

# An Assessment of the Effectiveness of Marketing Communication on the Service Delivery in Water Service Sector Reforms: A Case Study of Coast Water Services Board

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**Abstract:** *Coast Water Services Board (CWSB) has the mandate of the Ministry of Water and Irrigation, to provide bulk water to residents of the coast region, comprising of the six counties of Mombasa, Kwale, Taita Taveta, Kilifi, Lamu and Tana River, through Water Services Providers (WSPs) situated in these counties. "Coast Water Services Board is a state corporation created under the Ministry of Water pursuant to the Water Act 2002 and became operational on 27<sup>th</sup>. February 2004 through gazette notice no 1328" (CWSB Newsletter 2012). This legal mandate is thus derived from the Water Act of 2002. The Water Act was designed to spur development in the water sector that had been outstripped by demand from the public. There has been numerous changes taking place within the water sector, referred to in general terms as "reforms". Sadly, community ability to effectively manage its water resources and enable easy access to water services is being compromised by men and women, who misuse water and land resources, finances, industries and other firms as well as their own governance. In Kenya, the Water Act 2002 has introduced comprehensive and, in many instances, radical changes to the legal framework governing the whole water sector. These reforms revolve around the following four themes: (1) decentralization of functions to lower level state organs; (2) the involvement of non-governmental organizations in the management of water resources and in the provision of water services; (3) the separation of the management of water resources from the provision of water services; and (4) the separation of policy making from day to day administration and regulation. The current water demand for the coast region stands at 480,000 m<sup>3</sup>/day against the water supply of 133,000 m<sup>3</sup>/day and for population of 3.4 million across the region. The potential supply nonetheless stands at 430,000(m<sup>3</sup>) per day. Water for coast region is derived from Mzima springs (35,000m<sup>3</sup>) Marere springs (7,000m<sup>3</sup>) Sabaki water wells (72,000m<sup>3</sup>) Tiwi boreholes (10,000m<sup>3</sup>) Taveta Lumi springs (3,000m<sup>3</sup>) and various water boreholes and dams and rivers (6,000m<sup>3</sup>)C. These all total to the current production of 133,000 m<sup>3</sup>/day. Though the CWSB has had a communications strategy in place, it has not been able to articulately communicate these changes to the public. It is therefore based on this that this study is proposed. This study focuses on communication strategy for the Board, in the context of reform processes within the water sub-sector. The study seeks to determine the effectiveness of communication in public institutions, in the context of the reforms taking place at the Coast Water Services Board. Mainly the role of relaying information, persuading the public, and specifically the customers to understand and accept the reform process; as well as continually and periodically remind them of the different roles of the Institutions in place as effected by the Water Act 2002. Chapter one of this proposal will contain an introductory part, a little background information on the proposal, statement of the problem explaining briefly what has prompted the necessity to conduct such a research, the research objectives will then be explained, then the research questions, justification and finally scope of the study. Chapter two will start with theoretical framework, then empirical review, conceptual framework, critique of existing literature, summary and finally research gaps. Finally, chapter three will contain introduction, research design, target population, sampling size, sampling technique, data validity and reliability, data collection tools and procedure, pilot test, data analysis methods. The data collected will be analyzed using descriptive statistics and regression, presented in tables and charts extracted from both MS Excel and Statistical Package for Social Studies (SPSS) software tools version 20.*

**Keywords:** Public Communication, Communication Strategy, Coast Water Services Board, Stakeholders, Water Services Providers.

## 1. Background Information

Water is an essential natural resource that shapes regional landscapes and is vital for ecosystem functioning and human well being [1]. The structure and functioning of aquatic and terrestrial ecosystems critically depend on the availability of sufficient amounts of water and its temporal distribution [2]. In order to finding satisfactory solutions to this water crisis, a number of initiatives have been launched over the past decades [3]. Sadly, community ability to effectively manage its water resources and enable easy access to water services is being compromised by men and women, who misuse water and land resources, finances, industries and other firms as well as their own governance [4]. In Kenya, the Water Act 2002 has introduced comprehensive and, in many instances, radical changes to the legal framework governing

the whole water sector. These reforms revolve around the following four themes: decentralization of functions to lower level state organs; the involvement of non-governmental organizations in the management of water resources and in the provision of water services; the separation of the management of water resources from the provision of water services; and the separation of policy making from day to day administration and regulation [5]. Coast Water Services Board (CWSB) has the mandate of the Ministry of Water and Irrigation, to provide bulk water to residents of the coast region, comprising of the six counties of Mombasa, Kwale, Taita Taveta, Kilifi, Lamu and Tana River, through Water Services Providers (WSPs) situated in these counties [6]. "Coast Water Services Board is a state corporation created under the Ministry of Water pursuant to the Water Act 2002 and became operational on 27<sup>th</sup>. February 2004 through

gazette notice no 1328. This legal mandate is thus derived from the Water Act of 2002. The Water Act was designed to spur development in the water sector that had been outstripped by demand from the public. According to the CWSB Quarterly Management Progress Report, low levels of investments in water supply sector in the coast region has been evident over the years. This has affected the entire domestic and commercial consumers and posed a real challenge to real estate developers as well as domestic consumers. Real estate practitioners in the region are forced to cater for water needs through drilling of boreholes and certified water points in seeking to meet this demand; however water demand is far much higher than the water supply. Procurement is the acquisition of goods and services at the best possible total cost of ownership, in the right quality and quantity, at the right time, in the right place and from the right source for the direct benefit or use by corporations, individuals, or even governments. Sound public procurement policies and practices are among the essential elements of good governance [7]. There is need to create awareness and raise the knowledge on waste water and its management [7].

The current water demand for the coast region stands at 480,000 m<sup>3</sup>/day against the water supply of 133,000 m<sup>3</sup>/day and for population of 3.4 million across the region. The potential supply nonetheless stands at 430,000(m<sup>3</sup>) per day. Water for coast region is derived from Mzima springs (35,000m<sup>3</sup>) Marere springs (7,000m<sup>3</sup>) Sabaki water wells (72,000m<sup>3</sup>) Tiwi boreholes (10,000m<sup>3</sup>) Taveta Lumi springs (3,000m<sup>3</sup>) and various water boreholes and dams and rivers (6,000m<sup>3</sup>) C. These all total to the current production of 133,000 m<sup>3</sup>/day. The difference between the deficit and current production ought to be a mere 50,000 m<sup>3</sup>/day. Various factors have made this not possible, among them old and ageing infrastructure, vandalism from the public, leakages, illicit connections of water, lack of finances to modernize infrastructure as well as poor maintenance of existing infrastructure.

Key milestones of the reforms so far are the completion of the establishment and operationalization of all the new key institutions in the Water Sector e.g. The regulator, Water Services Regulatory Board (WASREB) the asset holder, Water Service Boards (WSBs), the commercialized Water Service Providers (WSPs), Water Resource Management Authority (WRMA), Water Services Trust Fund (WSTF) and the Water Appeals Board (WAB) amongst others. Other milestones are the adoption of National Strategies for the implementation of sector policies such as National Water Services Strategy (NWSS) and National Water Resource Management Strategy (NWRMS) and the implementation of Sector Wide Approach to Planning (SWAP), which includes the development of a Sector Investment Plan (SIP) and Sector Information System (SIS).

## 2. Statement of the Problem

Marketing communication is ineffective in the Water Sector, and specifically in the Coast Water Services Board. This is because, despite the Coast Water Services Board (CWSB) having developed a Communication Strategy, there is little accurate information reaching out to the public regarding

new developments at the Board; the process of procuring public communication services is tedious and tied to the Public Procurement Act, there is gap in human resources capacity to effectively man the dockets of the Corporate Communication Offices ;and communication does not reach up and down efficiently to the Water Services Providers (WSPs), who are important customers of the Board due to the fact that most lack effective communication strategies and technologies to elicit feedback from their target audiences. Furthermore, some public service officers, redeployed into the quasi-state organization still hold the "public service mentality" as opposed to corporate customer care attitude that is more attuned to a competitive market place.

## 3. Objective of the Study

The general objective of the study will be to assess the effectiveness of marketing communication on the service delivery in water service sector reforms in the coast of Kenya. The specific objectives of the study will be;

- 1) To determine the role of accuracy in informing the public about Water Sector Reforms in the coast of Kenya.
- 2) To examine whether resource efficiency is a challenge to marketing of the water services sector reforms in the coast of Kenya.
- 3) To assess the relationship between communication strategies and the implementation of water reforms sector in water reforms in the coast of Kenya.

## 4. Theoretical Framework

Theories can be classified according to their scope, function, structure and levels. Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge, within the limits of the critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. According to [8] a theoretical framework consists of concepts, together with their definitions, and existing theory/theories that are used for the particular study.

### 4.1 Goal clarity and communication performance Theory

Organizational communication as a link to performance does not have a unitary concurrence; however it is largely considered that if the goal is clear, then communication performance becomes equally clear [9]. It is thus stated that a clear goal leads to better communication and hence better performance for public organizations.

### 4.2 Marketing Mix Theory

The term "marketing mix" became popularized after Neil H. Borden published his 1964 article, The Concept of the Marketing Mix. Borden began using the term in his teaching in the late 1940's after James Culliton had described the marketing manager as a "mixer of ingredients". The ingredients in Borden's marketing mix included product planning, pricing, branding, distribution channels, personal

selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. E. Jerome McCarthy later grouped these ingredients into the four categories that today are known as the 4 P's of marketing.

These four P's are the parameters that the marketing manager can control, subject to the internal and external constraints of the marketing environment [11]. The goal is to make decisions that center the four P's on the customers in the target market in order to create perceived value and generate a positive response.

According to [12], the marketing mix framework was particularly useful in the early days of the marketing concept when physical products represented a larger portion of the economy. Today, with marketing more integrated into organizations and with a wider variety of products and markets, some authors have attempted to extend its usefulness by proposing a fifth P, such as packaging, people, process, etc. Today however, the marketing mix most commonly remains based on the 4 P's. Despite its limitations and perhaps because of its simplicity, the use of this framework remains strong and many marketing text books have been organized around it [10].

## 5. Conceptual Framework

According to [13], a conceptual framework is a virtual or written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. Conceptual framework, according to educational researcher [14], are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature. Conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study [15]. It is thus a diagrammatical representation that shows the relationship between dependent variable and independent variables.

According to [16], regardless of the field of study or preference for defining data (quantitative, qualitative), accurate data collection is essential to maintaining the integrity of research. Both the selection of appropriate data collection instruments (existing, modified, or newly developed) and clearly delineated instructions for their correct use reduce the likelihood of errors occurring [17].

[18] notes that accuracy is another important factor in enhancing service delivery in water services sector reforms, the information and reports obtained as an output from the information system is used for establishing marketing objectives, policies and strategies of the marketing department and finally the organization, the authenticity (validity or correctness) of the information is of utmost importance [19].

Since systems are established and computers are programmed, the accuracy can be assured [20]. According to [21], the lesser the human intervention in transformation of

data into information, the better the accuracy. [22] notes that the information system must be accurate with respect to the consistency of the information with the required degree of accuracy.

[24] argues that the accuracy in the delivery of services for the water reform sector is an essentiality because with accurate information, future projections can be efficiently made thus eventually ensuring the success of the intended reform measures. This can be of benefit to both the consumer of the services or the service providing organization.

The benefits accrued to the consumer are that it enhances an element of trust and reliability [25]. The information released by the Coast Water Service Board is deemed accurate thus reliability in provision of reformed services like the automation of payments, frequency of water supply and safety levels of water is thus eventually a guaranteed occurrence.

The benefits accrued to the Coast Water Service Board or the supplier through ensuring accuracy in delivering the reforms or services is that it eventually enhances the organizational processes, enhances the organization's adaptability to new and emerging trends, hence reforms and eventually, accuracy in delivering services in the water sector reforms ensures that the reforming organization can successfully and efficiently carryout trend analysis so as to accurately make projections and forecasts. This will help the organization have a better understanding of its customer needs and eventually lead to organizational and financial prosperity.

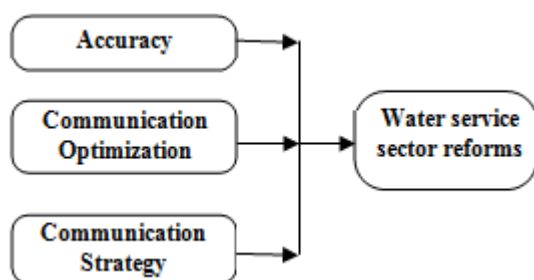
In today's competitive global economy, marketing professionals are facing growing pressure to reduce costs while at the same time improving return on their investments. Iron Mountain has developed a strategy that marketing professionals can employ to address these changes. According to [26] it is called communications optimization. The three principal goals of Communications Optimization are: Increasing the effectiveness of your communication process, increasing the efficiency of your communication process, ensuring compliance to privacy and security rules and regulations.

Communications Optimization begins with a comprehensive analysis of existing communications materials to assess how well they are meeting business objectives, sales goals, and reaching target audiences. Taking the time to carefully assess what you currently have and how well it's working for you, gives you a solid roadmap for moving forward with the most effective marketing materials. Next, based on your analysis, take a look at the materials you are planning on offering. Does the copy need updating? Should you consider a redesign? What is your competition doing? Finally, evaluate your production process. Which options will provide you with the best, most cost-effective results? Does traditional offset printing make the most sense, or would digital, print-on-demand (POD) make more sense and be more cost-effective?

The primary objective here is to increase the efficiency of the communication. In other words, reduce the total costs associated with the communication. For the Coast Water Service Board to achieve maximum efficiency in their endeavor to communicate on service delivery in the water service sector reforms, the organization must eventually strive to ensure that operational costs that go to such a venture are highly optimized. They must ensure they practice prudence in executing the prepared expenditure so as to achieve maximum output.

Given competition and the ever changing demand patterns of consumers, companies explore and adopt marketing communication strategies to distinguish their offerings from competitors. Having goods or services of superior quality does not necessarily mean increases in sales or brand awareness. Some companies do not survive due to poor marketing communication strategies. Developing a comprehensive marketing communication strategy will increase profitability through increases in sales of products, growth in brand awareness, which enhances good consumer feelings and memories, sales promotion through advertisements so that eventually, it leads to the continuous growth in market share of the organization (CWSB).

Communication involves sharing viewpoints, and it is the hearts of forming relationships. All businesses do have relationships, and their continuity in business is partly due to how well they manage these relationships. A company cannot survive without relationships. Relationships are both an asset and a burden for any business. A relationship is created once a customer expresses uncertainty and the supplier shows the ability to provide a solution. The degree of mutual interest of buyers and sellers is sufficient to create a two-way communication process which makes both parties aware of the offerings of each other. Trust and genuine commitment are required to develop relationship. Buyers value relationships with trusted suppliers who make superior offers. The supplier will need to develop trust beyond simple offerings in order to meet the customers' expectations.



## 6. Empirical Review

Direct marketing includes direct communications with carefully targeted individual customers to obtain an immediate response and cultivate lasting customer relationships. Direct marketing involves many forms: Telephone marketing, direct mail, online marketing, etc.; Four distinctive characteristics: Nonpublic, Immediate, Customized, Interactive; Well-suited to highly targeted marketing efforts. Today, while most companies continue to rely primarily on the other promotional mix elements (such as Advertising, sales promotion, personal selling and public

relations) to move their products and services through the market intermediaries, an increasing number firms are going directly to the consumer. These new companies believed that the traditional promotional mix such as mentioned above are ineffective in brand image, conveying information and/or creating awareness, going direct with the same tool can generate an immediate behavioral response. Direct marketing is a vital tool in the Integrated Marketing Communication program.

By definition, direct marketing is a system of marketing by which an organization communicates directly with target customers to generate a response or transaction. The response might take the form of an enquiry, a purchase or even a note.

The Direct Marketing Association (DMA) defines direct marketing as "any communication to a consumer or business recipient that is designed to generate a response in the form of an order (direct order), a request for further information (lead generation) and/or a visit to a store or other place of business for purchase of a specific product or service". Direct marketing uses a two-way communication, reaches a distinct specialized audience (or target market) and directly measure its impact.

In their study of a social marketing campaign on HIV prevention in Tanzania, [26] used path analysis to assess the relationships among the impacts of mass media messages, peer education, health provider communication and interpersonal communication (between sexual partners) on people's intention to use female condoms. For both men and women, the intention to use female condoms was positively and most strongly affected by the interpersonal communication about female condoms with one's partner. In addition, the intention to use the female condom was positively affected, though in lesser extents, by exposure to peer education and exposure to health provider explanations for both men and women. In contrast, exposure to the social marketing campaign through mass media (radio and newspaper) did not have direct impacts on people's intention to use female condoms. However, the researchers found that mass media exposure, along with exposure to peer education and provider explanation, had indirect impacts on the intention to use female condoms. Mass media, provider explanation and peer education (only for men) had positive effects on people's likelihood of talking about female condom use with their sexual partners, which in turn affected their intention to use the female condom. It is clear that a poor or vague strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or a poor strategic planning effort.

Business strategy behaviors is divided into three types: prospectors, differentiated defenders and low cost defenders. These distinctions are based on the strategy categories; overall cost leadership, differentiation and focus. Cross-unit working relationships have a key role to play in the successful implementation of marketing decisions. Implementation effectiveness is affected negatively by conflict and positively by communication and specifically, interpersonal, not written. In turn, these interdepartmental

dynamics are affected by senior management support, joint reward systems, and informal integration. The marketing and R&D interface remains the most extensively researched dyad within the specific context of the New Product Development (NPD) process.

Firms devoting attention to the alignment of marketing and human resources are able to realize significantly greater successes in their strategy implementation. Specifically, these findings imply that marketing managers should seek to improve the relationship with their HR colleagues by emphasizing two of the process-based dimensions: joint reward systems and written communication.

Executors are comprised of top management, middle management, lower management and non-management. Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position.

An organization must first persuade its employees about the importance of the strategy before turning to customers. Brand awareness, brand associations, perceived quality, and brand loyalty to be the most important dimensions of consumer-based perspectives. Customer-based brand equity consisted of two dimensions, brand knowledge and brand image. Marketing decisions affect brand equity and purchase intention. Managers need to evaluate the marketing activities and reduce or avoid brand-hurting activities.

Marketing activities such as price, slogans, symbols, packaging, company image, country of origin; store image, advertising expenditures, and promotional events have important influence on the brand equity and purchase intention. High brand equity levels lead to higher consumer preferences and purchase intentions. Firms with high brand equity usually have good performance.

### Research Gaps

There is need to study marketing communication as a reality is on the ground against policy documents implementation in the private sector, and use these to propagate the same in public sector. Though adequate data is available in the private sector, the public sector still has a dearth of information. Some policy documents however indicate the right direction in reforms, specifically in the water sector.

The Coast Water Services Board, for instance has policy documents as well as a Communication Strategy paper that offers insight on how it intends to communicate to her public on Water Sector Reforms. Further studies should be able to discuss and offer recommendations that close the gaps for public sector players.

### Research Methodology

In addition, a research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of

effort, time and money. This study used a descriptive research design. The target population of this study was therefore hotel staff 280 and tour operators 112 representing a total of 392 respondents.

This study used stratified random sampling to select the 30% of the target population. A sample size of 30% is a good representation of the target population. For small populations ( $N < 100$ ), there is little point in sampling and surveys should be sent to the entire population; for population size  $\approx 500$ ; 30% of the population should be sampled; for population size  $\approx 1,500$ , 20% should be sampled and at approximately  $N = 5,000$  and beyond, the population size is almost irrelevant and a sample size of 400 is adequate. The sample size of this study was therefore 110 respondents.

**Table 2: Sample distribution**

Area	Target	Sample	Percentage of target
<b>Nyali</b>	50	30	60%
<b>Kisauni</b>	150	80	53%
<b>Changamwe</b>	100	50	50%
<b>Likoni</b>	50	30	60%
<b>Island</b>	150	80	53%
<b>TOTAL</b>	500	270	54%

This study mainly used primary data. Semi-structured questionnaires were used in this study to collect data. After developing the questionnaires, the researcher will conduct a pilot test to test the reliability and the validity of the instrument. The study used a drop and pick up later method to collect the data. When dropping the questionnaires, the researcher informed the respondents the data was for academic purposes only.

Content analysis was used to analyze qualitative data and the findings were then presented in a prose form. On the other hand, Statistical Package for Social Sciences (SPSS version 20) was used to analyze quantitative data. Using this program quantitative data was analyzed using inferential and descriptive statistics. Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. In relation to inferential statistics, the study used correlation analysis. This was used to establish the relationship between the independent and the dependent variables. Data was then presented in a tables, bar charts and pie charts.

## 7. Results and Discussion

### 7.1 The role of accuracy in enhancing water service sector reforms.

The study clearly showed that accuracy plays a clear role in enhancing the reforms in the coast water service board. It is thus seen as being clear that in most instances accuracy is another important factor in enhancing service delivery in water services sector reforms, the information and reports obtained as an output from the information system is used for establishing marketing objectives, policies and strategies of the marketing department and finally the organization, the authenticity (validity or correctness) of the information is of utmost importance.

The accuracy in the delivery of services for the water reform sector is an essentiality because with accurate information, future projections can be efficiently made thus eventually ensuring the success of the intended reform measures. This can be of benefit to both the consumer of the services or the service providing organization.

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### 7.2. Communication optimization

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venture are highly optimized. They must ensure they practice prudence in executing the prepared expenditure so as to achieve maximum output.

### 7.3. Communication Strategies

Given competition and the ever changing demand patterns of consumers, companies explore and adopt marketing communication strategies to distinguish their offerings from competitors. Having goods or services of superior quality does not necessarily mean increases in sales or brand awareness. Some companies do not survive due to poor marketing communication strategies. Developing a comprehensive marketing communication strategy will increase profitability through increases in sales of products, growth in brand awareness, which enhances good consumer feelings and memories, sales promotion through advertisements so that eventually, it leads to the continuous growth in market share of the organization.

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### Correlation Analysis

A correlation is a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive. A negative value for the correlation implies a negative or inverse association.

**Table 2: Correlation**

		Reforms Water Sector.	Accuracy.	Communication Optimization.	Communication Strategies.
Reforms Water Sector.	Pearson Correlation	1	.216*	.039	.657**
	Sig. (2-tailed)		.042	.717	.000
	N	89	89	89	89
Accuracy.	Pearson Correlation	.216*	1	.451**	.208
	Sig. (2-tailed)	.042		.000	.051
	N	89	89	89	89
Communication Optimization.	Pearson Correlation	.039	.451**	1	.278**
	Sig. (2-tailed)	.717	.000		.008
	N	89	89	89	89
Communication Strategies.	Pearson Correlation	.657**	.208	.278**	1
	Sig. (2-tailed)	.000	.051	.008	
	N	89	89	89	89
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

From the correlation analysis in the table below, the study found that there is a positive relationship between Accuracy and Reforms water sector, where the correlation coefficients was 0.216 and a p-value of 0.042. The study also found that Communication Optimization and the Reforms water sector correlate positively with correlation coefficients of 0.346. However, the relationship is not significant as the p-value (0.717) is greater than the significance level (0.05). Lastly, the study further established that there is a positive significant relationship between Communication strategies and Reforms water sector with a correlation coefficient of 0.657 and p-value of 0.000.

This infers that Accuracy was influencing the reforms in the water sector in Coast water service board, followed by Communication Optimization and Communication Strategies.

## 8. Recommendations

In the light of all this research and all the material which is being used to conduct this research and all the literature review we came to the decision that there should be Accuracy in every organization. Although we have review some disadvantages like it is costly to give to implement such procedures, but it's are much more than its disadvantages which are briefly discussed in this study. We recommend that the coast water service board should provide means to ensure utmost accuracy in the implementation of reforms in the water sector.

In the light of all this research and all the material which is being used to conduct this research and all the literature review we came to the decision that there should also be Communication Optimization in all matters relating implementation of reform policies in the Coast water service board.

We can also clearly observe that Coast water service board should strive, as a matter of priority, to ensure that all tourism market players in the water sector have access to the requisite finances needed so as to effectively function.

## 9. Future Scope of the Study

It would help to understand what factors strategic manager consider when recommending reforms strategies to one another and the extent of their influence on the eventual output of water services. This kind of information gives a better understanding of communication needs and preferences and is useful in the marketing of coast water service board.

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