THE CHALLENGES OF BUREAUCRATIC PROCESS IN NATIONAL DEVELOPMENT WATER BOARD, CALABAR) – CROSS RIVER STATE

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Abstract

The main thrust of this work is the examination of the challenges of Bureaucratic process in National Development in Water Board Cross River State. The objective is to find out whether water board was able to provide portable water to all the citizens of the state and whether bureaucratic challenges militated against efficient water supply by the Board. The work made use of survey method. Interview and documentary method were used to elicit information for the work. Questionnaire was also used to obtain information from respondents. Max Weber's modern Bureaucratic theory was used to provide policy direction that will add fillip to the way things should be done in order to improve on the developmental efforts of Water Board Cross River State and by so doing provide the enabling environment that will engender development. Chi-square statistical instrument was used for data presentation and analysis. The study discovered that Undue interference from political gladiators hindered efficient bureaucratic process which manifested in employment, award of contract, discipline of staff, etc,. Also, Water Board could not supply water to cover all the large part of the study area across the state which prevented the Board from achieving its main objectives. The study concluded that despite government intention to provide water for its citizens, there were some bureaucratic bottle necks which served as obstacle to the successful implementation of water supply to the state. Some of these include: political appointment and bureaucratic incompetency, weak regulatory framework and corruption. As contribution to knowledge, the findings of this study are expected to contribute to policy formulation and improve water supply in the state and with strong emphasis on non interference of politicians in the operation of water Board Cross River State. Based on the findings, the study

recommends efficient service delivery in the supply of water by the Cross River State Water Board to the citizens. It is also recommended that the state should eliminate the negative interference of gladiators and to maximize the operation of rational Bureaucracy in Water Board Cross River State.

Introduction

Water is an essential element that promotes human existence on the earth. It is essential for human survival and national development. It supports domestic activities like agriculture, industry, transportation and public health. The efficient management and distribution of water are therefore important responsibilities of government organizations such as Water Boards.

As pointed out by Global Population and Water Access and sustainability (1997), water is vital for achieving sustainable development. Water is the basic resource for food security, for good health, for providing clean hydroelectric energy, for protecting ecosystem and aquatic biodiversity, and for industrial development. The world's land and water resources are critical for human survival. They provide food and other agricultural products and other essential services such as purification of air and water, maintenance of biological diversity, and decomposition and recycling of nutrients. WHO (2010) pointed out that about 5 million children die yearly from water borne diseases and 16 percent of the world's population fall sick for taking unhygienic water.

The Federal government was to provide a general blue print to meet the world's safe drinking water standard and state government were to key in for development and management of viable and efficient water supply scheme to meet the demand of all categories of consumers in line with the MDGs objectives.

Cross River Water Board was established in August 1998 in line with the constitution of the water Division of the then Ministry of Works and Housing through the severally amended Edit No. 13 of 1975. It operated as a government establishment with the following objectives; To ensure adequate and portable water supply to customers at economic charges; To source and distribute portable water to all the urban population and To establish existing ones for the purpose of water to meet the individual and domestic needs of the state. (CRS Development Report,2010).

Recent studies on Cross River Water Board by some scholars revealed that Cross River Water Board has faced severe bureaucratic and systemic challenges including decades without a legal framework, aging infrastructure, erratic power supply, corruption allegations and delay in decision making. These issues have caused delays in the supply of water in the state, forcing residents to rely on commercial boreholes or private boreholes. The State Water Board operated thirteen years without a proper legal framework which led to the spread of unregulated boreholes, The Board's pipe network and treatment plants facilities were bought in the 1970s which make it difficult to supply water consistently as most of the equipment is now obsolete. As it stands in 2026, many of the water Board's properties and channels are illegally occupied by private developers damaging water channels (Inyang,2026). The Board has been plagued by political appointments, alleged financial mismanagement and bureaucratic unpleasantness which hindered maintenance efforts. (Todo,2026). Water is social welfare

goods and it is the responsibility of government to provide water with no cost to the public, but with the above challenges and the Board not able to meet it objectives, the public who need water are willing to pay a token fee for water supply. Therefore this study seeks to fill this gap by showing that works examined so far showed that Bureaucracy always have a positive impact on the development of an organization. This study has shown that Bureaucracy should lead to development, but other studies did not take into cognizance the fact that negative government interference can distort the operational efficiency of Bureaucracy. Does it mean that Cross River Water Board cannot operate at full capacity in achieving the desired coverage as it concerns water supply in the State. The study hypothesized that Cross River State Water Board has not been able to provide portable water to all the citizens of the State.

Statement of the problem

The problem of this study is to examine the bureaucratic challenges faced by Cross River Water Board in providing water for the citizens of the State. Water is life as the adage goes, and sufficient good supply of water is central to life. (WHO,2010) World Health Organization and Nigeria Industrial Standard for Drinking quality water' aim was for water to be of quality standard as often as possible. Nigeria National water supply was developed to provide safe drinking water all over the country and States were expected to assess the water, this objective has not been achieved as many states and local government in the country do not have access to clean water. Most local communities resort to stream, well, ponds water which are not healthy and so can be infested with water diseases like typhoid, cholera, diarrhea, etc. Only the rich private persons who could afford their personal bore hole could be said to enjoy clean drinking water if they treat the water regularly, while the poor carry their buckets, jerri-can morning and evening to buy water from those who have installed boreholes in their houses. Some resort to water vendors whom they cannot guarantee the quality of the water because vendors are after profit, so they can sell anything as water to make profit.

In 2008 Governor Donald Duke launched Cross River Water Board project to provide sufficient and adequate water for the citizens but some bureaucratic factors have hindered the adequate coverage of water supply in Cross River State. The burden of this paper is to assess the bureaucratic challenges faced by Cross River Water Board in meeting its objective of water supply in the state. (MOFINEWS, 2009).

Conceptual Clarification

Bureaucracy

Bureaucracy is an important administrative concept that was first coined by Monsieu de Gournay in 1945. The word is derived from the words "bureau" which means 'office" and the Greek word 'Kratas' which means 'to rule". Bureaucracy therefore means the rule of officials in an office setting. It was Max Weber who popularized the concept in his organizational theory (Ihejiamaizu,1996). Bureaucracy has its positive and negative (pejorative) connotations. In its negative connotation, it is seen as involving red-tapism, excess paper work, rigidity, remoteness, inefficiency, arrogance and corruption. On the positive side, bureaucracy connotes efficiency, division of labour, infusion of expertise, due process, high productivity, diligence, rational competition and accountability.

Our aim in this work is to examine the extent to which the negative connotations of bureaucracy is at work in Cross River Water Board and to make recommendations on how the

negative ascriptions will be attenuated or eradicated to make bureaucracy to function as a rational system that enhances efficiency and productivity. As Weber avers 'bureaucracy' is superior to any other form of organization in precision, stability, reliability and achievement of high degree of calculability (Ihejiamazu, 1996)

Cross River State Water Board started well evincing the positive traces of effective deployment of bureaucratic system, there was efficiency in water distribution, repair of broken pipes, good payment system, monitoring of overall performance and the quality of water the corporation delivered to the citizens of the state. But, few years into their operations, customers started experiencing sharp decline in performance. They saw increased bills without commensurate service delivery, delays in repair of broken pipes, irregular visits by monitoring teams, epileptic supply of water. These negative developments provided the need to embark on this work. Initial fingers pointed at bureaucratic bottle necks but as our study has shown, beyond unwieldy bureaucracy, there is the unfavorable role played by the Government of the State. There is the politics of irrational indigenization (the expatriates were replaced by the indigenes) the unwillingness of the State government to invest more money into the corporation, the expansion drive was halted, maintenance of the infrastructure became stalled, and consequently, customers refused to pay their bills. With this, corruption drove the final nail that liquidated the corporation. The death of Cross River State Water Board is therefore caused by a plethora of events. Notable among them are Governments negative and unsavoring interventions and a bureaucracy that has become so unwieldy and unproductive.

For Marx bureaucracy is an integral part of the exploitative social system. He says that in the capitalist society, bureaucracy gets so ingrained in the society and acts as a mechanism for perpetuation of exploitation (Marx, 1975). Marx's view holds true in our work because we see that the politicians who are the holders of power are the same people who position themselves to milk the water board, thus, defrauding it of funds that accrue to it while at the same refusing to inject new funds for the revitalization of the corporation. Bureaucratic relationships that exist in capitalist system are mostly exploitative. This is partly what led to the demise of the Corporation. To avert this unproductive relationship between corporations and state chief executives who are themselves politicians, there is need for the establishment of regulative mechanism that will shield corporations from undue interference from politicians and allow corporations to run independently of Chief Executives.

In conceptualizing bureaucracy in organizational framework, it is important to know that the quality of bureaucratic output is partly dependent on the quality and commitment of the players whether as top management staff and their subordinates. For Weber, bureaucracy must be conceived in its rationality and ideality as a goal oriented framework. This means that bureaucracy if operated as we ought, to will always yield intended results because it is always rationally structured (Ndum,2013)

Akpan(2017) writing on "Administrative challenges and Public Water supply in Cross River State", has this to say, " the fundamental challenges facing the revamping and resuscitation of water supply in Cross River State was because water supply was seen as a traditional duty of government for which citizens are not supposed to pay a dime" This means that any venture into water supply must be self financing and self sustaining. It is not in the character of our politicians to invest in any

venture from which there is no guaranteed return on investment. This is part of the reasons why the Cross River State Water Board could not be sustained.

Agi (2003) also emphasized the need for bureaucracy to be structured, following the path of permanence, impartiality and anonymity. This means some measure of independence for bureaucratic organizations. The supervision should be such that the core mandate of the organization is not unduly distorted. All these insights are to guide us in setting up and running bureaucratic organization like the Cross River State Water Board. Okpo (2006) insists that bureaucracy must function within the ambits for the law without undue interference by the state. Again, the funding of state corporations should be budgetary so that corporations will not need to go cap in hand begging for financial support from the Chief Executives of the State or other agencies. This way the question of sustainability will no longer be an issue to be worried about.

Riggs (1964) observed that the more the countries of the continent modernize the more their bureaucratic process becomes corrupted. There is the tendency for bureaucracy to be corrupted in multi ethnic society than in homogenous ethnic societies. Meaning that when a leader is from a particular ethnic group he tends to favour people from his place and that breeds corruption because the presence of family ties makes it difficult for corruption to be properly check mate

Bureaucratic processes and Challenges in National Development

Bureaucracy has come to be identified with the structure, operations and organization of big Corporations, Parastatals, Ministries, Civil Service or Public Service in general. From, Max Weber to other development protagonists like Robert Merton, Selznick, Alvin Goulder (Ihejiamaizu, 2002) have expressed their varied views about the merits and demerits of bureaucracy. However, the general view is that negative consequences arise out of the abuse and the misapplication of bureaucracy by its operators. It is granted that when bureaucracy in its ideal characteristics is effectively put into use it results in tremendous benefits

Bureaucratic process in the Water Board is expected to run smoothly, supply adequate water for all in that state. Processes are designed to ensure fairness, consistency, but, Cross River Water Board faced hurdles driven by delayed regulatory reforms, infrastructural damage, political interference (appointments over competence), funding and management gaps. These bottlenecks caused prolonged pipe borne water shortage, forcing resident to rely on boreholes. The structural issues include

Weak regulatory framework

For thirteen years they operated without proper legal or regulatory over sight.

Decade- long infrastructure decay

Dilapidated aging pipe equipment and erratic power supply limited water production and treatment.

Political appointment and bureaucratic incompetency

The board was used to reward political associates' rather than being managed by experts. This brought institutional corruption.(Cross River Watch, 2014) .

Encroachment and vandalization

Bureaucratic lapses in property monitoring allowed citizens to illegally construct building on top of active water pipeline and water

channels, crippling distribution lines and creating health risk.

High proliferation of boreholes

The breakdown of public water distribution led to unregulated private boreholes because the 600 boreholes previously drilled across the State in collaboration with development partners became non functional due to communities' inability to sustain fuel powered generators. Also the water board estate recorded over 100 private boreholes for just 120 homes, posing serious environmental and water table risk. (Guardian Nigeria, 2025 https://guardian.ng)

Their key administrative and bureaucratic processes include

New water connection

This takes the form of applying for a permanent water connection involving submitting an application and paying the necessary processing and inspection fees, with undergoing on-site inspection by water board's officials.

Billing Process

Water bills are generated either through direct water reading by assigned personnel or on estimation and are delivered directly to the clients premises but as Akpan (2016) noted, there has been diversion of funds, officials run illegal money making ventures by getting (POS) Personal Point of Sale machines instead of remitting payments to the board, some staff divert customers billing revenues directly to their personal accounts.

Bill settlement and clearance

Payments are proceeds via official channels and customers must retain their payment receipts as proof of settlement for continuous water supply but corrupt officials were recorded manipulating billing records, collecting cash directly from customers, and failing to issue official government receipts.

Complaints and maintenance

Request for fixing burst pipes or reporting leaks go through utility's public relations unit or customers' service desk. Instead of the officials being part of repairing damaged pipe for customers they are seen destroying and vandalizing key components of generating sets and stealing pipes, this created artificial scarcity, allowing rogue officials to extort customers for water supply or repairs. It discovered that many citizens owe the board and even politicians and prominent elite utilized bureaucratic influence to accumulate massive institutional and personal debts which severely crippled the board's operational capacity (The Nation News,20 https:).

The News Agency of Nigeria, July 12, 2022 said some politicians debts destroyed Cross River Water Corporation. The MD of Cross River State accused the cooperation's staff of corruption and blamed the state's politicians and residents' for refusing to pay N1.2 billion debt which has hampered service delivery. The debt he said covered January 2020 to march 2021 which also made it impossible to replace broken down pipes, fix the generators and buy chemicals for water treatment.

Bureaucratic Structure in Cross River State Water Board and Government Interference

The Cross River Water Board now defunct or in disarray was once a properly constituted organization with all the bureaucratic paraphernalia need for successful operations. The then Government of the state his Excellency Mr. Donald Duke, in his poise to position Cross

River State as the foremost tourist destination in Nigeria had excellent plan to make Cross River State Water Board the best in terms of efficiency and quality service delivery (MOFINEWS,2009)

The Governor's first move was to assemble crops of seasoned bureaucrats skilled and diligent men and women. According to Ukpon and Hart (2025) in their work the organizational worker. Organizational structure and design are fundamental to how an organization operates, communicates and achieves its objectives". These embody how task is allocated; coordination and supervision are directed toward goal attainment. Ukpong and Hat went on to hold that organizational structure refers to the formal system of relationships that defines how tasks are divided, coordinated and supervised within an organization. It includes the establishment of hierarchy of authority, lines of communication and patterns of workflow that enable an organization to achieve its objective effectively. It is about division of labour and coordination of efforts in an organization. A well-designed organizational structure should be arranged in such a way as to enhance efficiency, accountability and adaptability. Fayol (1937) and Weber (1947) laid the foundation for understanding organizational structure.

The Cross River State Water Board was at the outset well foundationed and properly structured, having different departments' namely, managerial department, engineering Department, Maintenance Department, Water Distribution, Department, Financial Department, Procurement Department, Marketing/Advertisement Department, Customers' Service Department, Public relations Department, Human Resource and Secretarial Department and Sanitation Department. The management department constitutes the apex of management with the managing Director as the Chief executive. He has his assistant and others who form the core management team that take decision for the day to day running of the organization or corporation. During the dispensation of the pioneer Governor, Donald Duke the structure was properly spelt out and duties duely assigned the operational efficiency was at its height. But with the advent of his successors, we started experiencing unsavory interference from the government and their agents in matter of employment, service delivery, funding, control and pursuit of the core mandate of the corporation. From then, things began to fall apart until the corporation was brought to its knees by the maladministration of the immediate out gone administration who not only refuse to recapitalize the corporation but sold off part of the corporation's land to political cronies and friends. The expatriate workers who sustained and managed the corporation were forced to leave with this, the corporation now a shadow of its original self. With this there have been plans to resuscitate the Cross River Water Board. The Cross River government has signed a $42 million public private partnership agreement with Aqua Global Services Limited to revive the state moribund water infrastructure and restore sustainable access to potable water across the state. The agreement, which brought together the Cross River State Water Board and a consortium of technical and financial partners, is expected to drive the rehabilitations of existing eater facilities, replacement of dilapidated pipelines, improvement of water quality system, and expansion of supply network under a long-term implementation framework spanning 25 years. The M D of CRSWB described the project as representing a decisive step towards addressing more than a decade of water scarcity challenges in the state (Todo, 2026). The board manages piped water networks across nine major urban towns in the state. (Cross River State Official Report, 2010)

This is in line with what good leadership is all about. Ozumba (2021) for instance, argued that a good leader is the one that puts himself in the shoes of the poor, who is considerate and compassionate about his dealings with the citizens. He tries to meet the social needs of the people. This is so because great leaders rally people to a better future. This is in line with Northouse's (2012) view that good leaders help to transform their people and brings them out of their poor state of life. The present governor trying to revive the corporation shows he is trying to provide water for all his citizens this is showing good leadership quality.

There were cases of abandonment of projects during the Covid Pandemic with excuses of the Covid attacking all revenue sources and so cannot carry our projects in their various states. We are advocating for continuity in project in governance.. Successors should not abandon projects they met on ground. See the case of TINAPA. The TINAPA project is abandon because successors do not want to invest money into them, simply because it was not initiated by them.(Ozumba,2022)

Also the Cross River government has started rolling out framework to regulate the sector by asking those occupying the board's land illegally to evacuate, there is also a decision to convert CRSWB facilities to solar-powered systems aimed at ensuring efficiency, sustainability and cost effectiveness.(Odu, 2020)

CIVIL SERVICE AND CROSS RIVER WATER BOARD BUREAUCRACY

According to Okon, and Edet(2025) Civil service is the process by which government organization and public institutions provide goods and services to citizens in a timely, efficient and accessible manner. They said It is the administrative bureaucracy that occupies a central and essential position in the political system of a nation. This implies that Bureaucracy goes with civil service administration. Indicating that bureaucracy forms the back bone of every nation's civil service, because they provide the structural framework within which government policies and programmes are carried out.

As Jennings (1959) put it, "the civil servants are to advice, to warn, to draft memoranda and speeches in which the government's policy is expressed and explained, to take consequential decisions which flow from a decision on policy, to draw attention to difficulties which are arising or are likely to arise through the execution of policy and generally to see that the process of government is carried out in conformity with the policy laid down". Fulton Committee Report of 1968, said civil service is in charge of the structure, recruitment, and organization of civil service, which should call for greater specialization and more modern management techniques. This was lacking in Cross River State Water Board as recruitment was based on favoritism. This type of structure, does not allow a result oriented output. Selassie (1974), in his work, said an efficient output depends on quality of members, recruitment that produces talented and efficient workers which in turn ensures stability and development, but were there is individual interest, external influence, patronage and nepotism, it slows down development. Ikpe, (2005) opined that civil service is the major instrument used by government to manage development, they are policy advisers, program formulators, executors, they are agent of political communication and continuity. In Cross River Water Board, the civil service serves as the administrative backbone and regulatory framework for the Board to manage the recruitment of qualified personnel, enforce compensation and salary structures, over see

policy implementation and ministerial supervision. Cross River civil service played its core public service role of producing and supplying portable water through its struggle with infrastructure decline, poor water quality and corruption,

CASE STUDY OF WATER BOARD AND IT BUREAUCRATIC ISSUES

As stated by Max Weber, bureaucracy serves as instrument of social change, that is, change in condition of service. Water Board became a limited liability company in 1998 and began to charge direct prices for its services; it was to bring a change in the condition of the standard of living of the citizens (Okon, 2016).

From the empirical fact derived from the survey, Water Board has not been able to operate at full capacity in achieving the desired coverage as it concerns water supply in the State. From the survey three issues stand out namely:

- Undue interference from political gladiators
- Preferential employment based on political, family and ethnic considerations.
- The inability of the State to fulfill their financial obligation towards the effective running of the organization.

The corporation started well but as time went on the capacity for coordinating development activities became weak. Bureaucracy involves determining of policies. Here, there was political interference, in civil service, politicians alone cannot formulate policies, administrators need to be involved in formulation of policies for the proper running of organization. In Water Board political interference was a problem both outside and inside especially when it comes to budget allocation. Those in power try to manipulate budget to favour their perceived interest. Funds are not properly utilized or channeled leading to poor service delivery.

The case of recruitment of staff has always been a problem in government establishment, where some staff are employed on merit while others on the basis of family relationship, friendship or political affiliations. This way of carrying out employment has negative effect on any organization. This may make the enforcement of discipline difficult; the tendency is to overlook the inadequacies of people who have been employed on criteria other than merit and these inadequacies hinder rational Bureaucratic process as rule of law, division of labour, specialization and hierarchy may not be achieved.

Water Board has not wholly met its objective of supply of water to the whole State as some areas had constant supply of water while other areas till now do not have water at all. The objective of water board to ensure world class services with WHO standards of potable water delivery to its customers has not been fully met. (Okon,2016) The result is that more than half of the populations of her citizens are no longer enjoying the services of water board.

Methodology

Research design

This research made use of Survey design to assess bureaucratic challenges and National development.

Study Area

The study area is Calabar Municipality in Cross River State which lies between Latitude $4^{o}54'00''N$ to $5^{O}4'00'$ N and Longitude 8^{o} $18'00''E$ to $8^{o}24'00'E$. It is bounded by Rivers. It covers a land area of 406 kilometers. It was

the capital of Southern protectorate of Nigeria from 1886 to 1904. The people speak English language and their local dialect. (History of Old Calabar,1986).

Population of the study

Calabar municipality population is estimated to be around 279,800 which form the population of the study. (Population 2022 Projection).

Sample size

The sample size of the study is 279, this represent 10% of the estimated population. The sample of the study consists of staff of water board and households who consume water from water board and who will be objective enough to give accurate information.

Sampling method

The household respondents were stratified for accurate representation and water board staff numbering 279 who have spent more than 5 years in the corporation with a breakdown of 200 customers, 40 junior staff and 39 senior staff who were picked purposively because they have knowledge about the subject of our enquiry.

Instrumentation

Data for this paper were derived from primary and secondary sources" Primary sources were got from staff of Water Board Cross River State. Secondary sources were from previous works of scholars from journal articles, government documents, internet materials that are related to the subject. Questionnaire, interview were the instruments for data collection. The questionnaire was in two sections (A and B). Section A was on the demographic information of respondents, section B was on challenges of Bureaucratic process in National Development focusing on water Board, Cross River State.

Reliability and Validity of the instrument

The work was evaluated by expert to ensure content validity.

Method of Data Analysis

The study employed simple percentage and Chi-square analysis for data presentation and analysis.

Table 1

Showing contingency table for objective one on whether Water Board was been able to provide portable water to all the citizens of the State.

Respondents	Agreed	Disagreed	Total
Senior staff	25 (40.5%)	14 (67.86)	39
Junior staff	30(81%)	10 (69.6%)	40
Consumers	50(2.100%)	150 (348%)	200
Total	105	174	279

Source: Field work 2025

The table above shows the chi-square contingency analysis

Where: RT= Total number of respondents

CT= Total number of column

Table 2 Showing computation for chi-square table for objective one

S/NO	Fo	Fe	Fo-Fe	$(Fo-fe)^2$	$\frac{(Fo-fe)}{Fe}$
1	25	40.15	15.95	254.4	6.336
2	30	42	12	144	3.428
3	50	2100	2050	420.2	2002
4	14	67.86	59.86	358.32	528.02
5	10	69.6	59.6	3552	51.03
6	150	348	198	3.920	19.79
Total					260.7

Source: Field work: 2025

The degree of freedom (df)=C-1)(R-1)

Dr= (2-1) 4-1= 3

Calculated (X^2) value =260.7

Critical value at 0.05 = 7.81

Since the calculated table value is greater than the tabulated value, we therefore reject the null hypothesis and accept the alternate hypothesis meaning Water Board was not able to provide portable water to all the citizens of the State.

Table three

Contingency table for objective two on weather bureaucratic challenges militated against water supply by Water Board

Respondents	Agreed	Disagreed	Total
Senior staff	13 (65.52%)	26 (43.29)	39
Junior staff	10 (67.2%)	30(44.4)	40
Consumers	145 (336%)	55(3.33%)	200
Total	168	111	279

Source: field work. 2025.

Table four

Showing computation for chi-square table for objective two

	Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$\frac{(Fo-fe)}{Fe}$
1	26	43.29	22.71	515.7	11.91
2	30	44.4	14.4	207.3	4.668
3	55	3.33	5.16	0.825	2.477
4	13	56.52	6.48	41.99	6.408
5	10	67.2	57.2	3271	4.867
6	145	3.36	144	207.3	6.169
Total					36.49

Source: Fieldwork 2025

The degree of freedom (df)=C-1)(R-1)

Dr= (2-1) 4-1= 3

Calculated (X^2) value =36.49

Critical value at 0.05 = 7.81

Since the calculated table value of 36.49 is greater than the tabulated value of 7.81, we therefore reject the null hypothesis and accept the alternate hypothesis meaning bureaucratic challenges militated against water supply by Water Board

Discussion of findings

This study examines the challenge of Bureaucratic Process in National Development; Water Board Cross River State. From the tables of analysis the study discovered that water supply has not positively impacted on the lives of the people in our study area. The result showed the inability of Water Board to provide portable water to all the citizens of the State, The researcher observed that there were complaints that only few areas had water specially areas where the leaders or government officials stay.

There was also interference from political gladiators, preferential employment based on political, family and ethnic considerations. These became administrative challenges as activities; decisions were not smooth to enhance good performance. Nepotism, corruption and other negative practices hindered the progress of Water Board CRS. Despite the budgetary allocation to the Board, corruption contributed to its failure because administratively the state was in control. This also led to some delays in implementation of policies, lack of promotion of staff, delay in the payment of salaries. The research also observed that these issues made some staff nonchalant to their work and it also

brought selective supplies where some areas were given water and some areas were not given water by the staff.

Conclusion and Recommendations

Based on the findings of this work, the study concludes that Water Board Cross River State could not meet its target of water supply to the citizens' despites the financial resources to the sector. Data and interviews from the field indicated that Political interference by gladiators was a major cause in Water Boards activities. Thus the Cross River Water Board objective to supply water to the citizens was a failure.

Based on the foregoing, the following recommendations are made in the study: first water board should improve on it service to the public, they should key in to what the present governor is doing to revive the corporation so as to achieve its aim of providing water to the citizens. Also the State government should eliminate the negative interference of gladiators and to maximize the operation of Rational Bureaucracy in Water Board Cross River State.

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