same concept and presented differently in two or more different questions and obtained responses were correlated, a manner similar to the equivalent-form technique of reliability testing. 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.

3.7 Data Collection Procedure

The researcher was issued with data collection authorization letter from the water boards and from the college for effective study data collection. The research assistants' team was highly trained about the study targeted population, methods of collecting data with an aim of minimizing errors and data bias. The willing respondents to take part on the study consented that the information they will give is the best in their knowledge. The questionnaires were administered in drop-pick afterwards method which enabled the respondents to take time in answering the question. However, the questionnaires were picked and checked for completeness before data analysis procedure was started.

3.8 Data Analysis

The returned questionnaires and focused group discussions formed the basis for the analysis hence they were cross-checked for completeness, verified, coded and entered into the SPSS software. The software assisted in carrying out the quantitative data analysis and the analysis results were presented using tables and pie-charts. The study objectives, a scale-linked methods was considered to establish extend in which the respondents agree to certain statement. Descriptive statistics was performed to obtain the means and standard deviation hence presented using tables.

3.8.1 Quantitative Data Analysis

After successful data collection, the data was coded and entered into SPSS (Version 21) hence analyzed quantitatively. The data obtained from the questionnaires assisted the researcher to establish the descriptive analysis and the inference statistics. Descriptive analysis concentrated on the study mean, frequency percentages hence give a true quantitative correlation between the variables. Qualitative analysis was obtained from the Focus Group Discussion hence intercepted with the numerical data.

Inferential statistics is a branch of statistics that fully concentrates on the data analysis, presentation and discussion of the analyzed data within the study sample. From the study, the questionnaires used a five point likert scale which presented strongly disagree, disagree, not Sure, agree and strongly agree at one, two, three, four and five respectively. According to Creswell (2009), the regression model gives the relationship between the independent variable and the dependent variable that is the firm characteristics and water reform implementation under the panel data framework that is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon : \text{Where}$$

Y = Dependent variable which is Water reform implementation.

$\beta_{1,2,3,4}$ = Are regression coefficients of Y as a function of changes in $X_{1,2,3,4}$

α = The intercept, that is the constant (the value of Y when $X_{1,2,3,4} = 0$)

$X_{1,2,3,4}$ = Are the explanatory variable (independent variables that affect Y)

X_1 = Organizational structure, X_2 = Human Resources, X_3 = Financial Resources,

X_4 = Breadth of service delivery, ε = Error term-explains other terms not in the equation.

3.8.2 Qualitative Data Analysis

The study qualitative data was obtained from the FGD and other published water reforms documents was analyzed using the content analysis. The analysis is based on the content of the discussion which was administered using the interview guide and interviewed to the top management, middle level and the support staff. The results was presented in line with the quantitative data analysis in order to draw a strong and reliable conclusion on the study objectives.

3.9 Ethical Considerations

The research was approved by the University and the relevant water board authorities and consent was sought from the respondent staffs. Confidentiality was assured to all the respondents. Respondents were not required to reveal their identity or names. All completed questionnaires, transcripts, notes and audiotapes were stored under lock and key since the study information collected was solely for academic purposes only.

CHAPTER FOUR

4.0 RESULTS

4.1 Introduction

This chapter presents the research findings, data analysis and data presentations in terms of tables, graphs and figures. The chapter also offers the interpretation of the results from the findings collected from the sampled respondents. All findings are analyzed within 95% confidence interval and error margin of 5%.

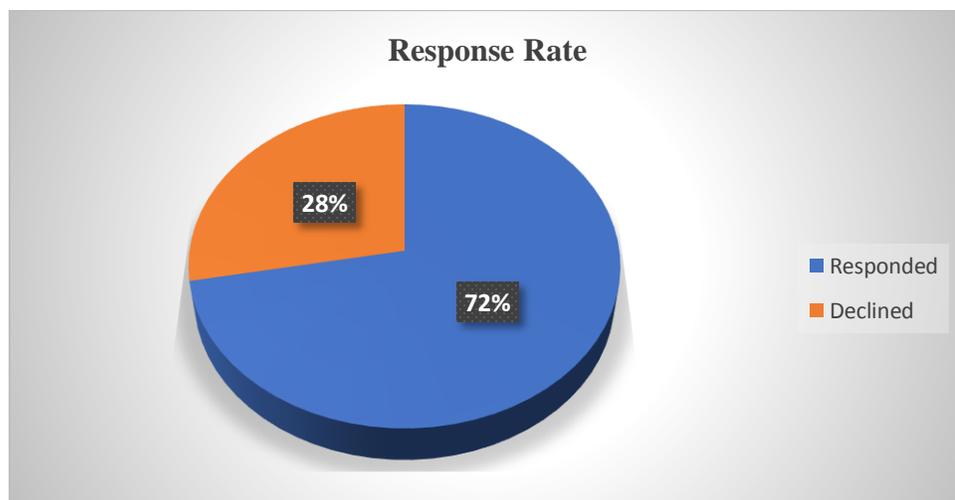
4.1.1 Analysis of Response Rate

The section aim is to determine the response rate of the targeted population of the study. The table and figure 4.1 below presents the total number of questionnaires returned which presents 72%. Out of 118 administered questionnaires only 85 were filled completely and collected. Only 33 questionnaires presenting 28% of the population. The results were presented in the table 4.1 and figures 4.1 below.

Table 4.2: Response Rate Analysis

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

Figure 4.1: Response Rate



4.2 Descriptive Statistics Analysis

The analysis presents the demographic aspects of the respondents, the analysis of the firm characteristics (Firm structure, Human resource, financial allocation and the service delivery breathe) in relation with the implementation of water reforms within Tana and TanaAthi water boards.

4.2.1 Demographic Analysis of Respondents

This part sought to establish demographic characteristics of respondents which comprise age, gender, education, work experience and employee job category. To this end, employees indicated their age, gender, among others as presented in tables and figures.

4.2.2 Age Analysis of Respondents

The table 4.2 below presents the respondents age as they indicated in the study questionnaires. Age of a given working population guarantees how effective and efficiency an organization performs the service delivery to the beneficiaries.

Table 4.2: Respondents Age

Age Description	Frequency	Percent	Cumulative Percent
Below 25 years	10	11.8	11.8
Between 26-50 years	71	83.5	95.3
Above 50 years	4	4.7	100.0
Total	85	100.0	

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.

4.2.3 Gender

The table 4.3 below presents the respondents gender. Most of the water supply companies tend to employ more males than female due to the nature of the work which involves manual working. Females are only employed for administrative duties.

Table 4.3: Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	71	83.5	83.5	83.5
Female	14	16.5	16.5	100.0
Total	85	100.0	100.0	

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

4.2.4 Level of Education

The table 4.4 below presents the respondents level of academic qualification at the specific time frame of the research. Education is considered as the basic aspect of the society growth and economic development hence the more qualified the residence, the more effective and efficiency the management practices towards enhanced performance and sustainability.

Table 4.4: Level of Education Completed

Level of Education	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	8	9.4	9.4	9.4
Diploma	25	29.4	29.4	38.8
Degree	46	54.1	54.1	92.9
Master	6	7.1	7.1	100.0
Total	85	100.0	100.0	

From the study results presented by table 4.4 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 PhD as highest level of education achievement.

4.2.5 Employee Category

The table 4.5 below presents the employee category involved in the study. A category of an employee has a significant role in influencing his or her response to the research question based on the study objectives. However, the respondents indicated the level of management or operational they belonged to.

Table 4.5: Employee Category

Employee Category	Frequency	Percent	Valid Percent	Cumulative Percent
Top management	7	8.2	8.2	8.2
Middle management	60	70.6	70.6	78.8
Operational staff	18	21.2	21.2	100.0
Total	85	100.0	100.0	

Source: Author 2017

It is appreciated from the table 4.5 above middle management account for 70.6% followed by operational staff at 21.2% and top management forming 8.2%.

4.2.6 Respondents Duration of Service at the Board

The table 4.6 below presents the respondents service duration in the water boards in which the respondents indicates the total number of years worked for board at the time of study.

Table 4.6: Duration of Service at the Board

Age Intervals	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	6	7.1	7.1	7.1
Between 2 and 5years	50	58.8	58.8	65.9
Above 5 years	29	34.1	34.1	100.0
Total	85	100.0	100.0	

According to the results in the table 4.6 above, 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.

4.3 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.

4.3.1 Organizational Structure on Water Reform Implementation

The first objective sought to assess the impact of organizational structure impact on water reform implementation on water reform implementation in water boards on various aspects.

Table 4.7: Organizational Structure

Organizational Structure Aspect	N	Minimum	Maximum	Mean	Std. Dev
Right number of authority layers and hierarchies	85	1	2	1.68	.468
The organization structure shows clear reporting lines	85	1	2	1.75	.434
Each employee is clear on where he/she should report	85	1	4	1.86	.441
Your duties and responsibilities are clearly known to you	85	1	2	1.84	.373
Work plan clearly shows the activities to be executed	85	1	3	1.88	.420
Work plans shows who is responsible for each activity	85	1	3	1.85	.450
Effective strategic decisions communication.	85	1	5	4.02	.938
Communication gives room for feedback	85	1	5	4.05	.830
Availability of adequate communication systems.	85	2	5	4.07	.753

From the table 4.7 above presented the organizational structure assessment attributes descriptive statistics. The study established that the mean score range of 1.6-2.5 proves that the organization has the right number of authority layers and hierarchies, the organization structure shows clear reporting lines, each employee is clear on where he/she should report, there duties and responsibilities are clearly known to them, each department has a work plan which clearly shows the activities and work plans to be executed and work plans within the organization shows clearly who is responsible for each activity with standard deviation of 0.468, 0.434, 0.441, 0.373, 0.420 and 0.450 respectively.

From the research mean range of 3.6-4.5 proves that strategic decisions are not well communicated within the organization, communication within the organization don't room for feedback and lack adequate communication systems to ensure that board members, senior management and staff get accurate information on organization's activities with standard deviation of 0.938, 0.830 and 0.753 respectively.

4.3.2 Human Resource on Water Reform Implementation

Table 4.8: Human Resource

Human Resource Description	N	Minimum	Maximum	Mean	Std. Dev.
Fair distribution of duties	85	1	4	1.78	.497
Employees meets the set duties deadlines	85	1	4	1.80	.483
Enough staff to undertake its activities	85	1	3	1.85	.394
The management has skills to make decisions.	85	1	4	1.92	.602
Demonstrate mutual trust and behaviors	85	1	5	3.84	.769
Staff respond swiftly and exceptionally to ambitious goals	85	2	5	3.92	.805
Adequate budget for staff training	85	2	5	4.13	.573
Promotions according to additional qualifications.	85	1	4	2.09	.684
Provision of examination off days	85	1	4	1.88	.498

The second objective was to assess the influence of human resource on Water reform implementation in water boards hence presented in table 4.8 below. From the study, the mean ranges between 1.6-2.5 proves that all tasks within your department are fairly distributed to employees with standard deviation of 0.497, employees perform their duties while meeting the set deadlines with standard deviation of 0.483, each department has sufficient staff to undertake its activities with standard deviation of 0.394. However, the management have the skills and ability to make good decisions with standard deviation of 0.602, Promotions within the organization are normally driven by additional qualifications acquired by a staff with standard deviation of 0.684 and staff pursuing further studies are allowed to take examination off days with standard deviation of 0.498.

From the study, the mean range of 2.5-4.5 proves that employees within the water boards don't consistently demonstrate mutual trust and behaviors focused on driving exceptional performance with standard deviation of 0.769. Employees within the water boards don't respond swiftly and exceptionally to ambitious goals with standard deviation of 0.805 and each department has inadequate budget for staff training with standard deviation of 0.573.

4.3.3 Financial Resources on Water Reform Implementation

The third objective set out to establish the influence of financial resources on water reform implementation at the water boards. Table 4.9 below presents the descriptive statistics of the financial resources impact on the water reforms. From the study, the mean range of 1.5-2.4 Impact by periodic shortfalls of cash with standard deviation of 0.824, adequate budgets to finance all its plans with standard deviation of 0.237, Review of transparent and verified financial accountability system with standard deviation of 0.426 and Evaluation of the budgets with standard deviation of 0.362

Table 4.9: Financial Resource

Financial Resource Aspect	N	Minimum	Maximum	Mean	Std. Dev.
Adequate budgets to finance all its plans.	85	1	2	1.94	.237
Evaluation of the budgets.	85	1	2	1.85	.362
Review of transparent and verified financial accountability system	85	1	4	1.91	.426
Impact by periodic shortfalls of cash	85	1	5	2.15	.824
Budgetary allocations are received on time	85	2	5	4.09	.684
Internal controls are frequently reviewed and improved	85	3	5	4.20	.431
Effective internal Audit department	85	2	5	4.00	.617
Timely internal audit reports.	85	1	5	3.01	1.086
Adequate systems to monitor and evaluate programs	85	1	4	1.93	.431

From the study, mean range of 2.5-4.5 proves that the budgetary allocations are not received on time with standard deviation of 0.684, internal controls within the water boards are not frequently reviewed and improved with standard deviation of 0.431, the water boards have no effective internal Audit department with standard deviation of 0.617 and the management don't receives internal audit reports from the audit department in time with standard deviation of 1.086.

4.3.4 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 4.10 below presents the descriptive statistics of the service delivery breadth.

Table 4.10: Service Delivery breadth

Service Breath Description	N	Minimum	Maximum	Mean	Std. Deviation
Involvement of stakeholders in designing programs	85	4	5	4.29	.458
Stakeholders Opinions have assisted in water sector reforms	85	3	5	4.35	.505
Commendable stakeholder feedback system	85	2	5	4.13	.632
Recommendations by policymakers are implemented accordingly.	85	1	5	2.39	.914
Proper documentation on water reform implementation	85	1	2	1.85	.362
Quarterly visits to water service providers.	85	1	2	1.86	.350
Staff to monitor implementation of water reform policies	85	1	2	1.87	.338

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. 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.

4.3.5 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. This part strives to quantify the success level so far since the inception of the reform agenda.

Table 4.11: Water sector reform implementation

Water Reforms Breath Description	N	Minimum	Maximum	Mean	Std. Deviation
Increased water and sanitation coverage after reforms	85	1	2	1.84	.373
Availability of safe water for use	85	1	3	1.86	.383
Improved revenue collection efficiency	85	1	5	3.47	.971
Decrease in operational cost.	85	1	5	2.93	1.213
Decrease in non-revenue water	85	1	5	2.55	1.029

From the study presented by table 4.11 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.

4.4 Pearson Correlation Analysis

The table 4.15 below presents the bivariate regression analysis which used the Pearson correlation to measure the correlation between the variables.

Table 4.15 Pearson Correlation Analysis

Pearson Correlation for Variables		Organizational Structure	Human Resource	Financial Resources.	Service Delivery Breadth
Organizational Structure	Pearson Correlation	1			
	Sig. (2-tailed)				
Human Resource	Pearson Correlation	.053*	1		
	Sig. (2-tailed)	.630			
Financial Resources.	Pearson Correlation	.009*	.006*	1	
	Sig. (2-tailed)	.934	.955		
Service Delivery Breadth	Pearson Correlation	.061*	.072*	.364*	1
	Sig. (2-tailed)	.578	.510	.001	

*. Correlation is significant at the 0.05 level (2-tailed).

b. Listwise N=85

From the table 4.15 above, there was significant positive correlation between the all the variables (Organization structure, Human resource, Financial Resources and Service Delivery Breadth). From the study, the relation between the Human resource and organizational structure was 0.053, correlation between financial resources and the organization structure was 0.009, the correlation between financial services and the Human resource was 0.006, the correlation between the service delivery breadth and the organization structure stands at 0.061, the correlation between service delivery breadth and human resource stands at 0.072. Finally, the correlation between the service delivery breadth and the financial resources stands at 0.364

4.5 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 4.12 below.

Table 4.12: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745(a)	.555	.017	.743

a: Predictors: (Constant), Organizational structure, Human Resource, Financial Resources, Service Delivery Breath

From the table 4.12 above presents the coefficient of determination. 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 4.13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.887	4	2.472	2.499	.049
Residual	79.125	80	.989		
Total	89.012	84			

a. Dependent Variable: Water Sector Reforms

b. Predictors: Organization Structure, Human Resource, Financial Resources, Service delivery Breadth.

The table 4.13 above presents the ANOVA analysis. The coefficient of determination is 0.049 which implied that organizational structures, human resources, financial resources and service delivery breadth explained a significant impact in implementation of water sector reforms. The study used standardized coefficients since the measure of study variables units was assessed using likert scale (not standard).

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, financial resources, human resource allocation and the organizational structure have significant impact on the water sector reforms.

Table 4.14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.663	.861		4.254	.000
Organization Structure	.166	.233	.076	.714	.477
Human Resource	.061	.324	.022	.189	.850
Financial Resources	.868	.322	.305	2.696	.009
Service delivery Breadth	.184	.219	.089	.841	.403

a. Dependent Variable: Water Sector Reforms

From the regression model, the study established that the model coefficients are 0.166 for the organizational structure, 0.061 for human resource, 0.868 for financial resources and 0.184 for service delivery breadth.

$$Y = 3.663 + 0.166X_1 + 0.061X_2 + 0.868X_3 + 0.184X_4$$

The regression model implies that a unit increase in dependent variable (Y), results to increases of the water boards organization structure by 0.166, increase of water boards human resource by 0.061, increase of financial resources by 0.868 and increase of service delivery breadth by 0.184.

CHAPTER FIVE

5.0 DISCUSSION

5.1 Introduction

This chapter gives the study findings, study conclusion and policy recommendation regarding to the specific study objectives. The aim of the research was to investigate the effect of the firm management aspects (characteristics) in implementation of water sector reforms in Eastern region of Kenya. The characteristics formed the specific objective of the study hence investigated the effect of organizational structure, the influence of human resources, the influence of financial resources and the effect of service delivery breadth on the implementation of water sector reforms in Eastern region of Kenya.

5.2 Discussion of the Findings

The core study objective of the research is to determine how firm characteristics influence the Kenyan water sector reforms implementation in Eastern region of Kenya. The findings included the demographic aspect of the respondents, organizational structure, human resource, financial resources and service delivery breadth with respect to water reforms implementation.

5.2.1 Demographic of the Respondents.

From the study, the response rate was seventy two percent in which it was reliable for the study. According to Mugenda and Mugenda (2003), a reliable study response rates are categorized in zero to forty percent, forty one to fifty percent, fifty one to sixty percent, sixty one to seventy percent, seventy one to eighty percent and above eighty one percent is considered to be unreliable, poor, acceptable, good, very good and excellent respectively hence the study was considered very good since is between seventy one to eighty percent. From the study, the respondent's age between twenty to fifty years at eighty three point five percent, below twenty five years and those above fifty years at eleven point eight percent and four point seven percent 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 board's hence significant continuity from one generation to another.

The respondent's gender indicated that eighty three point five percent of the staff were male while female stood at sixteen point five percent. 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 fifty four percent of the respondents interviewed had bachelor's degree level of qualification, diploma holders were twenty nine point four percent, nine point four percent had attained secondary, seven percent master's degree while no one had PhD 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 seventy point six percent followed by operational staff at twenty one point two percent and top management forming eight point two percent. 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 fifty eight point eight percent presenting period between two to five years, thirty four percent presenting above five years and seven point one percent presenting period of below two 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.

5.2.2 Organizational Structure on Water Reforms Implementation

The specific objective of the research was to determine the contribution of organizational structure impact on water reform implementation on water reform implementation in water boards. From the study, the organizational structure assessment attributes descriptive statistics. The respondents agreed that the organization has the right number of authority layers and hierarchies. This study findings is inconsistent with results of study done Kimotho (2012) which stated that the right number of authority layers or hierarchies is not properly designed and hence directly or indirectly affects water reform implementation processes negatively thus validating the research question that organization structure undermines water reform implementation.

The study established that the organization structure shows clear reporting lines, the interpretation is that resource breakdown structure of resources to complete the project in a hierarchy at the Water boards is not well designed and enhance explains why water reform implementation has not been accomplished to a high level. From the study, the respondents agreed that water boards employees knows well on whom to report to every time. According to Nyauntu (2015), this implies that there is clear information on where he/she should report to which negatively undermines water reform process at the water boards. However, the study established that the staff duties and responsibilities are clearly known to them hence there is effectiveness in service delivery and lack of conflict of interest within the water sector.

The water sector, every department has a work plan which clearly shows the activities which provides timely service delivery within the water sector. However, the view was reflected in the FGDs with most participants giving affirmative response. These findings confirm study results of Kinyanjui and Wanyoike, (2016) that each department has a work plan which clearly shows the activities/ plans to be executed which negatively in the long run promotes water reform implementation at the water boards. From the study, the respondents disagreed that each Work plans within the organization shows clearly who is responsible for each activity at the Water boards. Inherently and contrary to this finding, participants at the FGDs were in agreement that Work plans within the organization shows clearly who is responsible for each activity.

The work plans within the organization shows clearly who is responsible for each activity are not clearly known to them which negatively undermines their productivity thus hampering water reform implementation at the water boards. The respondents disagreed that strategic decisions are well communicated within the organization at the Water boards. In validating this response, most participants at the Focus Group Discussions, held the same frame of mind. The implication of this finding is that strategic decisions are not properly communicated within the organization which negatively undermines water reform implementation at the water boards. On the contrary, Kimotho (2012) established that communication and feedback was a challenge faced in strategy implementation on water service providers licensed by Athi river water board.

The study established that the respondents disagreed that communication within the organization gives room for feedback at the Water boards. In the FGDs session, most speakers negated this view that there were feedback mechanisms for communications at the organization. Akhionbare et al.,(2012) in his study argued that communication within the organization does not give room for feedback which hinders proper communication and hence affecting water reform implementation at the water boards negatively.

The respondents disagreed there are adequate communication systems to ensure that board members, senior management and staff get accurate information on organization's activities at the Water boards. At the FGDs session, most contributors in the deliberations on this issue equally expressed non-affirmative views. The implication of this finding is that there are inadequate communication systems to ensure that board members, senior management and staff get accurate information on organization's activities which in the end slow down or interfere with water reform implementation at the water boards. The results were supported by the study findings done by Nyambura (2012) who argues that poor organization structures hinder appropriate response to changing environment thus ending up in poor performance.

5.2.3 Human Resource on Water Reforms Implementation

The objective was to assess the influence of human resource on Water reform implementation in water boards. From the study it was established that all tasks within the department are fairly distributed to employees which implicates that the staff understands the tasks allocated, the responsibility and decision making level. This was also supported by the respondent's opinion in the FGDs that supported that project duties/tasks are significantly distributed across within the water boards. These findings confirm study results of Kinyanjui and Wanyoike, (2016) in which his study established that employees perform their duties while meeting the set deadlines. The assignment time framework are agreed within the departments hence considered as internal affairs which are monitored by the departmental heads.

The FGDs established that employees do always perform their duties in meeting the set deadlines which affects positively water reform implementation at the Water boards. Meeting deadline is a key management practice in enhancing productivity. From the study, it is identified that each department has sufficient staff to undertake its activities at the Water boards. Enough staff don't affects most organizations in terms of budgetary constraints as is the case here where participants at the Focus Group Discussions validated this finding. The interpretation is that department have sufficient staff to undertake activities at the Water boards which automatically affects water reform implementation. The research findings of Cater and Pucko, (2010) established that the management have the skills and ability to make good decisions in management of public resources at the Water boards.

From the Focus Group Discussions voiced affirmative opinion on this issue. The interpretation is that people with decision authority have the skills and ability to make good decisions which consequently impacts on water reform implementation. The study established that the promotions within the organization are normally driven by additional qualifications acquired by a staff. However, the respondents agreed that staff pursuing further studies are allowed to take examination off days at the Water boards. This response is evidence that employees pursue further studies at the water boards or points to poor staff development at the organizations. The findings also are consistent with study results of

Nyauntu (2015) that staff pursuing further studies are allowed to take examination off days which is a major motivation that enhances their productivity thus promoting water reform implementation at the water boards. As a matter of fact, most variables in this thematic area of human resource were poorly rated both in the questionnaire and at the Focus Group Discussions. According to Ombogo (2009) employees who are not motivated or do not have good terms of service and welfare, tend to nurse negative opinion on any aspect of human resource whether is true or otherwise. The study established that employees within the water boards don't consistently demonstrate mutual trust and behaviors focused on driving exceptional performance. Mugeru (2012) stated that the work relations are never sustainable in most organizations due to various conflicting interests. Accordingly, most respondents of the FGDs were not willing to contribute to this single issue. This could be attributed to lack of proper team work among other reasons.

From the study, the employees within the organization do not consistently demonstrate mutual trust and behavior focused on driving exceptional performance which consequently impacts on water reform implementation. This findings contradicts other literature such as Kumar and Mishra (2012). Elsewhere, the employees within the water boards don't respond swiftly and exceptionally to ambitious goals. A greater number of FDG participants were of the positive opinion on this issue. A possible rationale for this strong affirmative response could be attributed to varied working conditions that favor section of employee while another group feels disfranchised. According to Ombogo (2009) indicated that many employees within the organization do not respond swiftly and exceptionally to ambitious goals which negatively undermines their productivity thus hampering water reform implementation at the water boards

Finally, the study indicates that each department has inadequate budget for staff training at the Water boards. During the Focus Group Discussions, varied opinion was expressed with most pointing to negative contributions in this item. These findings solidify the findings of Akhionbare et al., (2012) who emphasized the importance of enough budget allocation for staff training and promotion. Speaker after speaker, expressed their dissatisfaction with training policy of the organization which validated the finding above.

The implication of this finding is that departments have adequate budget for staff training which positively impacts on water reform implementation at the water boards. Studies from Otungu (2011) established that organization staff promotions are normally driven by additional qualifications acquired by a staff at the Water boards. During the focus group discussions, deliberations on this issue were stormy and emotive with most speakers openly expressing their frustrations with manner and mechanisms of promotions. Issues of nepotism, ethnicity, and corruption came up which are in agreement with the overwhelming eighty one percent responding in the non-affirmative on this variable. The findings consistent with Thuo (2000), who stated that promotions within the organization are normally driven by additional qualifications acquired by a staff which enhances their productivity thus promoting water reform implementation.

5.2.4 Financial Resources on Water Reforms Implementation

The objective of the study was to investigate the impact of the financial resources in the water reforms among the Tana and TanaAthi water boards. From the study, the Board has allocated adequate budgets to finance all its plans within a particular financial year. This finding is consistent with Nyambura (2012) who states that financial allocation plays a critical role in any organization's plans like reform agenda that's why this part sought to establish if the Water Boards allocated adequate budgets to finance all their plans within a particular financial year in Water reform implementation at the Water boards.

From the study, the water boards takes the necessary steps in ensuring that budgets are utilized as planned. According to Wamalwa (2008) indicated that prudent maximization of funds is at the core of organization performance that is the reason this part sought to establish if the organization takes the necessary steps in ensuring that budgets are utilized as planned to enhance reform agendum at the Water boards. This aspect had mixed or contradicting responses in the sense that the respondents agreed and disagreed respectively that the organization takes necessary steps in ensuring that budgets are utilized as planned. This finding was validated by the Focus Group Discussions which equally raised the same although the discussions were detailed on various issues not covered in the questionnaire.

The interpretation is that the organization does take the necessary steps in ensuring that budgets are utilized as planned at the Water boards in enhancement of Water reform implementation. The study established that the water board have reviewed transparent and verified financial accountability system. This response was validated by the Focus Group Discussions views expressed with some speakers claiming misappropriation of public fund was a common practice and evident at the organization. These findings are in tandem with Katuse and Thuo (2013) established that financial management significantly depends on the financial and accountability system. The interpretation is that the organization had a reviewed transparent and verified financial accountability system which consequently impacts on water reform implementation at the Water boards.

According to Awino (2015), finance management is at the heart of any organization or institution and hence its importance cannot be under estimated and ignored. However, the water boards have seriously handicapped by periodic shortfalls of cash. Most of the contributors to deliberations at the FGD cited numerous evidence of presence of unaccomplished projects or programs. Some speakers opined that the shortfalls were man-made at the organizations since funds for a particular project were spend on veto that is not prioritized. These findings are in agreement with other literature such as Kanyeke (2011) who established that many government institutions are experince frequent cash shortage due to late cash remittance. The interpretation is that the Water boards are seriously handicapped by periodic shortfalls of cash which consequently hampers water reform implementation at the Water boards.

Zhao (2015) states that to attain the desired goal in any organization, timely disbursement of allocated funds in tandem with approved budget has to take top priority. There is adequate technology which monitors the project process and evaluates the end product of the product hence costs up to completion. From the study, the respondents agreed that system gives project projection and the expected time frame, reliability, efficiency of the water board to the stakeholders and government. The findings are supported by Vassilakis (2008) who established the significance of technology innovation in the project evaluation. At the FGDs the respondents argued that monitoring and evaluation of the implementation programs were well executed because there were elaborate and adequate monitoring.

The study established that the budgetary allocations are not received on time within the water boards. The interpretation is that the Water board's budgetary allocations are not normally received on time which significantly delays various activities in the water reform implementation schedule. These findings are supported by Rampa (2011) who argued that financial budget allocation are not received in the right time from the central government. The respondents agreed that internal controls within the organization are not frequently reviewed and improved. From the study, this aspect of prudent finance management is not properly and adequately embraced at the organization, a position shared by the Focus Group Discussions. The interpretation is that the Water boards does not maintain a centralized schedule of resources.

Brown (2016) suggested that reviewing and improving internal control system frequently within the organization is instrumental in prudent management of finance in mitigating possible finance misappropriation. According, water reform programs can be fast rucked in meeting timelines. According to the study, the respondents disagreed that the board has an effective internal audit department at the Water boards. The Focus Group Discussions shade more light on this issue that although the internal audit unit exist, its functionality level is very low and minimal. Some participants expressed fear that, most internal auditors are compromised in various ways. These findings are in agreement with findings of Katuse and Thuo (2013) which states that the Water boards does not maintain an effective internal audit department which can adversely affect water reform programs. Finally, the study established that the management don't receives internal audit reports from the audit department in time.

5.2.5 Service Delivery Breadth on Water Reforms Implementation

The forth objective sought to establish the influence of service delivery breadth on water reform implementation at the Water boards. 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 Slater (2001). 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 Akhionbare et al (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 Cater and Pucko (2010), 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 don't 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 programs.

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 Kimotho (2012). 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 Mutunga (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 Waweru (2014), 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 Mutunga (2011).

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 fund 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 of 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 Awino (2015), 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.

5.2.6 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

5.2.7 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 is weak for the organizational structure, weak for human resource, strong for financial resources and weak for service delivery breadth.

The regression model implies that water sector reforms has weak relationship with the water boards organization structure, weak relationship with water boards human resource, strong relationship with financial resources and weak relationship with service delivery breadth. There was significant positive correlation between the all the variables (Organization structure, Human resource, Financial Resources and Service Delivery Breadth). The regression analyses findings are consistent with recommendations of Mutunga (2011) and Kimotho (2012) who established that firm characteristics positively affects the organizational management reforms in the developing countries.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The chapter presents the study conclusion, policy recommendation and the suggestion of further studies. The conclusion presents the relationship between the organizational structure, human resource, financial services and service delivery breadth with water sector reforms.

6.2 Conclusion

The study conclusion is based on the data analysis results, findings discussion which is divide into four sections of organizational structure impact on water reforms implementation, human resources impact on water reforms implementation, financial resources impact on water reforms implementation and service delivery breadth on impact on water reforms implementation.

6.2.1 Organizational Structure Impact on Water Reform Implementation

On the first objective of the study, the study concludes that the organization has the right number of authority layers and hierarchies. This enables the boards to excise its mandate in the transfer of responsibilities from the Executive to senior management to middle management to junior staff to the support staff. The study conclude that the organization structure shows clear reporting line which promotes the delegation of duties during the implementation of the reforms. From the study the researcher concludes that the board employees clearly knows on whom to report to. This enables the board to strengthen and improve employee confidence in the current organizational structure.

The study concludes that staff duties and responsibilities are clearly known to them since they are explained in the appointment latter's. However, the staff are only trained once in the reporting time on what is expected from them. The boards department have no work plans which clearly showed the activities and plans to be executed within the stipulated time frame. Lack work plans limits the board from timely service delivery towards the implementation reforms within the water sector. However, the work plans are limited to clarity on whom is responsible in each activity hence no one is responsible in case of

downfall. Effective work planning mechanism and lack of adherence to implementation timeframe and inaccurate data are key aspects in the implementation of reforms.

The study concluded that strategic decisions are not well communicated within the organization in which they are only known well by the executive and the senior management. The strategic communication within the organization is not given room for feedback from the general staff and other stakeholders hence there is no opportunity of stakeholder's opinion to be factored in the reforms implementation. The study established that there is no adequate communication systems to ensure that board members, senior management and staff do not get accurate information on organization's activities. This results to poor communication in the service delivery within the water boards.

6.2.2 Human Resource Impact on Water Reform Implementation

The objective of the study was to establish the impact of human resource on the water reforms implementation. From the study, the researcher concluded that tasks within each department were fairly distributed to employees in order to maximize the available resources and allocated time of the reforms. However, the study established that employees perform their duties while meeting the set deadlines. The deadlines are agreed between the management and the junior staff who actively involved in the reforms implementation. The limits are frequently revised depending on the reforms assignment to be executed. The study concluded that each board department have sufficient staff to undertake its activities hence timely remittance of reforms activities and reports.

The study concluded that people with decision authority have the skills and ability to make good decisions. The skills enables them to make and execute reliable decision on implementation of water reforms. Due to the culture, the management selection is based in the ability and skills possessed by the staff. From the study, employees within the water boards don't consistently demonstrate mutual trust and behavior's focused on driving exceptional performance. This results to poor and unreliable procedures of water reforms implementation. However, the study concluded that employees within your organization respond swiftly and exceptionally to ambitious goals which results to achievement of the set reforms goals.

The study concluded that department within the water boards does not have adequate budget for staff training from the main budget allocation. This results to poor skills development among the staff since no quality and frequent training based on the reforms implementation. The study established that employee promotions within the organization are normally driven by additional qualifications acquired by a staff hence motivated to pursue and study more degrees and diplomas in water management. Finally, the study concluded that staff pursuing further studies are allowed to take examination off days since the water boards don't offer training to the staff.

6.2.3 Financial Resources Impact on Water Reform Implementation

The objective of the study was to establish the impact of financial resources on the water reforms implementation. The study concluded that the Board has allocated adequate budgets to finance all its plans within a particular financial year. The water project have significant budget allocation which is affected by the late remittance of the funds hence poor reforms implementation. The study established that the organization takes the necessary steps in ensuring that budgets are utilized as planned through properly tendering, monitoring and evaluation of the proposed projects in water reforms. The water boards have transparent and verified financial accountability system which reviews and examines the financial allocation and transfers.

The study also concludes that the organization is seriously handicapped by periodic shortfalls of cash hence late implementation of water projects and reforms. This results to poor provision of water, late payments of contractors and other expenses related to water reforms among the boards. The study established that water reforms budgetary allocations are not normally received on time hence operates with no funds to pay current liabilities and other bills which affect the implementation of reforms. The study concluded that internal controls within the organization are not frequently reviewed and improved which results to unreliable service delivery among the water boards. The researcher concludes that effective budget allocation, timely remittance of funds and reviewing of the systems will enable the water boards to timely implement the water reforms.

The study also concludes that the Board does not have an effective internal Audit department which monitors the financial spending of the boards. This aspect gives room of non-budgeted spending of funds and late remittance of financial reports. The internal audit lacks board's constitutional mandate to check on the books of accounts from time to time. The study concludes that the management does not receive internal audit reports from the audit department since no rules and regulation governing the review of the board's books of accounts. Finally, the researcher concluded that there are adequate systems to monitor and evaluate program implementation costs up to completion. This allows minimizing the cost involved in the reforms implementation.

6.2.4 Breadth of Service Delivery Impact on Water Reform Implementation

The objective of the study was to establish the impact 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.

From the study, the researcher concludes that 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.

6.3 Recommendations

The core aim of the research was to investigate how firm characteristics affect the 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 organizational structure in the water boards. The ministry should improve the employees training on natural resources and development strategies. Water Resources Management Authority (WRMA) should develop proper mechanism to minimize irregularities in the boards. The Authority must give guidelines on the developing investment plan as well as linking its five year strategic plans to the business plans of the water service providers (WSPs) under its jurisdiction. However the authority should draft regulations and regulatory framework which will ensure efficiency on the water boards, protect the customers, to generate increased access to water and sanitation.

The water sector practitioners should ensure that the water boards have proper organizational structure which will promote the work plan on the water provision. Due to lack of reliable communication system in the boards, the study recommends for practitioners to promote the system, feedback from the stakeholder's, donors and consultancy firms. However, they should ensure that the water boards have budget allocation and the funds are received without any delays. Finally, they should ensure water boards have effective internal audits and review of the of the management systems which ensures proper monitoring and evaluation of the water reforms.

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, reliable audit systems and improvement of the organizational structures, human resources, financial resources and the service delivery breadth among other firm characteristics.

6.4 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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APPENDICES

Appendix I: Authority Letter for Data Collection



SOUTH EASTERN KENYA UNIVERSITY

OFFICE OF THE DIRECTOR

BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200
KITUI, KENYA
Email: info@seku.ac.ke

TEL: 020-2413859 (KITUI)
020-2531395 (NAIROBI)
Email: bps@seku.ac.ke

Our Ref: /D61/KIT/20023/2011

Date: Tuesday, March 03, 2015

June M Munyao
Reg. No. D61/KIT/20023/2011
Master of Business Administration
C/O Dean, School of Business and Economics

Dear June,

RE: PERMISSION TO PROCEED FOR DATA COLLECTION

This is to acknowledge receipt of your Master Proposal document.

Following a successful presentation of your Master Proposal, the School of Business and Economics in conjunction with the Directorate, Board of Post graduate Studies (BPS) have approved that you proceed on and carry out your research data collection in accordance with your approved proposal.

During your research work, you will be closely supervised by Prof. Dorothy Mutisya and Mr. Jared Ariemba. You should ensure that you liaise with your supervisors at all times. In addition, you are required to fill in a Progress Report (**SEKU/ARSA/BPS/F-02**) which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection as a critical stage in your Master of Business administration.


Prof. Cornelius Wanjala
Director, Board of Postgraduate Studies

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs
Dean, School of Business and Economics
Chairman, Department of Business & Entrepreneurship
Prof. Dorothy Mutisya
Mr. Jared Ariemba
BPS Office To file

ARID TO GREEN

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... TRANSFORMING LIVES

Appendix II: Letter to Respondents

SOUTH EASTERN KENYA UNIVERSITY

P.O BOX 170-90200

KITUI

April 2016

RE: JUNE M. MUNYAO D61/KTI/20023/2011- TEL 0728-672 255

I am the above named student from the South Eastern Kenya University. Am pursuing a Master of Business Administration (strategic management option).

I am currently undertaking a research within the water sector on the influence of firm characteristics on implementation of water sector reforms in Eastern region of Kenya. I kindly request for your maximum support in filling the attached questionnaire aimed at data collection.

The information provided shall be treated as confidential.

June M. Munyao

Appendix III: Questionnaire

INFLUENCE OF FIRM CHARACTERISTICS ON IMPLEMENTATION OF WATER SECTOR REFORMS IN EASTERN REGION KENYA

Dear Respondent,

I am a student of MBA at South Eastern Kenya University. I am conducting a research on influence of firm characteristics on implementation of water sector reforms in Eastern region Kenya. Kindly fill up this information and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard.

Section One: Preliminary information

1. Gender Male[]Female []
2. Age
 - Below 25 years []
 - Between 26-50 years []
 - Above 50 years []
3. Highest level of education *completed*
 - a) None[]
 - b) Primary []
 - c) Secondary[]
 - d) Diploma []
 - e) Degree []
 - f) Masters []
 - g) PhD []
4. Employee category
 - a. Top management[]
 - b. Middle management[]
 - c. Operations staff []
5. For how many years have you served in this organisation
 - Below 2 yrs. []
 - Between 2 and 5 yrs. []
 - Above 5 Yrs. []

Section Two: The influence of Organizational Structure

The section collect your opinion on the Financial Resources towards accomplishment of strategic goals Please indicate your answer based on a 5-point scale where: 1= strongly agree; 2 = Agree; 3=Not Sure; 4= Disagree; 5= strongly disagree. (Use a tick (√) to mark the applicable).

		Strongly Agree	Agree	Not	Disagree	Strong Disagree
	Indicator/Measurement	1	2	3	4	5
1	The organization has the right number of authority layers or hierarchies					
2	The organization structure shows clear reporting lines					
3	Each employee is clear on where he/she should report					
4	Your duties and responsibilities are clearly known to You					
5	Each department has a work plan which clearly shows the activities/ plans to be executed					
6	Work plans within the organization shows clearly who is responsible for each activity					
7	strategic decisions are well communicated within the organization					
8	Communication within the organization gives room for feedback					
9	There are adequate communication systems to ensure that board members, senior management and staff get accurate information on organization's activities					

Section Three: Human Resource

This refers to the Human capital or the employees of an entity. Please indicate your answer based on a 5-point scale where: 1= strongly agree; 2= Agree; 3=Not Sure; 4= Disagree; 5= strongly disagree (Use a tick (√) to mark the applicable box).

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	Indicator/Measurement	1	2	3	4	5
1	All tasks within your department are fairly distributed to employees					
2	Employees perform their duties while meeting the set deadlines					
3	Each department has sufficient staff to undertake its activities					
4	In general, people with decision authority have the skills and ability to make good decisions					
5	Employees within your organization consistently demonstrate mutual trust and behaviours focused on driving exceptional performance					
6	Employees within your organization respond swiftly and exceptionally to ambitious goals					
7	Each department has adequate budget for staff training					
8	Promotions within the organization are normally driven by additional qualifications acquired by a staff					
9	staff pursuing further studies are allowed to take examination off days					

Section Four: Financial Resources

A firm with a good financial base has the ability to settle its obligations when they fall due or the ability to finance its planned projects. Please indicate your answer based on a 5-point scale where: 1= strongly agree; 2= Agree; 3=Not Sure; 4= Disagree; 5= strongly disagree. (Use a tick (√) to mark the applicable box).

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	Indicator/Measurement	1	2	3	4	
1	The Board has allocated adequate budgets to finance all its plans within a particular financial year					
2	It is true that the organization takes the necessary steps in ensuring that budgets are utilised as planned					
3	The organization has a reviewed transparent and verified financial accountability system					
4	The organization is seriously handicapped by periodic shortfalls of cash					
5	Budgetary allocations are normally received on time					
6	Internal controls within the organization are frequently reviewed and improved					
7	The Board has an effective internal Audit department					
8	The management receives internal audit reports from the audit department					
9	There are adequate systems to monitor and evaluate program implementation costs up to					

Section Five: Service Delivery Breadth

This refers to stake holder engagement. How well does the organization incorporate its stake holder recommendations? Please indicate your answer based on a 5-point scale where: 1= strongly agree; 2= Agree; 3=Not Sure; 4= Disagree; 5= strongly disagree. (Use a tick (√) to mark the applicable box).

		Strongly Agree	Agree	Not Sure	Disagree	Strong Disagree
	Indicator/Measurement	1	2	3	4	5
1	The organization involves relevant stakeholders at the appropriate moments in designing water reform programmes					
2	Recommendations by stakeholders have assisted in the implementation of water sector reforms					
3	The management has a commendable stakeholder feedback system					
4	Recommendations by policymakers are implemented accordingly.					
5	There is Proper documentation and follow up on emerging issues towards water reform implementation					
6	The board visits the water service providers at least once every quarter to monitor the degree of compliance with the key performance indicators					
7	There are staff specifically attached to the water companies to frequently monitor implementation of water reform policies					

Section Six: Water Reform Implementation Achievement Indicators

This refers to stake holder engagement. How well has the organization achieved water reform implementation? Please indicate your answer based on a 5-point scale where: 1= strongly agree; 2= Agree; 3=Not Sure; 4= Disagree; 5= strongly disagree. (Use a tick (√) to mark the applicable box).

		Strongly Agree	Agree	Not Sure	Disagree	Strong Disagree
	Indicator/Measurement	1	2	3	4	5
1	There is increased water and sanitation coverage after reforms					
2	Water reforms have led to availability of safe water for use					
3	Water reform implementation has improved revenue collection efficiency					
4	Operations and maintenance cost coverage has reduced as a result of Water reform implementation					
5	Water reform implementation has reduced non-revenue water					

Thank you for taking time to answer this questionnaire

The end

Appendix IV: Focus Group Discussion Guide

I sincerely take this opportunity to welcome all to make your contributions in the key objective of the study. The study aim is to investigate the impact of the specific firm aspects in the implementation of the water sector reforms among the Tana and TanaAthi water boards. I understand that you operate in a busy work schedule but I appreciate all for the time. Your contribution to the interview guide will only be used for academic purpose only and your names will not be published but your ideas, recommendations will be factored in the reforms implementation hence the published view will be available ONLY on request.

The FGD will be very brief and to the point and it will not consume much time hence request for humble time, you're honest in answering questions and facilitating the required information for the study. The study discussion is guided by the following guidelines and the ground rules which are applicable:-

- Only one speaker is allowed per time. Enough time is provided hence no need of interrupting ones response.
- All received answer are not right nor wrong but only presents ones view.
- No particular order of responding to questions.
- Its encouraged to fully participate on the discussion. Your view and opinions are key.
- Other friend's opinion are not moderator to agree with them or disagree.
- Question outside the study objective will be asked and answered at the end.
- That will be the end.

Please think about your experience on implementation of water sector reforms and provide your honest opinion/ answer on the statements/ questions.

1. Internal firm characteristics such as organisational structure, human resources, financial resources and breadth of service delivery influence the implementation of water sector reforms. In your opinion as an experienced staff in the water sector, which other firm characteristics influence the implementation of water sector reforms?

Appendix V: Similarity Index Report

THE INFLUENCE OF FIRM CHARACTERISTICS ON IMPLEMENTATION OF WATER SECTOR REFORMS IN EASTERN REGION OF KENYA

ORIGINALITY REPORT

% 4	% 3	% 1	% 1
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.gseis.ucla.edu Internet Source	<% 1
2	Claudious Chikozho. "Globalizing Integrated Water Resources Management: A Complicated Option in Southern Africa", Water Resources Management, 09/2008 Publication	<% 1
3	www.academicstar.us Internet Source	<% 1
4	Submitted to University College London Student Paper	<% 1
5	sharkbay.wa.gov.au Internet Source	<% 1
6	www.ukessays.com Internet Source	<% 1
7	Soebari, Titien, and Jill M. Aldridge. "Investigating the differential effectiveness of a	<% 1