

**FACTORS AFFECTING THE IMPLEMENTATION OF WATER SECTOR
REFORMS STRATEGY: A CASE OF TANA WATER SERVICES BOARD**

BY

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DECLARATION

I hereby declare that this is my original work and has not been presented for a degree in any other university or for any other award.

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SUPERVISOR DECLARATION

The research project report has been presented for examination with our approval as the University supervisors.

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DEDICATION

This research project is dedicated to my great family; to my dear husband Benjamin who supported me greatly, my children Joy and Daniel who patiently bore deprivation of motherly attention as I studied. My dear mum, Jemimah for encouraging me to push on to the end.

It is the Lord that carried me through even when the going was tough. He gave me the strength and ability to persevere.

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ABBREVIATIONS

ASAL	Arid and Semi-arid Lands
AU-NEPAD	African Union- New Partnership for Africa's Development
CAACs	Catchment Areas Advisory Committees
MDGs	Millennium Development Goals
MOA	Ministry of Agriculture
MOLG	Ministry of Local Government
MWI	Ministry of Water and Irrigation
NWSS	National Water Services Strategy
NWCPC	National Water Conservation and Pipeline Corporation
PPP	Public Private Partnership
TWSB	Tana Water Services Board
UFW	Unaccounted for Water
UNDP	United Nations Development Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
WAB	Water Appeals Board
WASREB	Water Services Regulatory Board
WRUAs	Water Resources Users Association
WSBs	Water Service Boards
WSPs	Water Service Providers
WSTF	Water Services Trust Fund

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ABSTRACT

According to the National Water Services Strategy (2007-2015), water is the most important natural resource, indispensable for life and the backbone of the growth and prosperity of mankind. Due to poor access of water and sanitation the Government initiated a process of reforms for the entire water sector which led to a new water policy and new sector strategies with an aim of attaining some outcomes like increased access to water and sanitation, increased funding among others. The Water Service Boards have however not been able to sufficiently implement the water sector reform strategy as expected since most of the expected outcomes of the water reforms have not been attained. It is in the light of this that the researcher wanted to find out why the expected outcomes had not yet been attained by conducting a study on the factors affecting the implementation of the water sector reforms strategy at Tana Water Services Board. To conduct the study, descriptive survey method was used. The study was carried at Tana Water Services Board Headquarters in Nyeri where a total population 75 staff members were targeted. Primary data was collected by use of questionnaires while secondary was through periodic reports , journals, government publications, academic works, internet and TWSB's financial records . Data analysis was done by descriptive statistics. The collected data was analyzed by use of descriptive statistical techniques and presented through frequency tables, of pie charts, bar charts. The study established that 87.8% of the respondents felt that autocratic leadership style affected implementation of the strategy. 51.22% of the respondents indicated that planned activities were not adequately funded thus affecting implementation of strategy. Majority of the respondents (90.2 %) were aware of the Board's core values but some felt that the same were not upheld thus adversely affecting implementation of water sector reforms strategy. The study showed that existing systems required improvement while new ones introduced to effectively implement water sector reforms strategy. Based on the findings, the study proposes some recommendations that are; The Board to embrace participatory leadership style, to explore other avenues of obtaining resources other than relying on budgetary allocations from the government, uphold Board's core values, ensure staff are well versed with all policies and strategies and improve existing systems, innovate and adopt new ones.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter gives the broad overview of importance of the water sector in the country. The chapter provides insight on the background of the study, history of the water sector and the water reforms strategy and Tana Water Services Board's mandate. The chapter also looks at the problem statement and indicates the gap that necessitates the study. The objectives, research questions, the significance, assumptions and the scope of the study are also discussed in this chapter.

1.1 Background of the Study

Water is a critical resource for sustaining all forms of life as well as economic and social activities in a country. Individuals need water for their domestic and leisure activities whereas economies rely on water to generate electricity, in agricultural and livestock development for individual production and other commercial purposes. Water is becoming a commodity whose sale provides income generating activities and employment opportunities. Without water, no human settlement or development can take place. It is also fundamental to all life and sustains the environment. It has even been declared as one of the basic human rights in the new constitution.(National Water Services Strategy, 2007-2015)

Kenya being a signatory of the Millennium Development Goals (MDGs), the water sector is bound to reduce by half the proportion of people without sustainable access to safe drinking water and sanitation by 2015. (Tana Water Services Board Strategic Plan 2009-2012). The AU-NEPAD strategy in which Kenya is a member state stipulates the importance of ensuring sustainable access to safe , adequate and clean water supply and sanitation especially for the poor, plan and manage water resources to become a basis for national and regional cooperation and development, cooperate on shared rivers among members states, efficiently address the threat of climate change and ensure enhanced

irrigation and rain-fed agriculture to improve agricultural production and food security.(AU-NEPAD Management Strategy 2006).

East Africa Development Strategy 2006-2010 addresses the issue of the member states ensuring access to reliable and affordable infrastructure including those for water services and Public Private Partnership (PPP) participation in development of infrastructures with a view of lowering costs.(East Africa Community Development Strategy, 2006-2012).

Kenya Vision 2030 aspires to transform Kenya into a newly industrialized middle-income country by 2030. For this transformation to be realized development of water resources will require to be intensified as water availability in the required quality and quantity will have a significant bearing on the country's development potential. The pressure to manage the country's water resources more efficiently and ensure that water services are availed equitably among the diverse uses is bound to increase as the country gears itself towards meeting the Vision 2030 goals. (First Medium Term Plan of the Vision 2030, 2008 - 2012)

The First Medium Term Plan (2008 - 2012) has set goals which includes, increase the access to safe water for urban areas to 90% and for rural 70%, reduce levels of unaccounted of water to below 30%, achieve 70% and 65% access to safe sanitation for Urban and Rural Household respectively and attain 40% and 10% access to sewerage for urban and rural areas respectively. (Tana Water Services Board Strategic Plan 2009-2012).

The Government through the Ministry of Water and Irrigation came up with the Sessional Paper No. 1 of 1999 on National policy on Water Resources Management and Development with a view of guiding water sector activities. Among the key recommendations of this policy was the need for decentralizing water resources management and development to national, regional and local levels. This paved the way for the review of the legal framework under the Water Act Cap 372 regime in the form of Water Act, 2002 which provides for the separation of roles in the water sector with the Government, through the Ministry of Water and Irrigation, being responsible for policy, legal framework and development co-ordination. WSBs were created to provide water and sewerage services through contracting water service providers in their area of jurisdiction. (National Water Services Strategy, 2007-2015)

1.1.1 Brief History on Development of Water Sector in Kenya

According to the Ministry of Water and Irrigation Strategic Plan (2009-2010), prior to 1974 the Ministry of Water and Irrigation was a department in the Ministry of Agriculture. The Ministry was later constituted and remained till 1992 when it was merged with other departments to form the Ministry of Land Reclamation and Regional Development. After 1998, the Ministry was named the Ministry of Water Resources. In 2001 during a major merger of government Ministries and departments, the Ministry of Water Resources was merged with the Ministry of Environment and Natural Resources.

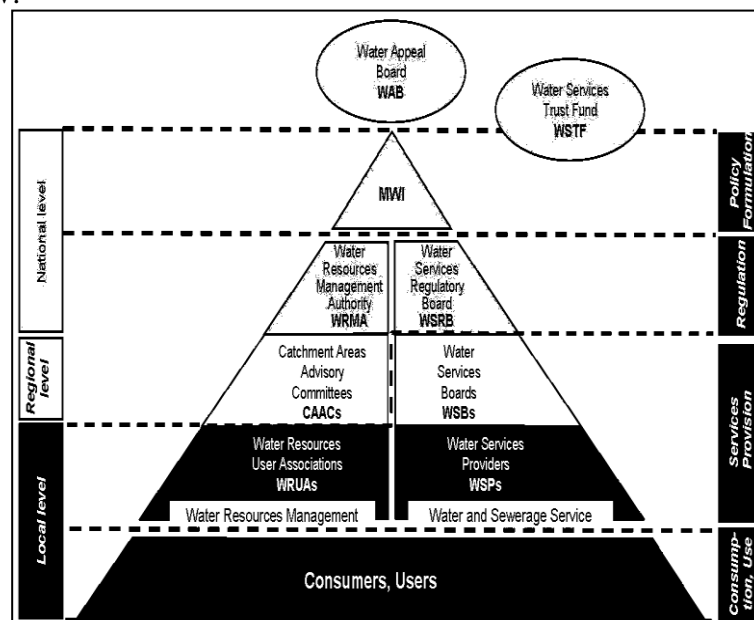
In January 2003 through the Presidential Circular No. 1 / 2003, the Department of Irrigation and Land Reclamation and the Department of Water were brought together to form the Ministry of Water Resources Development and Management (Ministry of Water and Irrigation Strategic Plan 2009-2010).

The creation of the Ministry consolidated the responsibility for the management and development of water resources, irrigation, drainage and land reclamation in one docket. In September 2004 through Presidential circular No. 1/2004, the Ministry was renamed the Ministry of Water and Irrigation, giving recognition to the crucial role played by the irrigation sub-sector in national development (Ministry of Water and Irrigation Strategic Plan 2009-2012).

1.1.2 Water Sector Reforms Strategy

According to National Water Services Strategy, 2007-2015, the water sector has been undergoing wide ranging reforms spearheaded by the Ministry of Water and Irrigation. The reforms have been necessitated by the poor sector performance that had been witnessed in the early years of sector development starting from the late 60s to the early 90s. Before the water sector reforms there was overlapping of roles and responsibility of key public actors which were the main causes of conflict and poor services. The MWI, MOLG and MOA would formulate, regulate and provide services and this diminished checks and balances, accountability and escalated conflicts thus adversely affecting service delivery. The water sector reform strategy was to reverse this scenario by drawing a new policy paper.(Ministry of Water and Irrigation Strategic Plan 2009-2012).

This need gave rise to the development of the sector policy paper, the Sessional Paper No.1 of 1999 on the National Policy on Water Resources Management and Development (Water Policy) in move aimed at improving sector performance. The Water Policy is the blue print for sector development and proposes a broad paradigm shift for the Government’s role to change from being a service provider to a facilitator and regulator of other sector players. This shift called for the reforming of the sector and the reform process was given the legal kick-start with the enactment of the Water Act 2002. (National Water Services Strategy, 2007-2015). The new water sector institutional set up is as illustrated below:



Source: Ministry of Water and Irrigation - National Water Services Strategy (2007-2015)

Through the Act new institutions within the water services sub-sector were established. Water Services Regulatory Board (WASREB) to set standards and regulate the sub-sector; Water Appeals Board (WAB) to adjudicate on disputes; eight Water Service Boards to be responsible for efficient and economical provision of water Services, Water Services Trust Fund (WSTF) to finance water pro-poor investments; Water Service Providers (WSPs) to be agents in the provision of Water and Sewerage services. The Ministry of Water and Irrigation is responsible for overall sector oversight including policy formulation, coordination and resource mobilization. (National Water Services Strategy, 2007-2015)

1.1.3 Tana Water Services Board Mandate

The Tana Water Services Board (TWSB) was established as one of the institutions under the Water Act 2002 and got its mandate from the license granted by the Water Services Regulatory Board (WASREB). The mandate of TWSB as prescribed under this license empowers it to contract, monitor and enforce agreements between itself and WSPs in accordance with regulations set by the WASREB, to ensure effective and economical provision of water services, to monitor and acquire assets, to plan, manage and develop water and sewerage services; and, to take custody of water services provision assets. The ultimate objective is to increase access to safe, adequate and sustainable water and sewerage services to reach all residents within the jurisdiction of the Board. (Tana Water Services Board Strategic Plan 2009-2012).

The Board has the legal responsibility of ensuring cost effective and sustainable provision of water and sanitation services in its area of jurisdiction whose area extends to 36 administrative districts in parts of Central and Eastern Provinces of the country; these are: Kieni East, Kieni West, Nyeri Central, Tetu, Mukurwe-ini, Nyeri South, Mathira East, Mathira West, Murang'a East, Kandara, Kigumo, Murang'a South, Kiharu, Kangema, Mathioya, Kirinyaga West, Kirinyaga East, Kirinyaga South, Kirinyaga Central, Embu West, Embu North, Embu East, Mbeere North, Mbeere South, Meru Central, Imenti North, Imenti South, Buuri, Igembe North, Igembe South, Tigania East, Tigania West, Meru South, Maara, and Tharaka North and Tharaka South; and 6 counties , namely; Murang'a, Nyeri, Kirinyaga, Embu, Tharaka-Nithi and Meru. (Tana Water Services Board Strategic Plan 2009-2012).

The total area covered by the Board is 19,169 km², with a population of 4,238,439 (year 2009 census). Most of the Board area is in the high potential agro ecological zones but a sizable proportion – Tharaka North, Tharaka South, Mbeere North, Mbeere South and most parts of Kieni East and Kieni West, Igembe North, Igembe South, Tigania West and Tigania East districts – with a combined a coverage of 8,237 Km² (or 42 percent of the Board area are in the arid and semi arid (ASAL) ecological zone. (Tana Water Services Board Strategic Plan 2009-2012).

1.2 Statement of the Problem

According to the National Water Services Strategy (2007-2015), water is the most important natural resource, indispensable for life and at the same time the backbone of the growth and prosperity of mankind. According to UNDP, more people die of water related diseases than conflicts around the world.

Kenya is classified as a water scarce country and the increasing scarcity could result in armed conflicts and pandemics if its management is not improved. Therefore, providing sufficient water for competing uses in a growing economy is essential. This was not possible for the Ministry of Water and irrigation due to dilapidated infrastructure, inadequate management and maintenance of existing infrastructure, insufficient funds, high level unaccounted for water (UFW), high debts by public institutions among others. In recognition of this, the Government initiated a process of deep rooted reforms for the entire water sector which led to a new water policy, legal and institutional framework and new sector strategies (National Water Services Strategy 2007-2015).

Some of the envisaged outcomes upon implementation of the water reforms strategy includes increased access to water and sanitation , improved sustainability of water service provision, improved collaboration across the sector, increased funding and investment, improved performance and reduced wastage, improved water quality, improved water services and efficiencies, increased productivity(freed from time consuming task of fetching water and dedicate it on economic activities), and improved economic growth. (National Water Services Strategy 2007-2015).The Water Service Boards have however not been able to sufficiently implement the water sector reform strategy as expected since most of the expected outcomes of the water reforms have not been attained. It is in the light of this that the researcher wanted find out why the expected outcomes had not been attained by conducting a study on the factors affecting the implementation of the water sector reforms strategy at Tana Water Services Board.

1.3 Objectives of the Study

1.3.1 The general objective of the study was to determine the factors affecting the implementation of water sector strategy at Tana Water Services Board.

1.3.2 Specific objectives:

- i) To examine how leadership styles affect the implementation of water sector reform strategy at Tana Water Services Board.
- ii) To determine the effects of resource allocation on implementation of water sector reforms strategy at Tana Water Services Board.
- iii) To determine the effects of culture on implementation of water sector reform strategy at Tana Water Services Board.
- iv) To examine how skills affect the implementation of water sector reform strategy at Tana Water Services Board.
- v) To determine how systems affects implementation of water sector reform strategy at Tana Water Services Board.

1.4 Research Questions

- i) How do leadership styles affect the implementation of water sector reform strategy at Tana Water Services Board?
- ii) In what ways does resource allocation affect implementation of water reform strategy at Tana Water Services Board?
- iii) How does culture affect the implementation of water sector reform strategy at Tana Water Services Board?
- iv) How do skills affect the implementation of water sector reform strategy at Tana Water Services Board?
- v) How do systems affect implementation of water sector reform strategy at Tana Water Services Board?

1.5 Significance of the Study

The findings of the study revealed areas that the management of Tana Water Services Board and other Water Service Boards can address in order to improve on the implementation of water sector reforms strategy. The Government through WASREB and the MWI may use the study as to formulate policies to facilitate the implementation water sector reforms.

The study will also help the researcher in completion of masters degree in business administration at Kenyatta University. Further, the study may add to the existing knowledge and would stimulate further research on strategy implementation and water sector reforms strategy.

1.6 Scope of the Study

The study's aim was to establish the factors affecting the implementation of water sector reform strategy .The study obtained information from the top, middle management, supervisors and other staff at Tana Water Services Board.

1.7 Assumptions of the Study

For the purpose of this study some assumptions were made which included; the factors raised would be the only ones affecting the implementation of water sector reforms strategy, the respondents would be honest and truthful in their responses, they would respond without reservations and return them on time and that the variables would remain constant during the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

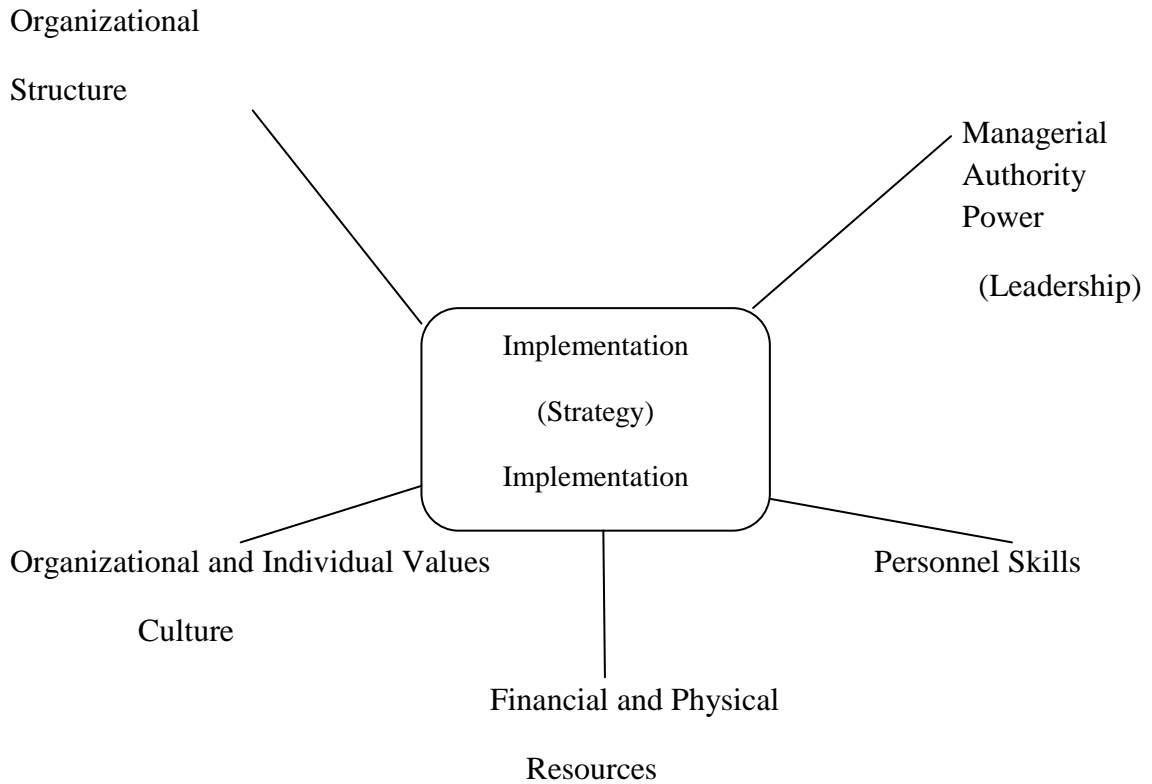
Leslie (2008) asserts that strategy implementation is the action point in the strategic management process. Without implementation, a strategy remains just as an idea on a piece of paper. Implementation is a key determinant in success or failure of any strategic activity. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. However, as many practitioners and business executives can vouch, transforming strategies into action is far more complex and difficult task (Leslie, 2008). To implement the strategy, it must be supported by certain components which may have a positive or a negative impact depending on the way they are handled. Well formulated strategies only produce superior performance for the firm when they are successfully implemented. (Leslie, 2008).

According Thompson and Strickland (1996) the job of strategy implementation is to convert strategies into actions and good results. The test of successful strategy implementation is whether actual organization performance matches or exceeds that targets spelled out in the plan. Shortfalls in performance signals weak strategy, weak implementation or both. In deciding how to implement strategy managers have to determine what internal conditions are needed to execute the strategy successfully. The process involves creating a series of tight fits between strategy and; Skills, competences and organization's skills, budgetary allocations, policy, internal support systems, reward structure and corporate culture. The tighter the fits, the more powerful strategy execution becomes and the more likely targeted performance can be achieved (Thompson and Strickland 1996).

Mintzberg and Quinn (1991) see strategy implementation as being conducted under four key headings namely, structure, systems, culture and power. They take the view that strategic management is basically about balancing a number of interdependent factors. This can be compared with Seven-S framework developed by management consultants, Mackinsey and Co.

(Pascale and Athos, 1981). This framework was designed to facilitate the analysis of organizations by focusing on seven key variables namely structure, systems, staff, style, skills and shared values. They are divided into two categories, hard elements and soft elements. One of the hard elements is strategy, which is the plan or course of action for allocating scarce resources to achieve organizational goals. The other element is the organizational structure that shows the division of tasks, spans of control and management layers. Soft elements are like organizations personnel including management. The next is style which is how management behaves. Skills are the other soft element which entails distinctive capabilities or competencies of key personnel and organization as a whole.(Pascale and Athos, 1981).

Lastly are the shared goals which represent the fundamental values or philosophy. As can be observed, there is a common ground between Mintzberg and Quinn and Mckinsey Group; and by bringing them together, Cole has developed a working model for implementing strategy(Cole, 1997)



Source: Cole G.A. (1997). *Strategy Management* (2nd ed.). London:Thompson Learning.

According to Cole (1997) this model shows the major forces that are required to move an organization’s chosen strategy from being an idea or intention-in-embryo to becoming a living creature that can make its presence felt throughout every part of the organization. Organization structure provides framework within which decisions can be formulated, considered and implemented. The management facilitates decisions, motivates employees, promotes organization’s culture, reviews results and makes appropriate changes (Cole 1997). Organization and individual values drives the pursuit of goals and objectives. Organization’s personnel carry out strategy and deal with changes that may occur during its implementation. Organization’s financial and physical assets are deployed to achieve optimum synergy. These forces represent the internal potential which is available to implement the organization’s chosen strategy in pursuit of its goal to serve customers in the market place or the community in the public arena. (Cole 1997).

According to Thompson and Strickland (1996) and also Thompson, Gamble and Strickland (2004), there are eight managerial components of implementing strategy;

building capable organization with the competencies, capabilities and resource strengths needed for successful strategy implementation, allocating ample resources to strategy-critical activities, establishing supportive policies and procedures that will facilitate rather than impede strategy implementation, instituting best practices and mechanisms for continuous improvement, installing support systems that enable company personnel to carry out their strategic roles proficiently, tying rewards and incentives to achievement of key strategic targets and good strategy implementation, and shaping work culture to fit strategy exercising strategic leadership needed to drive the implementation forward.

From the above Mintzberg and Quinn four headings , Mckinsey 7- S framework, Cole's working model , and Thompson, Gamble and Strickland 's components of implementing strategy, there are various factors deemed to be important in implementation of strategy. For the purpose of this study the components that were considered by the researcher were leadership styles, resource allocation, culture, skills and support systems required to implement strategy.

2.1 Leadership Styles

Leadership is defined as influencing others to do what the leader wants them to do. A leader is one who by example and talent performs a directing role and yields influence over others. (Gakuru and Wahome 1997).

Leadership plays a central role in implementation of a strategy. Without effective leadership it is difficult for an organization to function effectively. The wheels of strategy implementation are propelled by leadership and failure in implementation of strategy is attributable to poor leadership than to any other cause. Some of the functions of a leader include motivating employees, morale building, creating confidence, unifying individual efforts, facilitating change, role model of original culture and goal setting among others. (Robbins and Coultler 2004).

2.1.1 Leadership Theories

According to Robbins and Coultler (2004) leadership has been an issue of high interest and in early twentieth century, researchers began to study leadership. The researchers

developed leadership theories focusing on the leader (trait theories) and how the leader interacted with his group members (behavioral theories). One of them is the trait theory. According to this theory, (Robbins and Coulter 2004), successful leaders possess certain traits and qualities. This theory leads to the belief that leaders are born, not made. But some people believe that traits can be acquired by training and experience. Some of the traits related to effective leadership are intelligence, creativity, open mind, vision, maturity, sense of responsibility and human relation skills.

According to Bolden, Gosling, Marturano and Dennison (2003) it is believed that through this approach critical leadership traits can be isolated and that people with such traits would then be recruited, selected, and installed into leadership positions. This approach is common in the military and is still used as a set of criteria to select candidates for commissions. Bolden et al. (2003) asserts that with the trait approach there are as many traits as studies undertaken identified. After several years of such research, it became apparent that no consistent traits could be identified. Although some traits were found in a considerable number of studies, the results were generally inconclusive. Some leaders might have possessed certain traits but the absence of them did not necessarily mean that the person was not a leader. (Bolden et al. 2003)

However, Bolden et al. (2003) found out that it is difficult to formulate a generally accepted list of traits of leadership as different people have different traits and it is not clear as to which traits are more important and which are least important. Although there was little consistency in the results of the various trait studies, however, some traits did appear more frequently than others, including: technical skill, friendliness, task motivation, application to task, group task supportiveness, social skill, emotional control, administrative skill, general charisma, and intelligence. Of these, the most widely explored has tended to be “charisma”. (Bolden, Gosling, Marturano and Dennison 2003).

The second is Situation/Contingency theory. Under this theory leadership is considered to be function of situation in which the leader works. It is based on the assumption that leadership is basically situational. This means that the traits and behavior of the leader are governed by the demands of the situation at hand.

Thirdly is behavioral theory which is based on the assumption that leadership effectiveness depends on what the leader does. It suggests that favorable leader behavior inspires and guides subordinates. Leadership behavior is the product of the leader and uses his skills to exercise influence and modify behavior of the staff. (Bolden et al. 2003). The approach is useful to the extent that it suggests favourable leader behavior to inspire and guide subordinates. However, a particular behavior may be effective under one situation and ineffective under a different situation. McGregor's Theory X & Theory Y is one of the behavioral theories which propose that leadership approaches are influenced by a leader's assumptions about human nature. As a result of his experience as a consultant, he summarized two contrasting sets of assumptions made by leaders. (Bolden et al. 2003). Theory X leaders believe that the average human being has an inherent dislike of work and will avoid it if possible, most people must be coerced, controlled, directed or threatened with punishment to get them achieve organizational objectives and that the average human being prefers to be directed, wishes to avoid responsibility, has little ambition and wants security above else. (Bolden et al. 2003). Theory Y leaders believe that the expenditure of physical and mental effort in work is as natural as play and rest, and the average human being learns not only to accept but to seek responsibility, people will exercise self-direction and self control to achieve objectives to which they are committed and the capacity to exercise a relatively high level of imagination and creativity in solving organizational problems is widely distributed. It can therefore be seen that a leader holding Theory X assumptions would prefer an autocratic style, while one holding Theory Y assumptions would prefer a more participative style. (Bolden, Gosling, Marturana and Dennisson 2003).

According to Robbins and Coulter (2004) there are various theories of leadership and each defines the leadership style to be used in various situations. The Fiedler Model proposes that effective group performance depends on the proper match between leader's style of interacting with his followers and the degree to which the situation allows the leader to control and influence. This model is based on the premise that a certain leadership style would be effective in different situations. This requires defining the leadership style and the different types of situations, and then identifies the appropriate

combinations of style and situation. Fiedler proposed that leadership success was based on an individual's basic leadership style which is task oriented, relationship oriented and those who fall between the two extremes. He also assumed that a person's leadership style is always the same regardless of the situation. After an individual's basic leadership is assessed, the situation is then evaluated in order to match the leader with the situation. One of the situations is leader- member relationship which is the degree of confidence, trust and respect employees have for their leader rated as either good or poor. (Robbins and Coultler 2004).

The second situation is task structure which is the degree to which job assignments are formalized and procedurized rated as either high or low. Lastly is position power which is the degree of influence a leader has over power- based activities such as hiring, firing, discipline, promotion rated as either strong or weak. According to Fiedler there are only two ways to improve leader effectiveness. One way is by bringing in a new leader whose style better fit the situation. The other option is to change the situation to fit the leader, which is done by restructuring tasks like increasing or reducing a leader's power that he previously had on various aspects like promotion disciplinary actions etc. The limitation of the model is that a style is fixed, but effective leaders do change their styles to meet the needs of a particular situation. (Robbins and Coultler 2004)

Situational Leadership Theory was advanced by Harsy and Blanchard and it argues that successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness. It assumes that it is the followers who accept or reject the leader. Thus success of a leader depends on the actions of his followers. (Robbins and Coultler 2004).

According to Gakuru and Wahome (1997) the most effective leadership style varies according to the level of maturity of the followers and the demands of the situation. The model uses two dimensions of leadership- task (initiating structure) and relationship (consideration) and argues that the leadership style should change as an employee matures on the job; maturity being the employee's willingness and ability to accept responsibility and is therefore task related.

Leader Participation Model was developed by Victor Vroom and Philip Yetton. It is related to leadership behavior and participation in decision making. The model argues that the leader behavior must adjust to reflect the task structure. The model sets out norms that the leader should follow, the form and amount of decision making as determined by the different types of situations. The leader first determines whether each contingency factor is low or high eg decision significance, leader expertise, group expertise and team competence. Then the most effective leadership style is identified eg leader makes decision, delegates, consults or facilitates. (Robbins and Coultler 2004).

Path Goal Model was developed by David House and stipulates that the leader's job is to assist his followers in attaining their goals and to provide direction and support needed to ensure their goals are compatible with overall objectives of the organization. It is derived from the belief that effective leaders clarify the path to help their followers get from where they are to achieve the goal and make the journey easier by reducing roadblocks. (Robbins and Coultler 2004).

A leader's behavior is acceptable to the group to the extent that they view it as an immediate source of satisfaction. This model assumes that leaders are flexible and the same leader can display any or all of the styles depending on the situation; directive leader allows the employees to know what is expected of them, supportive leader is friendly and shows concern for the need of followers, participative leader consults with members and uses their suggestions before making decisions and achievement oriented leader sets challenging goals and expects followers to perform at their highest level. (Robbins and Coultler 2004)

2.1.2 Styles of Leadership

According to Robbins and Coultler (2004) leaders need to adopt appropriate style of management. For instance if there is a looming crisis, a more direct autocratic style may be called for. A leadership style reflects the behavioral pattern of the leader. Autocratic or authoritarian leadership style is one which a leader takes all decisions himself without consulting his subordinates. He demands complete loyalty and unquestioned obedience

from employees. It is characterized by centralization of authority, close supervision, unilateral decision-making and one-way communication. Some of the negative results of this style includes, employees have no chance for initiative and self development employees attention is a pleasing the leader and they remain uninformed, insecure and afraid of the leader's authority. The style may be successful in an emergency, in case of undisciplined, illiterate people who want to depend completely on their leader. (Robbins and Coulter, 2004)

Democratic or participative leadership Style permits the employees to participate in the process of decision making. Such a leader leads by the consent of the group rather than by use of authority. The main features of this style are decentralization of authority; participative planning, two-way communication, and decision are group-based. Democratic leader is team player and carry out the suggestions of employees. This style improves job satisfaction motivation and morale of employees. (Robbins and Coulter, 2004)

In Laissez Faire/ free-rein leadership style, the leader leaves it to subordinates to decide and control them believing that they are competent and motivated. He does not lead and avoids using his power. The leader is respected and treated as a father figure by subordinates and relations are homely. The style is suitable in small organizations, with one leader and the leader advices, guides and helps people during their personal hardships. This style is employee-centered in nature and is useful where employees are highly competent and fully dedicated to the organization. (Robbins and Coulter, 2004).

Bureaucratic leadership style is according to Robbins and Coulter (2004), where the leader depends upon rules and regulations to make decisions. Rules specify the functions and duties of every member of the organization. There is little scope for initiative. The subordinates are often not consulted, bureaucrat may avoid responsibility, relations between superior and subordinates are formal and results in delay and paper work. Since a leader exists only to serve a system such rule-centered leadership often results in red-tape and inefficiency. The style of leadership that should be adopted differs from situation to situation and depends upon the traits and value system of leader, characteristics of the

group and the nature of task. For instance if the task is simple and employees are not competent the leader may adopt an authoritarian style; on the other hand, democratic style may be more appropriate when the subordinates are competent and task is creative in nature. (Robbins and Coulter 2004)

Strategy implementation management requires organizational change. Leaders help the organization to cope with change. Leaders galvanize commitment to interrelated activities, clarifying strategy, building an organization and shaping original culture.(Pearce J.A and Robinson R. 2007)

A critical ingredient in strategy implementation is the skills and abilities of organization's leaders. A leader is one who is able to influence the attitudes and opinions of others. The ability to influence the attitudes and opinions of others in order to achieve coordinated effort from diverse group of employees is a difficult task. (Byars, Rue and Zahra 1996)

According to Smit (2007) the leadership style of senior managers can have a significant effect on implementation elements such as delegation of authority and decision making. Implementation requires a driving force in the organization to succeed. In some cases it is driven by a change agent who is a high level leader who paves way for adoption by shaping and guiding planning process. Another important dimension of implementation style is the technique used to enact the strategy; a unilateral approach requires the implementer to merely announce the plan and specify the behavior need to comply, a manipulative technique seeks to illuminate a problem and then steer users to new practices, a delegative technique involves the co-opting of those affected by the plan, seeking to involve them in the implementation process and the base of power used in the implementation process- legitimate, referent expert or informational. The power base employed is closely tied to the technique used to guide implementation. Managerial tactics and leadership style can play a critical role in overcoming the lower level obstruction that is prevalent in many implementation efforts (Smit,2007).

According to Thompson and Strickland (1996), the problem of strategic leadership is diagnosing the situation and choosing from any of several ways to handle it. One the leadership role is staying on top of what is happening. This calls for a leader to develop

broad network of contacts and sources of information both formal and informal eg tapping into the grapevine. He must have a “feel” of the existing situation by regular visits and talking with many different people at different levels. This technique is management by walking around .The second role is promoting a culture in which the organization is energized to accomplish strategy. Successful strategy leaders recognize that it is their responsibility to convince people that the chosen strategy is right and that implementing it to the best of the organization’s ability is top priority. Great power is needed to enforce cultural change and to overcome resistance. Both words and deeds play a part in strategic leadership. Words inspire people, infuse spirit, and drive and define strategy supportive cultural norms while deeds add credibility to words, create strategy supportive symbols, set examples and teach organizations what sort of behavior is needed and expected. (Thompson and Strickland 1996).

The third role is keeping the organization responsive to changing conditions alert for new opportunities and bubbling with innovative ideas. A leader needs to create a flexible, responsive and innovative internal environment. One leadership approach is to foster, nourish and support people who are willing to champion new ideas, better services and new products. The fourth role is building consensus and dealing with politics of implementing strategy. Company politics presents strategy leaders with the challenge of building consensus for the strategy and how to implement. Leader need to form individual and group alliances to build organization wide support and consensus on how to implement strategy. Political skills are an asset for leaders in orchestrating strategy implementation. He is required to understand how an organization’s power structure works , who wields influence in executive ranks , which groups and individuals are “activists” and which are defenders of status quo and who can be helpful or shoot down key decision. (Thompson and Strickland 1996).

The fifth role is enforcing ethical standards. High ethical standards cannot be enforced without the open and unequivocal commitment of the leader. This is attained by setting an excellent ethical example in his own behavior, and establishes a tradition of integrity, ensuring employees are trained on what is ethical and what is not, retaliating unequivocal

support of organization's ethical code and the leader should be prepared to act as the final arbiter eg may call for reprimanding those who fail to comply. The last role is pushing corrective actions to improve strategy implementation. When responding to new conditions involving strategy implementation, prompt action is often needed. Leader should be proactive as well as reactive in shaping strategy and how it is implemented. (Thompson and Strickland 1996).

2.1.3 Governance

Good governance is an essential factor to the success of any endeavor, whether in the public sector or non-governmental sector. The presence of good governance practices clarifies authority, simplifies decision-making, and ensures people and organizations are accountable for their actions and decisions.(Institute on Governance, Canada, 2011).

The need for governance exists anytime a group of people come together to accomplish an end, in this case strategy implementation. According to Private Sector Initiative for Corporate Governance, Kenya, governance is the manner in which power is exercised in the management of economic and social resources for sustainable human development. Essentially, governance addresses the leadership role in the institutional framework. Corporate Governance, therefore, refers to the manner in which the power of a corporation is exercised in the stewardship of the corporation's total portfolio of assets and resources with the objective of maintaining and increasing shareholder value and satisfaction of other stakeholders in the context of its corporate mission. It is concerned with creating a balance between economic and social goals and between individual and communal goals while encouraging efficient use of resources, accountability in the use of power and stewardship and as far as possible to align the interests of individuals, corporations and society. (Private Sector Initiative for Corporate Governance, Kenya).

In public purpose organizations, good governance is about more than getting the job done. Especially in non-profits and government agencies, where values typically play an important role in determining both organizational purpose and style of operation, process is as important as product. Good governance becomes more than only a means to

organizational effectiveness and becomes an end in itself. (Private Sector Initiative for Corporate Governance, Kenya).

Good governance is about both achieving desired results and achieving them in the right way. Since the "right way" is largely shaped by the cultural norms and values of the organization, there can be no universal template for good governance. Each organization must tailor its own definition of good governance to suit its needs and values. Achieving good governance can have a tremendous impact on an organization as it promotes trust in the organization and its people, improves morale among staff and stakeholders, enhances services to the public and stakeholders, improves decision-making and the quality of these decisions, connects your organization - and its Board - to its membership and stakeholders, enhances the perception of the organization among people and stakeholders, improves the ability to weather a crisis and it improves financial stability. (Institute on Governance, Canada, 2011).

According to UNESCAP,(2011) good governance has eight major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. The tenets of corporate governance are accountability, efficiency and effectiveness, integrity and fairness, responsibility and fairness and transparency. (Private Sector Initiative for Corporate Governance, Kenya).

2.3 Culture

According to Chhabra (2005) culture implies a pattern of beliefs and behavior. It is the totality of beliefs, customs traditions and values shared by members of the organization. Every organization has unique cultural characteristics of its own of which it can be distinguished from other organizations. Culture is commonly reinforced with corporate symbols and symbolic behavior .For instance; a company may wish to produce a culture of openness and accessibility. Organizational culture exercises a significant influence on

the attitudes, behavior and performance of the organizational culture provides the members with a sense of organizational identity and generates a commitment to beliefs and values. Creation of organization culture is lengthy and communicated process which involves evolution of common assumptions are deeply held beliefs which manifest themselves in the behavior of the people are basically good can be reflected in organization's emphasis on trust or that people are willing to learn and grow is reflected in the organization's extensive training programmers. (Chhabra, 2005)

Great care must be taken when implementing strategy. If the strategy goes against the dominant culture it is likely to fail unless a major effort is made to develop and maintain through staff training appraisal and restructuring. The management needs to be sensitive to shared values and seek to best work with them as opposed to against them working against them may increase resistance to change in the status quo. Values and beliefs shared throughout the organization will shape how the work is done. When attempting to embrace change reshaping organization culture very essential. (Pearce and Robinson 2007)

According to Byars, Rue and Zahra (1996), to implement strategy, organizational culture need to be changed. This process takes many years. Corporate cultures has five reasons that can justify large scale cultural change which includes ;organization has strong values that don't fit a changing environment, industry is very competitive and moves with lightning speed, organization is mediocre or worse, organization is about to join the ranks of the very largest organizations and organization is small but growing rapidly

According to Thompson, and Strickland (1996), every organization has a unique culture ie its own ingrained beliefs, behavior, thought pattern, business practices and personality. The taproot of corporate culture is organization's beliefs and philosophy about how affairs ought to be conducted. Beliefs and practices that become embedded in an organization's culture can originate from influential individuals, work group, department or from top/bottom organizational hierarchy.

The beliefs, goals and practices called for in a strategy may be compatible with a firm's culture or not. When they are not an organization usually finds it difficult to implement

the strategy successfully. A close culture-strategy match that energizes people throughout the organization to their jobs in a strategy-supportive manner adds significantly to the power and effectiveness of strategy implementation. Strong cultures promote good long-term performance when there is fit and hurt perform when there is little fit. When the culture does not fit the strategy, it has to be change and the more entrenched the culture is the greater the difficulty of implementing new or different strategy. A strong culture and a tight strategy-culture fit are powerful levers for influencing people to do their jobs better. This occurs in two ways. One way is work environment where the culture matches well with the conditions for good strategy implementation provides a system of informal rules and peer pressures regarding how to go about doing one's job. Thompson and Strickland,(1996). In an organization where culture is misaligned, ingrained and operating philosophies do not cultivate strategy supportive work habits. The second way is strong supportive culture nurtures and motivates people to their best; it provides structure, standards and a value system in which to operate and it promotes strong organizational identification among employees. This implies that strategy implementation involves moving the organization's culture into a close alignment with the requirements for proficient strategy execution. A strong culture is a valuable asset when it matches strategy and a dreaded liability when it does not. There are factors that contribute to development of strategically supportive cultures ; a strong leader who establishes values , principles and practices that are consistent with strategic requirements, a sincere, longstanding organization commitment to operating business according to established traditions thereby creating an internal environment that supports decision - making based on cultural norms and a genuine concern for well being of organization's three biggest constituencies; customers, employees and shareholders. (Thompson and Strickland 1996).

However, unhealthy cultures undermine organization's performance. One way is politicized internal environment that allows influential managers to operate their fiefdoms autonomously and resist change. The second is hostility to change and to people who champion new way of doing things. The third is promoting managers who understand structure, systems, budgets and controls better than they understand vision, strategies inspiration and culture building. Lastly is aversion to looking outside the organization for

superior practices and approaches. Such an organization believes that it has all answers or it can develop its own thus becoming arrogant (Thompson, and Strickland 1996).

Once a new strategy is made, it is important to create a fit between strategy and culture. It may call for change of whatever facets of corporate culture that hinders effective implementation. Changing organizational culture and aligning it with strategy is among the toughest management task. The first step is to diagnose which facets of the present culture are strategy supportive and which are not. Then discussions are held with all concerned staff and actions to modify culture are introduced in tune with strategy.

The management in an organization should be prepared to manage change so that the new culture that supports strategy is well implemented and instances of resistance by employees reduced.

Change management takes into account both internal and external factors. The pioneer of change management can be traced back to the work of Kurt Lewin who developed the Field theory. He argued that there are three phases of change process. The first one is unfreezing which sets the stage for employees to believe that the present affairs of the organization are unsuitable and no longer relevant to changing needs. This stage stimulates people to feel and recognize the need for change. (Kenya Institute of Management, 2009).

The second stage is moving towards change and the employees are ready for new behavior and a change in perspective. This is a time of error and learning, as the employees experiment new patterns of behavior and assumptions and are now willing to adopt the changed behavior. The third stage is refreezing which involves the establishment of a new perspective leading to the new desirable behavior. This stage provides the required reinforcement to ensure that the new behavior patterns are permanently adopted.(Kenya Institute of Management, 2009).

When a new strategy is introduced in an organization, it is bound to be met with resistance by employees. According to Chhabra(2005) employees normally perceive change as a threat to security and status and therefore it is normally met by some resistance. The

management therefore requires anticipating such resistance and encouraging communication and education to employees. The other way is to adjust to the changes without a lot of shock. The organization may also bring about planned change that seeks to change the entire culture and structure so that the organization may better adapt to new strategy.

2.3 Resource Allocation

A resource is a relatively observable, tradable asset that contributes to a firm's market position by improving customer value, lowering cost or both. (Walker, 2004)

Resources are categorized as tangible and intangible assets. Tangible assets are physical and financial and are the most easily identified assets often found on a balance sheet. Intangible assets cannot be seen or touched but are important like brand name, reputation, technical knowhow, patents, trademarks and accumulated experience. (Pearce and Robinson, 2007).

Physical resources are the number of machines, buildings or production capacity of the organization. The nature of these resources such as the age, condition, capacity and location of each resource will determine the usefulness of these resources. Financial resources are assets such as capital, cash, debtors, and sources of money such as banks and shareholders. Human resources are the number and mix of people in an organization, their intangible resource of their skills and knowledge. Intellectual capital are intangible assets like patents, brands, business systems and customer databases. These resources are important, but how an organization employs and deploys its resources matters much as what resources it has. (Johnson G., Scholes and Whitting R. 2008).

Effective implementation of strategy requires adequate allocation of resources in the identified areas of need. The allocation is preceded by the functional budgets based on planned activities that are derived from the strategy to be implemented. Adequate allocation alone is not enough, but there is need for timely release of the resources for effective implementation of strategy. In the public sector, it is common practice to have fewer resources allocated in relation to the budgeted. Additionally, the resources

especially funds are not released on time thus adversely affecting the implementation of strategy. During the implementation of strategy things may change and it is important to be flexible and include a degree of contingency; this means additional resources to cater for such changes.(Pearce and Robinson, 2007).

According to Thompson, Gamble and Strickland (2004), early in the process of strategy implementation managers need to identify the resource requirements of each new initiative and then consider whether the current pattern of resource allocation and budgets are suitable. Developing a strategy – driven budget requires top management to determine what funding is needed to implement new strategic initiative and to strengthen or modify the organization capabilities. Should internal cash flow prove to be insufficient then the organization must raise additional funds from external sources. Ability to raise resources needed to support new strategy has a great impact in its implementation and a change in strategy calls for resource reallocations. (Thompson, Gamble and Strickland, 2004). Departments or units with lesser role in new strategy may need downsizing while those with critical strategic role may need more resources thus increased budgets. Implementers need to put enough resources into new strategic initiatives and make tough decisions to kill projects and activities that are no longer justified. Actions to reallocate funds and move people signal a determined commitment to strategic change. (Thompson, Gamble and Strickland 2004).

According to Kamlesh (2010), there are various factors that affect resource allocation and organizations need to take them into consideration while allocating resources. Resource allocation must be oriented to objective achievements and should be clearly laid with strategic priorities for resource allocation. Top managers' preference is another factor as their preferences attract more resources for their pet projects and those managers who are dominated in strategy formulation tend to affect resource allocation. Internal policies are also an important player in resource allocation. Resources are a symbol of power and internal policies based on negotiations and bargaining power affects resource allocation. External influences cannot be ignored in resource allocation. (Kamlesh ,2010).The demands by stakeholders like owners, suppliers, customers, employees, bankers,

community and legal requirements may affect resource allocation. Legal requirements may require additional resource allocation. For instance pollution control, safety and labour welfare requirements. (Kamlesh, 2010).

According to Thompson and Strickland (1996), one important principle of strategic management is that depriving strategy - critical groups of the funds needed to execute their prices of the strategy can undermine the implementation process. Also new strategies usually call for significant budget allocations. It also requires budget preparation and how well budget allocations are linked to the needs of strategy can either promote or impede the implementation process. (Thompson and Strickland, 1996) Too little funding slows progress and impedes the ability to execute strategy proficiently. On the other hand too much funding wastes resources and reduces performance. These two outcomes reflect the importance of strategy implementers to be involved in the budgeting process. The implementers must also consider shifting resources from one area to another to support new strategic initiatives and priorities. (Thompson and Strickland ,1996)

A change in strategy calls for budget reallocation .This is by shifting resources, downsizing some areas, upsizing others and amply funding activities with a critical role in the new strategy. Funding requirements of the new strategy must drive how capital allocations are made and the size of each unit's operating budgets. Underfunding activities pivotal to strategic success can defeat the whole implementation process. .(Cole, 1997).

Budgetary procedures and budgets have the function not only of identifying priorities and allocating resources, but also enabling those resources to be shared out with a reasonable degree of fairness. Through the organization's budgetary mechanisms, functional managers can be given rational explanations for their units allocations, and have access to procedures that can modify their budget provisions, including obtaining further funding, where they can justify them.(Cole, 1997).

2.4 Skills

According to Cole (1997), personnel skills are a vital factor in implementation of strategy. Together with motivation, skills are what organizations need to meet the challenge of

change. Staff motivation is also crucial to high performance and success. No strategy can be fully implemented without the active support and commitment of the personnel. If personnel are encouraged to value their contribution and that of their colleagues, they will generate their own sense of pride in their service delivery.

Thompson, Gamble and Strickland (2004) indicates that proficient strategy implementation depends heavily on competent personnel thus it is a top strategy implementing priority. There are three types of organization- building actions that are paramount. First is selecting able people for key positions. No organization can hope to perform the activities required for successful strategy implementation without attracting capable managers and without it a suitable knowledge base and portfolio of intellectual capital. Putting together a strong management team with the mix in skills is important. Sometimes existing management is suitable, or needs to be strengthened and/or expanded by promoting qualified people from within or bring outsiders whose backgrounds, way of thinking and leadership style suit the situation. (Thompson, Gamble and Strickland ,2004).

In turnaround situations and the organization does not have insiders with requisite experience or know-how, filling key management slots from outside is the suitable approach. Important skill in assembling key core executive group is discerning what mix of backgrounds, experience, know- how, values and personalities would enforce and contribute to successful strategy implementation. It is also important to strive to retain high potential , high performing employees with salary increases, performance bonuses, stock options and other long- term incentives; coaching average performers to improve their skills and capabilities while weeding out underperformers. Secondly is building core competencies. Building core competencies that other organizations cannot match is a sound foundation for sustainable competitive advantage. This requires staffing the organization with specialized talents, skills and technical expertise needed to implement strategy effectively. Leaders need to concentrate enough resources and attention on competence related activities to achieve the dominating strength needed for competitive advantage. (Thompson, Gamble and Strickland ,2004)

To leverage internal knowledge and skills it calls for superior selection, training, powerful cultural influences, networking, motivation, empowerment, attractive incentive and organizational flexibility. It is important to update and reshape competences and capabilities as external conditions and organizational strategy change. Competences and capabilities that grow stale can impair competitiveness unless they are refreshed, modified or phased out and replaced in response to shifts in strategy. The challenge is to decide and how to recalibrate existing competences and capabilities and when to develop new ones. The third action is employee training. (Thompson, Gamble and Strickland ,2004).

Training and retraining are important parts of strategy implementation process when an organization shifts to a strategy requiring different skills, managerial approaches and operating methods. This helps in building skills- based competences and is important where technical know is changing so rapidly and an organization losses its ability to compete unless its skilled people have a cutting edge knowledge and expertise. Successful implementation would require that training is adequately funded and that effective training programs are in place. If the new strategy calls for new skills or different know-how, training should be placed top agenda since it needs to be done early in strategy implementation process. To ensure continuous learning, online, just- in-time training courses can be availed around the clock. (Thompson, Gamble and Strickland ,2004).

2.5 Systems

A system is a group of interrelated and integrated components working together towards a common goal by accepting inputs and producing outputs. A system has basic interacting components; input involves capturing and assembling elements that enter the system to be processed. Processing involves transformation process that converts input into output. Output involves transferring elements that have been produced be a transformation process to their ultimate destination. Feedback is data about the performance of the system. Control involves monitoring and evaluating feedback to determine whether a system is moving towards the achievement of its goal. This then makes necessary adjustments to a system's input and processing components to ensure that it produces proper output. (Laudon and Laudon 2005).

Systems are also formal and informal means by which information is circulated within an organization. Systems are a key force in strategy implementation of strategy and are intended to enable an organization's operations to be carried out with efficiency, but may stifle progress if they have become obsolete or ineffective due to changes elsewhere in the system. Systems should serve people who carry out organization's objectives and thus should facilitate rather than hamper operations. (Cole, 1997).

According to Thompson and Strickland (1996), strategy cannot be implemented well without a number of support systems. Well conceived support systems not only facilitate better strategy implementation, they also strengthen organizational capabilities enough to provide competitive advantage. For instance, to be a low cost, an organization needs systems to exploit opportunities to drive out costs. In implementing strategy instituting formal reporting of strategic information is important as accurate information is an essential guide to action. This requires that an organization installs systems for gathering and reporting strategy- critical information and tracking key performance measures. Accurate and timely information allows organizational members to monitor progress and take corrective action promptly. Additionally, to oversee strategy implementation, it is necessary to have prompt feedback on implementation initiatives. Such systems allows managers to detect problems early and adjust either the strategy or how it is implemented and provides some assurance that things are moving ahead as planned. (Thompson and Strickland ,1996).

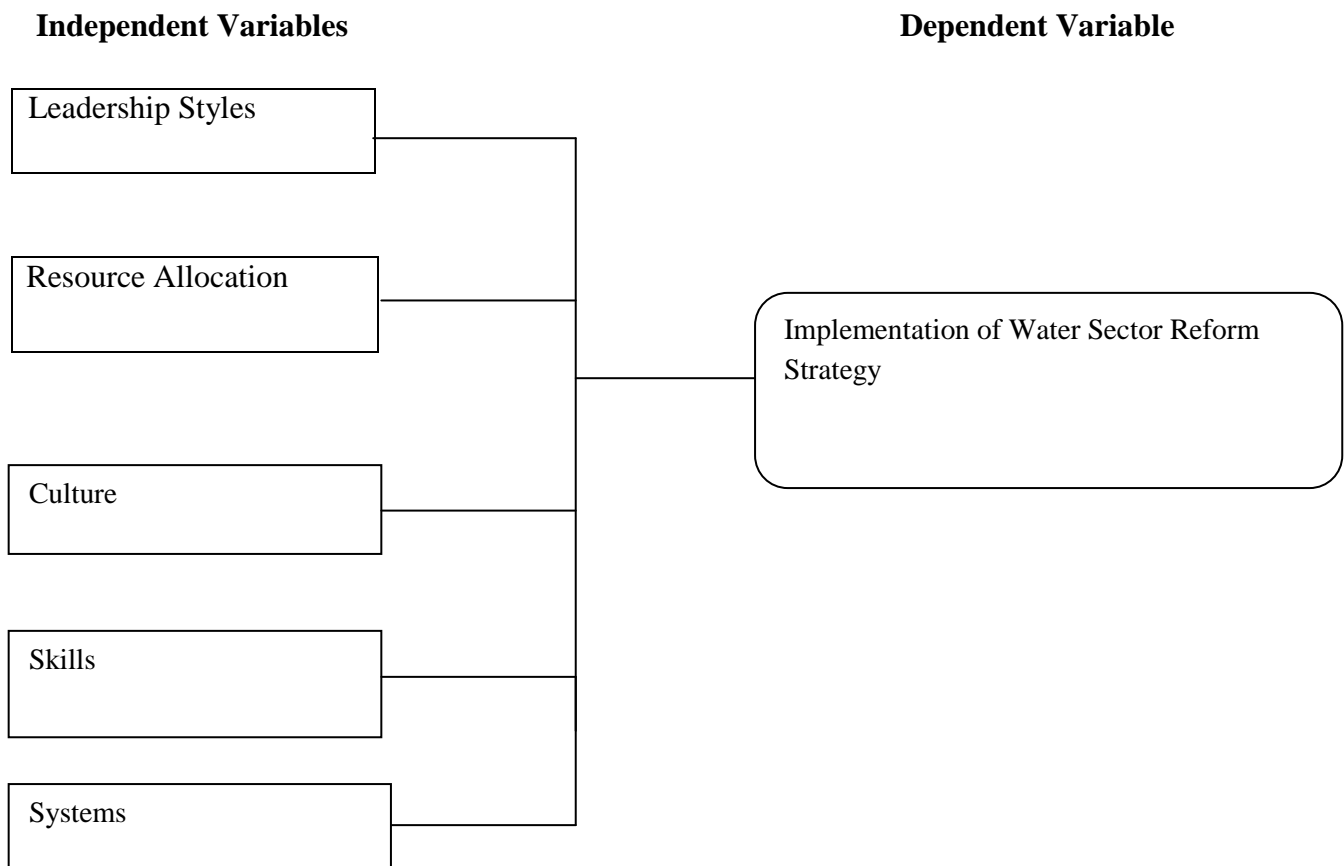
Information systems need to cover customer data, operations data, employee data, supplier data and financial data and also key strategic performance indicators have to be tracked and reported as often as practical. This assists in quickly identifying and diagnosing problems and taking corrective actions in order to effectively manage strategy implementation. (Thompson, Gamble, Strickland 2004)

Information systems are very important in monitoring strategy implementation progress. Information and reporting systems should involve no more data and reporting than is needed to give reliable picture. The data gathered should emphasize strategically meaningful outcomes and symptoms of potentially significant development. Reports and

statistical data gathering have to be timely, not too late to take corrective action .The flow of information and statistics should be kept simple. Long and detailed report run the risk of being unread and too many reports consume unnecessary amounts of managerial time. Information and reporting systems should point early warning signs rather than produce information. It should be considered whether reports should be widely circulated “for your information” or only provided to managers who are in a position to act when trouble signs appear. Statistical reports should give exceptions and unusual variances from plan, thus directing management attention to significant departures from targeted performance. (Thompson and Strickland, 1996).

2.6 Conceptual Framework

This section provides a schematic presentation of the interrelation between the variables in the context of the problem and the study.



Source: Author 2011

Strategy implementation involves translating formulated strategies into action. However, there are factors that affect effective implementation of strategies and thus requires key decisions to be made and certain facilities to be provided if formulated strategies are to be put into effect.

2.6.1 Leadership Styles:

Strategy implementation management requires organizational change. Leaders help the organization to cope with change and to galvanize commitment to interrelated activities, clarifying strategy, building an organization and shaping original culture. Good governance is also required for effective use power and stewardship so as to align the interests of individuals, corporations and society. It clarifies authority, simplifies decision-making, and ensures people and organizations are accountable for their actions and decisions.

The strategy calls for change and top management is called upon to participate in the process of change. This is attained through participatory style of leadership by delegating of responsibilities and involvement of employees in decision making. By delegating responsibility, the employees will learn the requirements of the new strategy and this reduces instances of resistance to change towards the new strategy. Involving employees in decision making will assist them to own the implementation process and this ensures success of the same. Team work is important as employees are able to share their experiences and deal with challenges facing them as they implement strategy. Clarification of goals, policies and communication of vital information pertaining to implementation of strategy. To ensure utilization of this information in implementation of strategy, the top management is required to ensure its timely delivery to the employees.

Good governance on the part of leaders is paramount in implementation of the strategy as it promotes goodwill on the part of staff. To sustain the goodwill, top management is required to train on governance issues and also offer leadership by observing the tenets of good governance like accountability, transparency, fairness and integrity.

2.6.2 Resource Allocation

Strategy implementation requires facilitation through allocation of resources. The process of allocation begins at the budgeting stage in which the employees who are implementers of strategy should be involved. For successful implementation of strategy, planned strategy- supporting activities require adequate resources; this motivates the staff to carry out their work plans. Adequate resources allocation without their timely release may impede the implementation of strategy. This implies that timely release of resources is important to effective implementation strategy. Good governance is also required for leaders to be good stewards of the resources by ensuring that they are only used for intended purposes and that they are allocated fairly without discrimination. Consensus building with implementers is necessary where resources are not adequate so as to agree on priority areas that requires resources.

2.6.3 Culture

Organizational culture exercises a significant influence on attitudes, behavior and performance of organizations. Where strategy is against the dominant culture, it is likely to fail unless a major effort is made to develop and maintain through staff training and restructuring. In order to embrace change emanating from the new strategy, it may call for reshaping organizational culture. To shape a new culture that supports the water sector reform strategy, there is need to ingrain the Board's core values which form the foundation of the new culture. Since the employees are drawn from different backgrounds, training on culture change is necessary.

2.6.4 Skills

Skills and competences are an important building block of strategy implementation. Effective implementation of water reforms strategy requires that staff have the necessary skills and competences. This calls for selecting competent people in key positions, building staff competencies and training them. Management is to ensure that employees are made aware of the strategy and also their role in its implementation is clearly stated. Retraining on the requirements of the new strategy is important in order to enforce its

implementation. To ensure that the competence of staff is upheld, their skills need to be assessed frequently so as to establish the gaps and eventually train them to fill those gaps. Internal capacities can be sought and then utilize them to build the required skills.

2.6.5 Systems

Systems are enablers of strategy implementation. They assist organization's operations to be carried out efficiently, but may stifle progress if they are ineffective due to changes in the system. For effective implementation of water sector reforms strategy, the Board is required to install and/or upgrade systems for gathering and reporting strategy-critical information and tracking key performance measures. Accurate and timely information will enable the Board to monitor progress and take corrective action promptly; and give prompt feedback on implementation progress. The systems allow management to detect problems early and adjust on how strategy is being implemented. Some important systems that are necessary for effective implementation of the strategy include, financial management, information, internal control, communication and monitoring and evaluation. For effective implementation of the strategy, operational procedure manuals and policy guidelines are necessary which also may require frequent reviews to align them with emergent issues experienced in the process of implementing the strategy.

Implementing water sector reforms strategy is challenging for water institutions, yet it remains unresearched. This study therefore intends to give insight into the factors affecting the implementation of water sector reform strategy with an emphasis of Tana Water Services Board with an aim of coming up with areas that the policy makers and implementers in the water sector need to address to ensure success in implementation of the water reforms

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the way research was carried out to achieve the objectives. It covers the research design that was used that included the reason of the study, the type of data, the target population, sampling techniques used, data collection and analysis techniques .

3.1 Research Design

The study used descriptive research design which enabled the researcher to assess the degree of relationship between various variables. It also generated both numerical and descriptive data that was used to deduce the relationship between variables. The research design was intended to produce statistical information on aspects of implementation of water reforms strategy for use by policy makers and implementers.

3.2 Target Population

Target population refers to the larger group which the sample is taken. (Kombo D.K and Tromp D.L.A 2006). The target population in this study was the 75 staff at Tana Water Services Board.

3.3 Sample and Sampling Procedure

The study was based on a census since all the staff at Tana Water Services Board were targeted. The study targeted all staff at all levels namely top managers, middle managers, supervisors and the other staff.

3.4 Data Collection

The study used both primary and secondary data. The primary data was collected by use of questionnaires. The questionnaire had both open and close ended questions. Open ended questions will sought indepth information while closed ended required precise responses. Secondary data was gathered from periodic reports , journals, government publications, academic works, books, internet, TWSB's financial records, reports made by various consultancies, surveys and monitoring reports.

3.5 Data Analysis

After collection, the raw data was sorted, and a coding scheme was developed. The data was then coded to ease its analysis. Then descriptive analysis was used through Statistical Package for Social Sciences (SPSS) to analyze data.

3.6 Data Presentation

Once the data collected was analyzed, information was presented using descriptive statistical techniques which are frequency tables, pie charts and bar charts.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents the findings of the study. Statistical Package for Social Sciences (SPSS) has been used to analyze data. The data has been presented through frequency tables, pie charts and bar graphs. The chapter is divided into subsections; where the first section discusses the general information of the respondents about their gender, position held in the organization and years of service and the subsequent sections analyzed the factors affecting the implementation of water sector reforms strategy at Tana Water Services Board.

The study attempted to answer the following questions:

- i) How do leadership styles affect the implementation of water sector reform strategy at Tana Water Services Board?
- ii) In what ways does resource allocation affect implementation of water reform strategy at Tana Water Services Board?
- iii) How does culture affect the implementation of water sector reform strategy at Tana Water Services Board?
- iv) How do skills affect the implementation of water sector reform strategy at Tana Water Services Board?
- v) How do systems affect implementation of water sector reform strategy at Tana Water Services Board?

4.1 Response Rate

Out of the 41 questionnaires responded to, all were accepted for analysis representing a response rate of 100% which is statistically acceptable.

4.2 General Information

This section presents the general information of respondents on gender, position held in the organization and years of service.

Distribution by Gender

The respondents were requested to indicate their gender. Table 4.1 shows the gender distribution of respondents.

Table 4.1 Gender of Respondent

Gender	Frequency	Percentage
Male	20	48.8
Female	21	51.2
Total	41	100.0

Source: Field Data (2011).

Table 4.1 shows that 48.8% of the respondents were male while 51.2 % were female. This indicates that there was gender consideration in recruitment of staff at Tana Water Services Board. This trend is hailed and the Board should uphold it.

Distribution by Position

The respondents were requested to indicate the positions they hold in the organization. Table 4.2 shows the positions of the respondents.

Table 4.2 Position of Respondent

Position	Frequency	Percentage
Top Manager	4	9.8
Middle Manager	4	9.8
Supervisor	8	19.5
Other	25	61.0
Total	41	100.0

Source: Field Data (2011).

Table 4.2 reflects the positions that the respondents hold in the organization. All the cadres from top management, middle management, supervisors and other staff were all represented.

Distribution by Years of Service

The respondents were requested to indicate the years of service in the organization. Table 4.3 shows the years of service of the respondents.

Table 4.3 Years of Service in the Organization

Years of Service	Frequency	Percentage
<1 Year	4	9.8
1-2 Years	19	46.3
3-5 Years	14	34.1
>5 Years	4	9.8
Total	41	100.0

Source: Field Data (2011).

From the table, majority of the respondents had been at the Board between 1-2 years. This was an indication that most of the staff were relatively new and would bring fresh ideas which if harnessed would contribute to the performance of the Board. However they would require trainings on water sector reforms and other aspects that may enhance implementation of water sector reforms strategy.

4.3 Effect of Leadership Styles on Implementation of Water Sector Reforms Strategy at Tana Water Services Board.

Leadership plays a central role in implementation of a strategy. Without effective leadership it is difficult for an organization to function effectively. The wheels of strategy implementation are propelled by leadership and failure in implementation of strategy is attributable to poor leadership than to any other cause. Tana Water Services Board requires participatory leadership style that encourages delegation of responsibilities,

involving employees in decision making and encouragement of team work. This study sought to examine how leadership styles affect the implementation of water sector reforms strategy at Tana Water Services Board.

Level of Delegation by Immediate Supervisor

Respondents were required to indicate the level of delegation by their immediate supervisor. Table 4.4 shows the findings.

Table 4.4 Level of Delegation by Immediate Supervisor

Level of Delegation	Frequency	Percentage
High	9	22.0
Moderate	19	46.3
Low	13	31.7
Total	41	100.0

Source: Field Data (2011).

From the table, only 22% indicated that the level of delegation was high while 46.3% and 31.7% indicated that the level of delegation was moderate and low respectively. This illustrates that delegation to employees was weak and this would mean less involvement on day today running of the Board and in turn adversely affect the implementation of water sector reforms strategy.

Extent of Involvement in Decision Making

The respondents were requested to indicate the level of decision making at the Board. Table 4.5 shows the findings.

Table 4.5 Extent of involvement in decision making

Involvement in Decision Making	Frequency	Percentage
To a great extent	1	2.4
To some great extent	4	9.8
Moderately	21	51.2
Not at all	15	36.6
Total	41	100.0

Source: Field Data (2011).

Table 4.5 shows that majority of the respondents, 51.2% indicated that they were moderately involved in decision making and 36.6% indicated that they were not involved at all in decision making. This was an indication that the leadership style prevalent in the Board was autocratic and not participatory. This would reduce the rate of ownership by employees of decisions made thus adversely affecting the implementation of water sector reforms strategy.

Encouragement of Team Work

The respondents were requested to indicate the extent of teamwork. Table 4.6 shows the findings.

Table 4.6 Encouragement of team work

Teamwork	Frequency	Percentage
High	9	22.0
Moderate	13	31.7
Low	14	34.1
Very Low	5	12.2
Total	41	100.0

Source: Field Data (2011).

Table 4.6 depicts that the largest percentage of respondents indicated that team work was not highly encouraged as 31.7 % indicated moderate, 34.1% low and 12.2% very low encouragement of team work .This reflected that the rate of encouraging team work was quite low, and this would affect the implementation of water sector reforms strategy.

Levels of Various Aspects on the Part of Management

Table 4.7 Level of Various Aspects on Part of Management

Response	Very High (Percentage)	High (Percentage)	Moderate (Percentage)	Low (Percentage)	Very Low (Percentage)
Transparency	0	39	46.3	12.2	2.4
Responsiveness	0	24.4	53.7	19.5	2.4
Fairness	0	24.4	43.9	26.8	4.9
Trust	2.4	17.1	53.7	24.4	2.4
Integrity	4.9	31.7	58.5	4.9	0

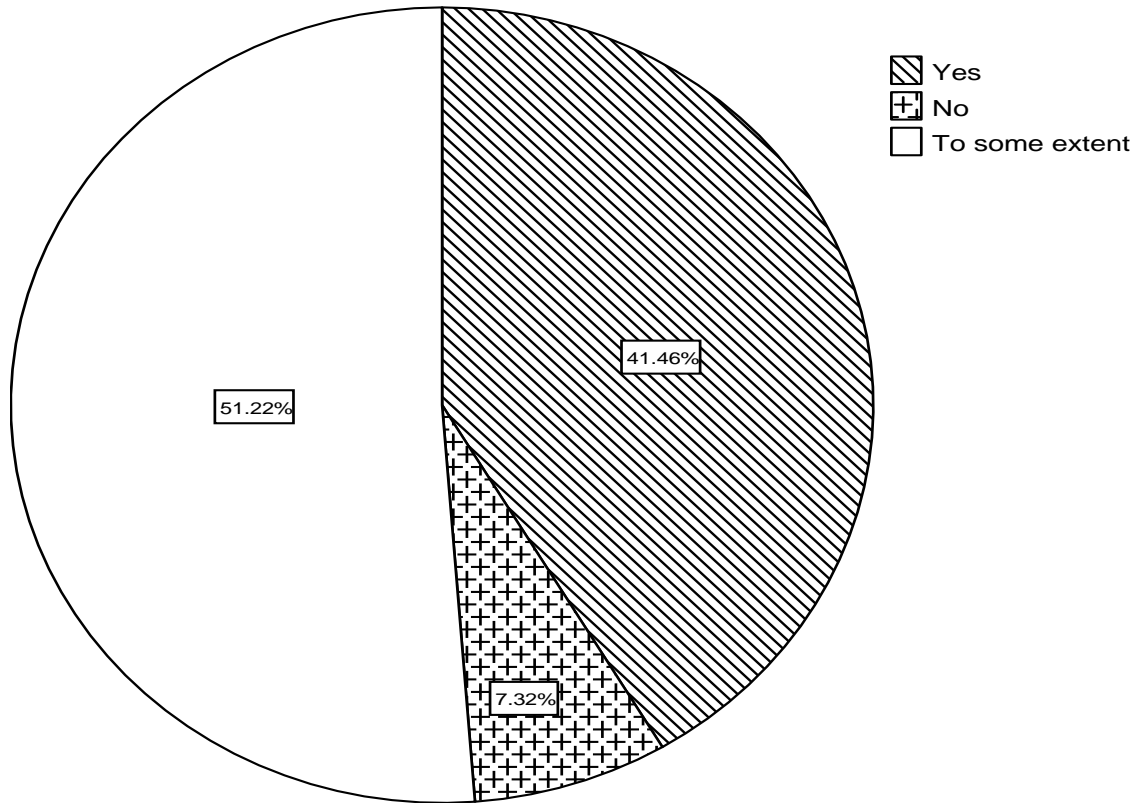
Source: Field Data (2011).

Table 4.7 shows the levels of various aspects on the part of management which included transparency, responsiveness, fairness, trust and integrity, which are important attributes of good governance. The ratings were ranging between high and moderate but the highest percentages in most cases above 50% were in the moderate category. This was an indication that there was still a big room of improvement on governance on the part of the leaders for effective implementation the water sector reforms strategy.

Communication of Policies and Other Important Issues to Staff by Management

The respondents were requested to indicate whether or not policies and other important issues are communicated to them by management. Figure 4.1 shows the responses.

Figure 4.1 Whether or Not Policies are Effectively Communicated by Management



Source: Field Data (2011).

As regards communication of policies and other important aspects by management to staff 41.46% indicated that they were effectively communicated while 51.22% indicated this was done to some extent while 7.32% indicated that they are not effectively communicated. This reflected that the management would be required to improve on this area since policies and other important aspects are effectively implemented if related they are properly disseminated to the staffs who are the implementers.

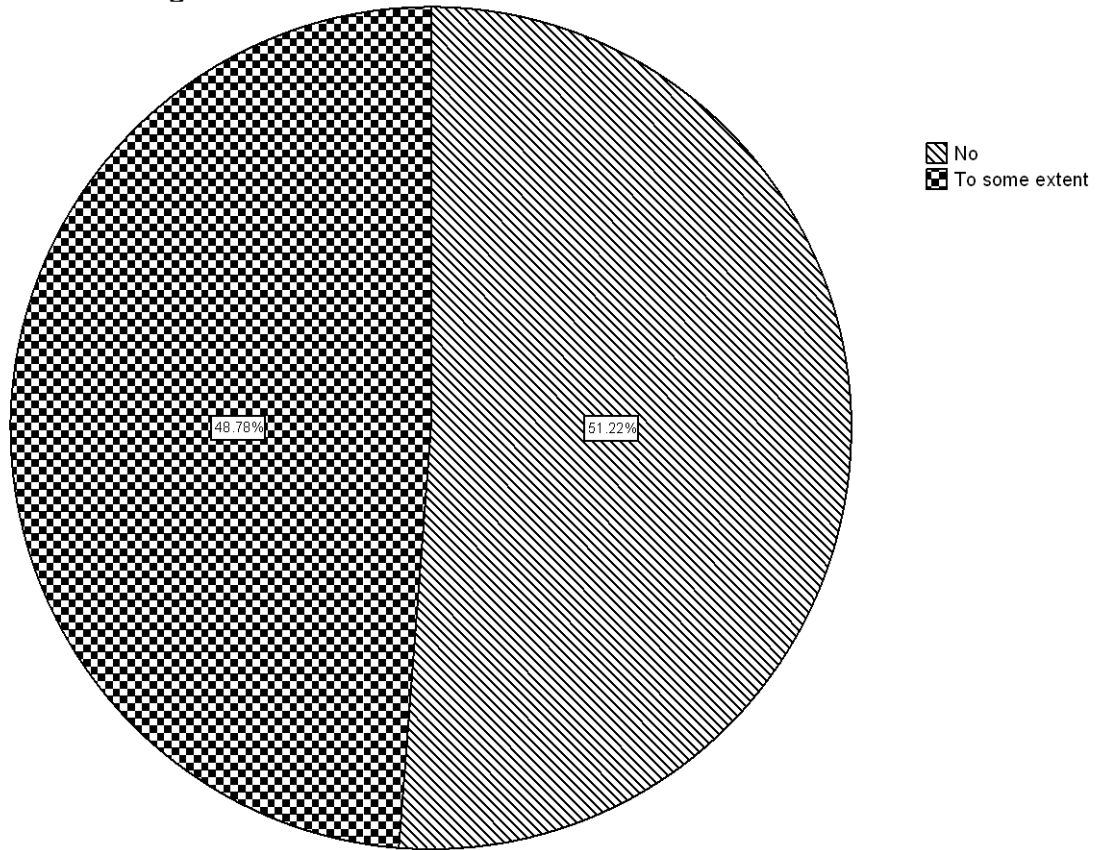
4.4 Effect of Resource Allocation on Implementation of Water Reforms Strategy at Tana Water Services Board.

Strategy implementation requires facilitation through allocation of resources. The process of allocation begins at the budgeting stage in which the employees who are implementers of strategy should be involved. For successful implementation of strategy, planned strategy- supporting activities require adequate resources; this motivates the staff to carry out their work plans. Adequate resources allocation without their timely release may impede the implementation of strategy. This implies that timely release of resources is important to effective implementation strategy. Good governance is also required for leaders to be good stewards of the resources by ensuring that they are only used for intended purposes and that they are allocated fairly without discrimination. Consensus building with implementers is necessary where resources are not adequate so as to agree on priority areas that requires resources. The aim of this study is to determine the effects of resource allocation on implementation of water sector reforms strategy at Tana Water Services Board.

Whether or Not the Board the Board funds All Planned Activities

The respondents were requested to indicate whether or not the Board funded all planned activities. The findings are as per indicated in Figure 4.2 below.

Figure 4.2 Whether or Not board Funds all Planned Activities



Source: Field Data (2011).

The figure above reflects that 51.22% of the respondents indicated that the Board did not fund all planned activities while 48.78% indicated that the Board funded planned activities to some extent. This showed that inadequate funding of planned activities was affecting the implementation of water sector reforms strategy.

Resources are Released on Time

The respondents were asked to indicate their opinion on timely release of funds. The findings are shown in Table 4.8 below.

Table 4.8 Opinion on Timely Release of Resources

Response	Frequency	Percent
Agree	4	9.8
Neutral	17	41.5
Disagree	20	48.8
Total	41	100.0

Source: Field Data (2011).

From the table, 48.8% disagreed that resources were released on time, 9.8% agreed while 41.5% were neutral. This clearly showed that resources were not released on time which would greatly affect implementation of strategy.

Extent to Which Resources are Fairly Allocated

The respondents were further requested to indicate their opinion on extent to which resources were fairly allocated and findings are as shown in Table 4.9.

Table 4.9 Extent to Which Resources are Fairly Allocated

Response	Frequency	Percent
To some extent	13	31.7
Moderately	17	41.5
Not at all	11	26.8
Total	41	100.0

Source: Field Data (2011).

From the findings in Table 4.9 above, none of the respondents felt that resources were fairly allocated to a great extent while 41.5% and 26.8% were of the opinion that the resources were fairly allocated moderately and not at all respectively. This was a reflection

that majority felt that allocation of resources was not fair resulting in unsuccessful implementation of water sector reforms strategy.

Table 4.10 Respondents’ Suggestions on how Allocation of Resources affects Planned Activities

Suggestions	Frequency	Percentage
Attainment of Performance Targets is Affected	3	7.3
Delayed implementation of Activities	20	48.8
Unfair Allocation of Resources Across Departments thus the Affected ones do not complete their Activities	4	9.8
Late Release delay Implementation of Activities	14	34.1
Total	41	100

Source: Field Data (2011).

The respondents were requested to briefly explain how allocation of resources affected implementation of planned activities and their responses are summarized in Table 4.10 above. Majority 48.8 % felt that inadequate resources resulted in delayed implementation of activities, and 34.1 % felt late release delayed implementation of planned activities. These two aspects were an impediment to implementation of strategy.

4.5 Effects of Culture on Implementation of Water Sector Reforms Strategy at Tana Water Services Board

Organizational culture exercises a significant influence on attitudes, behavior and performance of organizations. Where strategy is against the dominant culture, it is likely to fail unless a major effort is made to develop and maintain through staff training and restructuring. In order to embrace change emanating from the new strategy, it may call for reshaping organizational culture. To shape a new culture that supports the water sector reform strategy, there is need to ingrain the Board’s core values which form the foundation of the new culture. Since the employees are drawn from different backgrounds,

training on culture change would be necessary. This study aims at finding out the effects of culture on implementation of water sector reforms strategy at Tana Water Services Board.

Table 4.11 Whether or not respondent is aware of TWSB's Core values

Awareness of TWSB's Core Values	Frequency	Percentage
Yes	37	90.2
No	4	9.8
Total	41	100.0

Source: Field Data (2011).

The respondents were requested to indicate whether or not they were aware of TWSB's core values which included competence, team work, quality, integrity and customer focus. From Table 4.11 above, majority 90.2% of the respondents were aware of the core values which reflected that the Board had created their awareness to the staff.

Extent to Which Core Values Were Upheld

The respondents were requested to indicate the extent to which the TWSB's core values were upheld. Table 4.12 shows the findings.

Table 4.12 Extent Core Values Were to Upheld

Core Values	Very High	High	Moderate	Low	Very Low
Competence	24.4	29.3	41.5	4.9	0
Team Work	2.4	17.1	36.6	34.1	9.8
Quality	4.9	24.4	58.5	7.3	4.9
Integrity	4.9	24.4	58.8	7.3	4.9
Customer Focus	2.4	26.8	53.7	17.1	95.1

Source: Field Data (2011).

From the above table the highest percentages above 50% were between moderate, low and very low. This showed that despite that majority of the respondents were aware of the core values, they were largely not being upheld and this would affect implementation of strategy.

Table 4.13 Respondents’ Suggestions on Ways in Which Culture has Changed at TWSB

Suggestions	Frequency	Percentage
Appreciation of Water Sector Reforms	5	31.3
Embracing of Performance Management Approaches	7	43.7
Improvement of Customer Relations	4	25
Total	16	100

Source: Field Data (2011).

The respondents were requested for suggestions on ways that culture had changed at TWSB. The suggestions included appreciation of water sector reforms, embracing of performance management approaches and improvement of customer relations. The Board would embrace these culture changes to enhance implementation of strategy.

Table 4.14 Respondents’ Suggestions on the Prevalent Culture at TWSB that is an Impediment of Implementation of Water Sector Reforms.

Suggestions	Frequency	Percentage
Lack of Teamwork	4	14.3
Loyalty to Previous Employers; National Water Conservation and Pipeline Corporation, MWI.	10	35.7
Resistance to Change	6	21.4
Complacency	4	14.3
Management not Interacting With Junior Staff	4	14.3
Total	28	100

Source: Field Data (2011).

The respondents were further requested for their suggestions on culture prevalent at TWSB which was an impediment to implementation of water sector reforms. The largest percentage of suggestions (35.7%) was loyalty to previous employers whereby, after the establishment of new water institutions like the Water Services Boards, staff were

deployed from other institutions like NWCPC and the MWI and those recruited directly by the Board. Those from NWCPC and MWI still had loyalty to their previous employers and those from the latter could be transferred by MWI at any time. This made the staff to lack sense of belonging to the Board. The other prevalent cultures that would adversely affect the implementation of water sector reforms strategy that the respondents suggested included lack of team work, resistance to change, complacency and management not interacting with junior staff. Addressing such areas that were mentioned by the respondents would assist the Board to effectively implement water sector reforms strategy.

4.6 Effects of Skills on Implementation of Water Sector Reforms Strategy.

Skills are an important building block of strategy implementation. Effective implementation of water reforms strategy requires that staff have the necessary skills and competences. This calls for selecting competent people in key positions and building staff competencies. Management is to ensure that employees are made aware of the strategy and also their role in its implementation is clearly stated. Retraining on the requirements of the new strategy is important in order to enforce its implementation. To ensure that the competence of staff is upheld, their skills need to be assessed frequently so as to establish the gaps and eventually train them to fill those gaps. Internal capacities can be sought and then utilize them to build the required skills. The aim of the study is to examine how skills affect the implementation of water sector reforms strategy at Tana Water Services Board.

Table 4.15 Whether or Not Respondents Were Sensitized on Water Sector Reforms

Response	Frequency	Percent
Yes	24	58.5
No	17	41.5
Total	41	100.0

Source: Field Data (2011).

The respondents were asked whether or not they had been sensitized on water sector reforms. From Table 4.15, majority of the respondents 58.5% indicated that they had been sensitized on water sector reforms while 42.5% had not been sensitized. This was a

positive finding since majority were sensitized. However the 41.5 % who had joined the Board in the last two years also require to be trained in water sector reforms so as to contribute positively to implementation of the reforms strategy.

Table 4.16 Respondents’ Suggestions on Skills They Require to Perform Their Jobs Better

Suggestions	Frequency	Percentage
Communication Skills	3	16.7
Negotiation Skills	3	16.7
Leadership Skills	8	44.4
Project Management	4	22.2
Total	41	100

Source: Field Data (2011).

The respondents were requested to suggest the skills they would require to perform their jobs better. In Table 4.16 above, the findings of what the respondents felt was 16.7% required communication skills and also negotiation skills, 44.4% which was the majority, leadership skills, and 22.2% project management training.

This was a good indication of the skills that the Board may consider to sponsor the staff on since they would improve their competence and hence enhance their performance in relation to implementation of water sector reforms strategy.

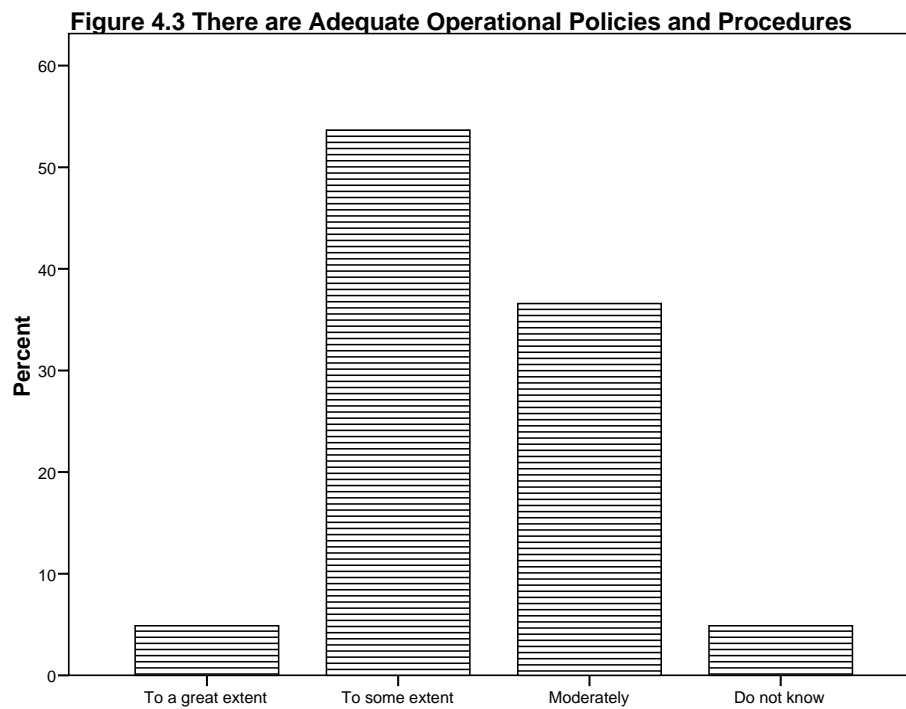
4.7 Effect of Systems on Implementation of Water Sector Reforms Strategy

Systems are enablers of strategy implementation. They assist organization’s operations to be carried out efficiently, but may stifle progress if they are ineffective due to changes in the system. For effective implementation of water sector reforms strategy, the Board is required to install and/or upgrade systems for gathering and reporting strategy-critical information and tracking key performance measures. Accurate and timely information will enable the Board to monitor progress and take corrective action promptly; and give prompt feedback on implementation progress. The systems allow management to detect problems early and adjust on how strategy is being implemented. Some important systems

that are necessary for effective implementation of the strategy include, financial management, information, internal control, communication and monitoring and evaluation. For effective implementation of the strategy, operational procedure manuals and policy guidelines are necessary which also may require frequent reviews to align them with emergent issues experienced in the process of implementing the strategy.

Adequacy of Operational Policies and Procedures

The respondents were requested to indicate the extent to which there are adequate operational policies and procedures. The findings are as illustrated in Figure 4.3



Source: Field Data (2011).

From Figure 4.3 above, majority (54%) felt there were adequate policies and procedures to some extent, while 37% felt that the adequacy was moderate. This was a positive indication that the Board had tried to establish policies and procedures. However the

findings still showed that there was a great room of improvement in this area which would contribute greatly to the implementation of strategy.

Table 4.17 Contribution of Various Systems to the Performance of the Board

System	To a Great Extent (Percentage)	To Some Extent (Percentage)	Moderately (Percentage)	Not at All (Percentage)	Do Not Know (Percentage)
Information Systems	36.6	43.9	19.5	0	0
Financial Management System	4.9	56.1	37.1	4.9	2.4
Internal Control System	9.8	51.2	31.7	2.4	4.9
Monitoring and Evaluation System	0	58.5	34.1	0	0
Communication System	12.2	41.5	41.5	4.9	0
Total	100	100	100	100	100

Source: Field Data (2011).

The respondents were requested to indicate the contribution of various systems to the performance of the Board. Table 4.17 above shows the findings from the respondents. Majority of respondents, above 50%, felt that systems contributed to some extent and also moderately. This showed that the systems were important in performance of the Board which included the implementation of water sector reforms strategy. The improvement of the systems so as to address the areas of weakness may greatly improve the Board's performance.

Table 4.18 Respondents’ Suggestions on Systems That Need To Be Improved To Enhance Board’s Performance.

Suggestions	Frequency	Percentage
Monitoring and Evaluation	13	18
Financial Management Systems	20	30
Internal Control Systems	15	21.7
Procurement Systems	4	5.8
Information Systems	5	7
Human Resources Management Systems	2	2.9
Total	69	100

Source: Field Data (2011).

The respondents were further requested to suggest the systems that required improvement to enhance the Board’s performance. The findings are as indicated in table 4.18 above. Majority felt that the systems that required great improvement were financial management system (30%) and internal control system (21.7%). Some respondents also suggested other systems that if introduced and/or improved would contribute to performance of the Board. In this regard, 5.8% suggested procurement systems while 2.9% suggested human resources management systems. With improvement of these systems the implementation of water sector reforms would be propelled to greater heights.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of findings, conclusions and recommendations made by the researcher. Further areas of study are also suggested.

5.1 Summary of Findings

The study established that 48.8% of the respondents were male while 51.2 % were female. This indicates that there was gender consideration in recruitment of staff at Tana Water Services Board. This trend is hailed and the Board should uphold it. Majority (46.3%) of the respondents had been at the Board between 1-2 years. This was an indication that most of the staff were relatively new and would have brought fresh ideas and if harnessed would contribute to performance of the Board. However, they may require trainings on water sector reforms and other aspects that would enhance implementation of water sector reforms strategy.

Majority of the respondents (51.2%) indicated that they were moderately involved in decision making and 36.6% indicated that they were not involved at all in decision making. This was an indication that the leadership style prevalent in the Board was autocratic and not participatory. This may reduce the rate of ownership by employees of decisions made thus adversely affecting the implementation of water sector reforms strategy. 22% of the respondents indicated that the level of delegation was high while 46.3% and 31.7% indicated that the level of delegation was moderate and low respectively. This illustrated that delegation to employees was weak and this would mean less involvement on day today running of the Board and thus adversely affect the implementation of water sector reforms strategy.

The respondents were requested for their view on various aspects on the part of management which included transparency, responsiveness, fairness, trust and integrity, and are important attributes of good governance. The ratings were ranging between high

and moderate but the highest percentages in most cases above 50%, were in the moderate category. This was an indication that there was still a big room of improvement on governance for the leaders to effectively implement the water sector reforms strategy. When asked for their view on funding of planned activities by the Board, 51.22% of the respondents indicated that the Board did not fund all planned activities while 48.78% indicated that the Board funded planned activities to some extent. This showed that inadequate funding of planned activities was affecting the implementation of water sector reforms strategy.

On timely release of resources, 48.8% disagreed that resources were released on time, 9.8% agreed while 41.5% were neutral. This clearly showed that resources were not released on time which would greatly affect implementation of strategy. The respondents were requested to briefly explain how allocation of resources affected implementation of planned activities and majority (48.8 %) felt that inadequate resulted in delayed implementation of activities, and 34.1 % felt late release delayed implementation of planned activities. These two aspects were therefore an impediment to implementation of strategy.

The respondents were requested to indicate whether or not they were aware of TWSB's core values which included competence, team work, quality, integrity and customer focus. Majority (90.2%) of the respondents were aware of the core values which reflected that the Board had created the awareness of the same to the staff. The respondents were further requested to give their view on whether the core values were being upheld. Above 50% of the respondents were ranging between moderate, low and very low. This showed that although majority of the respondents were aware of the core values, they were largely not being upheld and this would affect implementation of strategy.

The respondents were further requested for their suggestions on culture prevalent at TWSB which was an impediment to implementation of water sector reforms. The largest percentage of suggestions (35.7) was loyalty to previous employers whereby, after the establishment of new water institutions like the Water Services Boards, staff were deployed from other institutions like NWCPC and the MWI and those recruited directly

by the Board. Those from NWCPC and MWI still had loyalty to the previous employers and those from the ministry could be transferred by MWI any time. This made the staff to lack sense of belonging to the Board. The other prevalent cultures that would adversely affect the implementation of water sector reforms strategy that the respondents suggested included lack of team work, resistance to change, complacency and management not interacting with junior staff. Addressing such issues mentioned by the respondents would assist the Board to effectively implement water sector reforms strategy.

The respondents were asked whether or not they had been sensitized on water sector reforms. Majority of the respondents 58.5% indicated that they had been sensitized on water sector reforms while 42.5% had not been sensitized. This was a positive finding since majority were sensitized. However the 41.5 % who had joined the Board in the last two years also require to be trained in water sector reforms so as to contribute positively to implementation of the reforms strategy. The respondents were further requested to suggest the skills they required to perform their jobs better. The findings showed that 16.7% required communication skills and also negotiation skills, 44.4% which was the majority, leadership skills, and 22.2% project management training.

This was a good indication about the skills that the Board would consider to sponsor the staff on since they would improve their competence and hence enhance their performance in relation to implementation of water sector reforms strategy. Majority felt that the systems that required great improvement were financial management system (30%) and internal control system (21.7%). Some respondents also suggested other systems that if introduced and/or improved would contribute to performance of the Board. In this regard, 5.8% suggested procurement systems while 2.9% suggested human resources management systems. With improvement of these systems the implementation of water sector reforms would be propelled to greater heights.

5.2 Conclusions

Strategy implementation is the action point in the strategic management process. Implementation is a key determinant in success or failure of any strategic activity. The

notion of strategy implementation might at first seem quite straightforward that the strategy is formulated and then it is implemented. However, as many practitioners and business executives can vouch, transforming strategies into action is far more complex and difficult task. Well formulated strategies only produce superior performance for the organization when they are successfully implemented. To implement the strategy, it must be supported by certain components which may have a positive or a negative impact depending on the way they are handled. These include leadership styles, resource allocation, culture, skills, and systems among others.

This study established that 87.8% of the respondents were either moderately involved or were not involved at all in decision making. This revealed that autocratic leadership style was prevalent and affected the implementation of water sector reforms strategy. Majority of the respondents (51.22%) felt that planned activities did not receive adequate resources and also 48.8% felt that also late release of funds delayed implementation of planned activities, affecting the implementation of water sector reforms strategy. Majority of respondents (90.2%) were aware of the Board's core values and 50% indicated that the values were not being upheld thus affecting implementation of water sector reforms strategy.

Majority of the respondents (58.5%) of the respondents had been trained on water sector reforms. However, they felt they required enhancement of other skills like communication, negotiation, leadership and project management to boost their competence. The study showed that systems required improvement in order to effectively implement water sector reforms strategy.

5.3 Recommendations

Water is a critical resource for sustaining all forms of life as well as economic and social activities in the country. It is required for domestic purposes, agriculture and in industries. It is becoming a commodity whose sale provides both income generating and employment opportunities. It is the backbone of economic prosperity and therefore a key resource in attainment on Millennium Development Goals and the Kenya Vision 2030.

Tana Water Services Board should embrace participatory leadership style that would involve staff in decision making and encourage delegation and team work. This will promote ownership of strategies and policies thus promoting their implementation.

The Board to explore other avenues of obtaining resources to ensure planned activities are carried out instead of relying on budgetary allocations from the government. This may include income generating activities like fish farming in water storage facilities like dams, electricity generation at the intakes and at pressure break tanks, bottling drinking water for sale.

TWSB to ensure that the Board's core values are upheld and inculcate culture that has a strategic fit with strategies being implemented and also ensure that all staff are well versed with policies and strategies that they are expected to implement.

Systems are very important in implementation of strategy. The Board should improve existing systems, innovate and adopt new ones.

The Ministry of Water and Irrigation should effect the transfer plan so that the staff can have sense of belonging and loyalty to the board and thus improve implementation of strategies and policies. In addition the MWI should ensure that adequate resources are provided to the Board and also release the funds on time to ensure effective implementation of planned activities.

5.4 Areas of Further Research

Most studies on strategy implementation have been based on traditional approaches particularly on organizational structure, appropriate leadership, resource allocation, organizational structure, staff skills and systems. Future studies may use emergent strategy theory based on the concept that strategy emerges over time as plans adjust to changing reality. Other theories that may be used are innovation diffusion theory and actor network theory. Many researches have been based on the role of top management in strategy implementation and thus future ones may be carried out to different ways in which employees can enable or interfere with strategy implementation and why.

Regarding water sector reforms strategy, future research can be done on good corporate governance of water sector institutions, stakeholder management, private sector participation in water sector funding and investment, ways of strengthening supervision and monitoring and evaluation of strategy implementation.

Finally, there is need to combine different research methods like interviews, surveys and field observations in order to achieve more robust results.

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APPENDIX I: INTRODUCTORY LETTER

**CHEGE PURITY NYAMBURA
KENYATTA UNIVERSITY
NAIROBI**

**TO THE CHIEF EXECUTIVE OFFICER
TANA WATER SERVICES BOARD
NYERI**

Dear Sir,

**RE: COLLECTION OF DATA ON FACTORS AFFECTING IMPLEMENTATION
OF WATER SECTOR REFORMS STRATEGY AT TANA WATER SERVICES
BOARD**

I am a final year student undertaking Masters in Business Administration at Kenyatta University and carrying out a study aimed at finding out the factors influencing implementation of Water Sector Reforms Strategy at Tana Water Services Board.

In this regard, I request you to allow me to administer questionnaires to your staff regarding my research work.

I wish to assure you that the information given will be treated with confidentiality and will be used for research purposes only.

Yours Faithfully,

Chege Purity Nyambura

APPENDIX II RESEARCH QUESTIONNAIRE

Dear Participant,

Thank you for your willingness to respond to this questionnaire, I am a final year student in Masters in Business Administration at Kenyatta University. This questionnaire is aimed at finding the factors influencing implementation of Water Sector Reforms Strategy at Tana Water Services Board.

In this regard please take some of your time to complete this questionnaire. Your frank and accurate response will be highly appreciated. You do not need to write your name on this questionnaire. All information received will be treated with confidentiality and findings of the study used for research purpose only.

Thank you for your response.

Chege Purity Nyambura

D53/OL/11048/2007

Kenyatta University

RESEARCH QUESTIONNAIRE

Instructions

Please answer the following questions to the best of your knowledge

Please tick or write your answer as appropriate.

Part A: Background information

1. Gender Male [] Female []
2. What position do you hold at TWSB?
Top Manager [] Middle Manager [] Supervisor [] Other []
3. Number of years you have been in the organization
 - i. Less than one year []
 - ii. 1 to two years []
 - iii. 3 to 5 years []
 - iv. Above 5 years []

Part B: Leadership Style

4. Indicate your opinion by ticking appropriately.
 - a) Level of delegation by your immediate supervisor.

Very high []

High []

Moderate []

Low []

Very low []
 - b) Extent of your involvement in decision making by your superior.

- To a great extent []
- To some extent []
- Moderately []
- Not at all []

c) Encouragement of team work

- Very high []
- High []
- Moderate []
- Low []
- Very low []

d) The level of the following aspects on the part of management

	Very high	High	Moderate	Low	Very Low
Transparency	[]	[]	[]	[]	[]
Responsiveness	[]	[]	[]	[]	[]
Fairness	[]	[]	[]	[]	[]
Trust	[]	[]	[]	[]	[]
Integrity	[]	[]	[]	[]	[]

5. Does management effectively communicate policies and other important issues to the staff?

Yes [] No [] To some Extent []

If yes, what are the channels used: Tick where appropriate.

- Memos []
- Telephone []

- Meetings []
- Intranet []
- Notice Boards []
- Others (specify) _____

Part C: Resource Allocation

- 6. Are you involved in annual work plans and budgets?
Yes [] No [] To some Extent []
- 7. Does the Board fund all planned activities?
Yes [] No [] To some Extent []
- 8. Indicate your opinion by ticking appropriately.
 - a) Resources (financial and non financial) are adequately allocated.
 - Strongly agree []
 - Agree []
 - Neutral []
 - Disagree []
 - b) Resources are released on time.
 - Strongly agree []
 - Agree []
 - Neutral []
 - Disagree []
 - c) To what extent are resources fairly allocated?
 - To a great extent []
 - To some extent []
 - Moderately []
 - Not at all []
- 9. Briefly explain how allocation of resources affects implementation of planned activities.
.....
.....

.....
.....
.....

Part D: Culture

10. Are you aware of TWSB'S core values?

Yes [] No []

If yes to what extent/degree have the values been upheld? (Tick Appropriately)

	Very High	High	Moderate	Low	Very low
Competence	[]	[]	[]	[]	[]
Team work	[]	[]	[]	[]	[]
Quality	[]	[]	[]	[]	[]
Integrity	[]	[]	[]	[]	[]
Customer focus	[]	[]	[]	[]	[]

11. In an effort to implement the water reforms, trainings on culture change have been carried out. Have you been trained on the same?

Yes [] No []

If yes, in what ways has the culture changed?

.....
.....
.....
.....

12. In your opinion what is a culture/s prevalent in TWSB that is an impediment to implementation of water sector reforms?

.....
.....
.....
.....

Part E: Skills and Competences

13. Have you been sensitized on water sector reforms?

Yes [] No []

14. In your opinion do you have the necessary skills for the job you are doing?

i. Excellent []

ii. Good []

iii. Fair []

iv. Poor []

15. Have your skills been assessed?

Yes [] No []

If yes, after the training needs assessment to what extent has the trainings received enhanced your competence?

i. To a great extent []

ii. To some extent []

iii. Moderately []

iv. Not at all []

16. What skills do you think you require to perform your job better?

.....
.....
.....
.....

F. Systems

19. Are there adequate operational policies and procedures?

i. To a great extent []

ii. To some extent []

iii. Moderately []

iv. Not at all []

v. Do not know []

17. The following systems have contributed to performance of the Board. In your opinion indicate by ticking the importance that each has contributed to the performance of the Board.

System	To a great extent	To some extent	Moderately	Not at all	Do not know
Information Systems					
Financial Management System					
Internal Control Systems					
Monitoring & Evaluation System					
Communication System					

20. In your opinion what systems needs to be improved in order to enhance the Board's performance?.....
.....
.....

APPENDIX III LIST OF TANA WATER SERVICE BOARD'S STAFF

POSITION	NUMBER
Technical Manager	1
Planning and Strategy Manager	1
Human Resources and Administration Manager	1
Finance Manager	1
Internal Audit Manager	1
ICT Manager	1
Procurement Manager	1
Water Services Provider Manager	1
Public Relations Officer	1
Senior Accountant	1
Assistant Engineer	1
Engineering Assistant	15
Revenue Clerk	1
Procurement Assistant	1
Lab Technologist	2
Secretary	2
Registry Clerk	2
Accounts Assistant	1
Accounts Clerk	3
Internal Audit Assistant	3
Drivers	14

HR Assistant	1
Stores Clerk	1
Office Assistant	2
Program Manager	1
Transport Officer	1
Engineers	3
Rural Water and Sanitation Services Manager	1
Capacity Building Officer	1
Asset Development Officer	1
Non Revenue Water Management Assistant	2
Telephone Operator	1
Asset and Liaison Assistant	1
Resource Centre Officer	1
ICT Assistants	3
Receptionist	1
TOTAL	75

(Author 2011)