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STAKEHOLDER PROJECT ENGAGEMENT AND PERFORMANCE OF WATER PROJECTS IN TRANS NZOIA COUNTY, KENYA

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ABSTRACT

This study sought to establish the relationship between of stakeholder engagement and performance of water projects in Trans Nzoia County, Kenya. More specifically, the study objectives were: resources mobilization, and risk management on performance of water projects in Trans Nzoia County, Kenya. The study was anchored on the following theories; the resource dependence theory and the theory of constraint. The study adopted descriptive research design and targeted 183 respondents from project staff, beneficiaries and KIs of water projects. The sample size using formulae by Yamane (1967) was 126 respondents. Stratified random sampling was used to select respondents. The study collected primary data using the questionnaire. The questionnaires were piloted using 10% (13) respondents from the target population that which was not be included in the final sample. This was to check validity and reliability of the questionnaire. The collected quantitative data was cleaned and entered into Statistical Package for Social Sciences (SPSS) version 28. The findings result is now presented using tables and figures. The results of the study are expected to contribute to the current policy debate on project stakeholder engagement and its link with the performance of water projects. The pilot test results was over 0.7 for reliability and 0.5 for content validity. The study concludes and recommends that there was a good relationship between the independent and dependent variable, hence the need to implement this research outcome.

Key Words: Stakeholder Engagement**,** Performance of Water Projects, Resources Mobilization, Risk Management, Trans Nzoia County

Background of the Study

Project performance is a multi-dimensional concept that has traditionally been examined based on time, budget and quality parameters. Other scholars have analyzed project performance on the basis of the ability to meet the expectations of the end users and environmental concerns. Project performance is an important construct since projects are initiated to meet goals. In fact, one of the hardest responsibilities of the project managers is to enhance performance of the projects. However, performance of the project requires a participatory approach to coordinate the activities throughout its phases with the implementation cycle being the most challenging one. The implementation is the most critical phase since most projects fail at this stage. For instance, the report by Standish Group (2009) indicated that out of the initiated projects in United States of America (USA), 24% of them fail at the implementation phase and only 32% do make go through the implementation stage. Similarly, Mathew (2011) argues that almost 30% of the projects initiated by non-governmental organizations (NGOs) end up unsuccessful during the implementation phase. Therefore, a high degree of stakeholder project engagement is required during the implementation phase if the project is to be successful and thus performance.

Stakeholder project engagement in implementation arises when all stakeholders of the project are included in the execution of the activities of the project. Considering the entire lifecycle, implementation fall at the third phase where the formulated project plan at the initiation phase is put into action (Al-Hajj & Zraunig, 2018). Stakeholder project engagement covers involvement of the community in activities of the projects as well as the members of the community being employed within the project. Bokea (2012) shares that in most cases; the project failure at the implementation phase can be attributed to inability of the community to participate in activities. The views are consistent with Limo (2013) who noted that inadequate stakeholder engagement at the implementation phase is the major factor resulting into failure of the projects at this phase. Therefore, this study will seek to provide the link between stakeholder project engagement and performance of water projects in Trans Nzoia County, Kenya.

Statement of the Problem

Performance of the project has traditionally been established on the basis of cost, time and budget (Momeni & Martinsuo, 2018). The available literature indicates that project performance is influenced by how the stakeholders are involved to participate in the implementation phase of the project. Stakeholder engagement provides a sense of ownership of the project among the stakeholders which drives success. It is estimated that about 24-30% of the projects fail at the implementation phase because of lack of stakeholder engagement from the grass root (Brown et al., 2021).Water projects' performance in Kenya continues to be low in spite of the realization that engaging stakeholders is vital for project performance and general community development. The importance of stakeholder engagement has been insufficiently emphasized due to project development's unclear interpretation (Chitonge, 2014).

Literature on participatory approaches during project implementation include Kogi (2013) who studied the factors that shape and predict the degree of effectiveness when it comes to implementation of construction projects in Nairobi County. The identified factors include selection of the contractors, funding of the project, cost control and scheduling in the project. Al-Hajj and Zraunig (2018) looked at the project management implementation and its link with successful project completion using a case of constructions projects in Kenya. It was shown that the techniques and tools used in management of the projects determine successful implementation. Kiragu (2015) looked at the strategies of implementing projects and their interaction with project performance and identified the salient strategies to include the design of the project, monitoring and evaluation, resource management and engagement of stakeholders.

Smith (2022) and Johnson & Lee (2023) focused their studies on inclusive stakeholder engagement in Rwanda's secondary education system. From the aforementioned studies, it is evident that some of them were done focusing on factors influencing project implementation. Other studies were conducted on construction projects and not Water Projects which create gaps. In view of the foregoing, this study sought to establish the cause of non-performance of Water Projects in Trans Nzoia County, Kenya and on how to bridge the existing knowledge gap with the outcome of my study.

Objectives of the study

The general objective is to establish the relationship between stakeholder project engagement and performance of Water Projects in Trans Nzoia County, Kenya.

The study was guided by the following specific objectives:

i. To examine the effect of stakeholder resource mobilization on performance of Water Projects in Trans Nzoia County, Kenya
ii. To analyze the relationship between stakeholder risk management and performance of Water Projects in Trans Nzoia County, Kenya

LITERATURE REVIEW

Theoretical Review

Resource Dependence Theory

The theory was formulated by Pfeffer and Salancik (1978) and it argues that in addition to being exposed to internal contingencies, the external contingencies also influence success of the project. The fact that resources are required for success of the project creates these contingencies. The resources required by the firm are likely to be controlled by the external factors and this is likely to shape the behavior of the project members resulting into external dependence. In order to limit the influence and power on the resources, majority of the organizations strive to reduce their own dependence or ensure that they increase how other firms dependent on them so as to meet the goals of the projects. This implies that projects place more emphasis on the need to have resources required for long term survival (Chilton, 2014). Hence, the theory argues that project organizations need to manage their resource dependence within the environment so that there are successful activities. The composition of the board of the project organization has an influence on how the firm manages its resource dependence in the environment.

Pfeffer and Salancik (1978) argue that board enhances the skills and accessibility to resources and legitimacy. In essence, a board that is able to avail rare and unique resources to the firm is of greater essence as compared to the board which only plays a monitoring and control role. The environment of the project is seen as comprising of the all the events within the surrounding and world that may have an influence on how the activities of the project are conducted. The key theme arising from this theory is one focusing on interdependence. Within the socially established systems, interdependence comes about because of the open systems and it comes because one of the actors may not have an influence on all the required conditions for realization of the objectives of the desired outcome (Pfeffer & Salancik, 2003). Given the fact that another different organization may have an influence and control on the resources, it is important that the focal organization interacts with other elements within the environment in order to come up with the required resources for completion of the project activities.

The desire to have access to different resources including the financial, human and technological resources that are harnessed from the environment means that the project organizations should always dependent on internal or external sources so as to obtain these resources (Pfeffer & Salancik, 2003). There is mutual dependence between the actors as they strive to ensure that the flow of resources is adequate and thus resulting into a network of social interdependences and interactions. There are three factors within this theory that inform the success of the projects: the importance of the resources and the degree to which they are

required by the project organization, the extent that stakeholders of the projection have discretion on the allocation and use of these resources and the degree of control on these resources by an interest group within the environment (Pfeffer & Salancik, 2003). Since project organizations are not self-reliant and sufficient, they need to depend and interact with other actors and units in the environment so that are able to secure and manage the resources required (Pfeffer & Salancik, 2003). Thus, the project units become dependent on the external environment of the project organization. Thus, survival of the project units requires the project organizations optimally manage the resources in place while forming relationship with others units that have an influence on the resources required (Harrison, Hall & Nargundkar, 2017). The theory supports stakeholder engagement in resources management and the role it plays as far as project performance is concerned.

Contingency Theory

The theory was developed by Fiedler (1964) and it argues that there exists no clearly established best ways or approaches of managing organizations. As such, the theory argues that the management should formulate strategies on the basis of the experienced conditions and situations in the firm. The theory argues that there exists a range of contextual factors (risk) where each of these has an influence on the project activities. The theory calls for the project managers to improve on effectiveness with the organization so that they are well placed to respond to changes in performance of the projects.

To generate contingencies, emphasis is placed on the need to remove or reduce the negative results of the risk (unforeseen circumstance). The theory indicates that there exists no suitable approach of managing and leading an organization. It also indicates that one approach that is suitable in a given circumstance may not necessarily be suitable in another situation. It can therefore be inferred that an optimal style of leadership is only contingent upon different constraints that are either internal or external to the organization. Thus, the theory helps to understand the role of stakeholder engagement in risk management on project performance.

Conceptual Framework

Conceptual framework is a diagrammatic representation of the study variables together with the relationship between them. Figure 2.1 is the conceptual framework of the study.

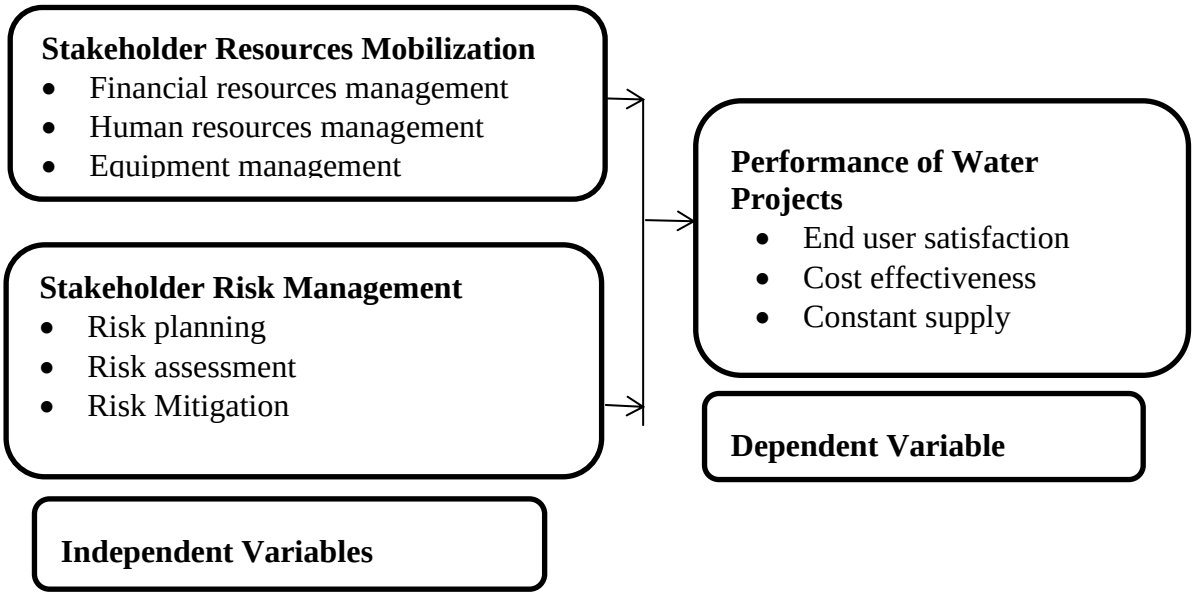

Figure 2. 1: Conceptual Framework

Stakeholder Resources Mobilization

Resources Mobilization for Sciences Activities in Early Years Education was defined operationally as availability of right learning and teaching resources, accessibility of learning

and teaching resources, utilization of learning and teaching resources, enhanced safety of early years' classrooms, improved performance in science activities learning and teaching in early years' education. A number of empirical studies suggest that consultative stakeholder participation may have significant positive effects on resources mobilization for science activities in early years' education (Dinnebeil, Pretti-Frontczak and McInerney 2009; Case-Smith and Holland 2009; Frankel 2004; DeVore, Miolo and Hader 2011). Piper, Merseth and Ngaruiya (2018) investigated whether and how counties go beyond the basic provision of facilities and teachers to invest in learning materials, expand teacher professional development, and hire coaches to improve the quality of teaching.

There are various resources that are needed for success of the project (financial, human resources, technological resources and equipment and tools as well as the time). Management of finances requires an organization to draft a budget that outlays revenues and expenditures over an established time frame (Momeni & Martinsuo, 2018). As shared by Dwivedula (2019), there are various complexities faced during financial management in the project management context especially with regard to financial resources that are limited, inability to predict costs with certainty, specific requirements for financial reporting and poor cash flow planning. To manage finances, organizations should ensure that the expenses are within the provisions of the budget outlays (Obegi & Kimutai, 2017).

Management of human resources require emphasis on such aspects as team work among the project staff, hiring and recruitment of the project team, motivation through reward of the project team and performance management (Ochieng, 2014). Performance management of the project staff determines the level of their productivity. Equipment includes the machines and tools that are required by the project staff to carry out some of the project activities. As a resource, ICT facilitates connectivity between different departments in the project organization that enhances the level of efficiency in planning and monitoring and controlling of resources (Danis & Kilonzo, 2014).

Stakeholder Risk Management

Stakeholder management theory conceives an organization as a complex, dynamic and interdependent network of multidimensional relationships with a wide variety of stakeholders. Performance and competiveness depend on how well firms manage and nurture these relationships strategically in order to achieve corporate objectives and how they are perceived to manage them by the stakeholders, in their interests (Zsolnai 2006). From a risk management perspective the benefits of consulting with these stakeholders are said to be numerous and include: higher levels of trust with stakeholder groups; stakeholders being able to contribute to decisions affecting their future; higher quality information for making business decisions; a wider understanding in the community of constraints upon firms; stakeholders feeling more involved in decision-making processes and feeling their interests are being considered; stakeholders better understanding their risk and opportunity management responsibilities and; greater collective responsibility in managing risks.

In essence, the stakeholder paradigm is based on the premise that people are not rational when thinking about risk but are influenced by cultural and social networks in which they are imbedded. In other words, people form their own subjective perceptions of risk which often differ from the objective assessments made by managers, experts and scientists and their behaviour reflects these perceptions (Berry 2004). Ultimately, it is argued that there is no other way for managers to interpret risks other than in terms of human values, emotions and networks. This position is supported by Barnes (2002) who points out that while risk managers have become more scientifically and technologically sophisticated in their approach to managing and measuring risk, the majority of the public continue to rely on cultural and social explanations of risk events, leading to significant perceptual differences between the community and the projects sector. Therefore, it is likely that in many companies there may remain significant institutional "blind spots" which ignore the contextual experience of risk and the perceptual issues that are relevant to public concern (Loosemore et al 2005).

Identification and analysis of risk to come up with relevant strategies for mitigation is an important activity for the success of the project. Risk is viewed as unforeseen circumstance that can be external or internal which may have an adverse effect on successful implementation of the project (Okada, Chabay & Renn, 2018). Identification of risks and setting up contingency measures when risks occur is a key task for the project managers. Risk identification focuses on bringing out the possible factors causing the risk and the problems that can emerge as risks. Some of the key source s of identification of risks includes the project team members, target groups and the stakeholders. One means of identifying risks is through brainstorming with the project stakeholders. It is important to involve all the stakeholders in the risk identification process so as to explore on as much probable sources as possible (Das, Mahesh & Kumar, 2016).

Risk assessment comes in after the sources of risks have been identified. The assessment of the risks should be in terms of the impact on the budget and timelines (Urbański, Haque & Oino 2019). Risk assessment helps in prioritization of the risks. The project management should always have in place a contingency plan for managing risks so as to reduce the related impacts. Risks should be reviewed and monitored continuously as the project progresses throughout its phases (Rabechini & de-Carvalho, 2013). Risk identification allows the project managers to fish out the probable risk likely to affect realization of the objectives of the project. On the other hand, risk analysis allows the project managers to qualitatively and quantitatively analyze the probable consequences of risk and the likelihood of their occurrence (Maskrey, Mount, Thorne & Dryden, 2016).

Performance of Water Projects

Projects are initiated to meet several needs of people in the community. In the health care context, projects initiated here seek to boost health standards of people in the society. Project performance means that the established activities at the initiation and planning phase are actualized within the budget, timeliness and quality standards (Carvalho & Rabechini, 2015). Furthermore, performance of the project means that it is ultimately accepted by the end users who feel they are satisfied with its outcomes (Alias, Zawawi, Yusof & Aris, 2014). Success of the project requires an understanding of the project requirements from the inception. A project is regarded as successful when it has been implemented in time and budget provisions (Aimable, 2015).

Water projects are initiated with the aim of benefiting community members by enhancing access to clean and safe water. In attaining this objective, performance and its sustainability needs to be viewed as a carefully selected investment option and resources utilized to generate new higher or equal value opportunities (Wallace & Grover et al., 2008). Sustainability models show that sustainable performance of water systems is impacted by technical, environment, socio-economical and institutional aspects (Vohland & Boubacar, 2009). Stakeholders therefore need to come up with institutional strategies in order to operate and maintain water systems which meet project beneficiary pressing needs.

Empirical Review

Stakeholder Resources Mobilization and Performance of Water Projects

A study conducted by Nair (2014) focused on allocation of resources and the role it plays in ensuring there is success in software projects. It was shown that resource constraints, schedules and budget are predictors of success of the software projects. Demilliere (2014) conducted a study on human resource (HR) in management of the projects focusing on Rome. It was shared that HR largely concerns with recruitment of the project teams, how the team is organized and managed to the completion of the project. The success of the project is informed by the project management team which is a HR component. Three crucial activities are considered as far as HR is concerned covering selection, training and management of the project staff. These are the drivers of the HR function in management of the projects.

Dwivedula (2019) did an inquiry into HR management (HRM) and the management of the projects. The study was conducted through review of relevant literature and information from peer journal articles. In total, 104 articles were reviewed. The key themes that emerged from the study include the fact that HRM is a critical component when it comes to management of the projects. The second theme was the fact that the project managers drive the success of the projects. The third theme was that project HR drives competitiveness of the project organization. It also emerged that the project HR is a driver of innovativeness in an organization. Umulisa, Mbabazize and Shukla (2015) did a study on resource planning of the project and its link with performance. The study was conducted in context of Rwanda. The variables that were explored by the inquiry included HR planning, financial resource planning as well as time and material resources planning. Leveraging on cross-sectional study design, it was shared that resource planning shape and predict performance of the project.

Obegi and Kimutai (2017) concentrated on nonprofit entities in Nairobi to bring out the link between scheduling of resources and the performance of the projects. The variables that were covered by the study included budgeting, staffing, project changes and project equipment. Targeting 187 INGOs, 94 were randomly selected. The study noted that there were regular budget monitoring aimed at measuring expenditure against the budget outlays. The project staff completed their activities in line with the plans. Ochieng (2014) focused on HR and its link with project implementation in Kenyan context. The four key dimensions of resources were examined covering human resources, finances, technologies and time resources in reference to project management. The study covered the telecommunication companies in Kenya including Safaricom, Airtel and Telekom. It was shown that the firms raised awareness on the need for management of resources. There was poor management of technologies in the firm as shown by the respondents, who said most of the operations were still being conducted manually,

Danis and Kilonzo (2014) conducted a study on resource allocation planning and its role in project planning efforts. The focus of the study was on public financial entities where 12 of them were purposively sampled out and involved in the study. It was shown that the allocated resources to the public financial sector were not adequate and the allocation of these resources had an influence on project performance. Momeni and Martinsuo (2018) focused on allocation of human resources and the role it plays as far as the success of the project and non-project related activities were concerned. The adopted design was qualitative in nature. It was shown that resource allocation can either be bottom up or hybrid. The key issues encountered by the managers when allocating resources as noted by the study include delays, adaptation to change and the ability to prioritize.

With emphasis on Sony Sugar Company limited, Kenya, Omollo, Christopher and Onyango (2017) looked at allocation of resources and its role as far as performance was concerned. The adopted design was descriptive with 999 respondents being targeted and 329 being sampled out. The usefulness of the results was to enable the organization reorganize the strategies during the process of implementation while enhancing the available programs of allocation of resources. The results also enabled the firm to have a check on the role that external factors play as far as the allocation of resources was concerned.

Stakeholder Risk Management and Performance Water Projects

Multimedia technology can offer a potential solution to stakeholder engagement in the risk management process. Multimedia is a combination of two or more communication mediums such as text, image, sound, speech, video, and computer programs. From a risk management perspective, the main advantage of multimedia compared to traditional mediums of communication is its ability to engage, enthuse and stimulate the stakeholders involved in the learning process which occurs when stakeholder knowledge is effectively integrated (Nonaka 1994). For example, Wright (2004) studied operative and management training in a range of major organizations and found that multimedia offered numerous pedagogical advantages over traditional training methods. Indeed, research indicates that people, no matter what background, retain and understand up to 91% more when using multimedia compared to

computer and paper-based management systems (Bailey 2001). While multimedia is used in industries like mining and power transmission to manage risk (Wu and Che 2008) it is used little in construction and even less in a more general corporate enterprise-wide risk management context. Loosemore et al (2005) argue that most approaches to risk management in construction are unimaginative, pedagogically un-stimulating and appear deliberately designed to exclude rather than involve people in the risk management process (Jamaal, 2018).

Risk communication is a vital and ongoing part of effective risk governance. It is a cross-cutting function at the centre of the risk governance framework. It is the continuous process of sharing or exchanging risk-related information, data and knowledge among the diverse groups involved in risk governance, such as scientists, policymakers, regulators, industry, consumers and the general public. Internally, risk communication develops a common understanding among risk assessors and managers of their tasks and responsibilities. As part of stakeholder involvement, risk communication allows stakeholders to receive important information in a timely manner. It also allows stakeholders to make informed contributions to the risk governance process by creating a deliberate two-way dialogue, which gives stakeholders a voice. Once a risk management decision has been made, the role of communication is to explain the rationale for said policy decision to stakeholders. Without risk communication, there cannot truly be any successful stakeholder involvement. Effective and early communication is the key to creating long term trust in risk management, in particular when knowledge about a risk is complex, uncertain and/or ambiguous. Stakeholder involvement then goes beyond communication by ensuring that stakeholder knowledge, interests, values and world-views are incorporated and given their due in the governance process. In addition, stakeholders are important agents for disseminating the results of the risk governance process and facilitating outreach throughout (Jamaal, 2018).

RESEARCH METHODOLOGY

The study adopted descriptive research design to meet the formulated objectives. The study target population was 330 respondents covering the finance manager, project accountant, the human resources manager, the ICT manager, the public relations manager, risk manager, monitoring and evaluation manager, the project moderators and community leaders like chiefs and government officials. The study used formula by Yamane (1967) 126 respondents. The study utilized questionnaire and interview guide as the main instrument for the collection of data. Once edited, the data was entered into excel for cleaning before being exported to the Statistical Package for Social Sciences (SPSS) version 28. The results was summarized using means and standard deviation. To test the propositions and make relevant inferences, the study adopted correlation and regression analysis. Linear regression analysis was used for testing the hypotheses and deciding whether to reject or accept. The results is now presented using tables and figures.

RESEARCH FINDINGS AND DISCUSSION

Out of 126 questionnaires that were circulated to the respondents, 89 of the respondents dully filled and retuned questionnaires; yielding a response of 71%. This was considered to be a reliable response rate for the generalization of study findings as in line with Sharma (2015), stating that a response rate of 70% and above is believed to be a reliable response rate. This was less 13 (10%) respondents who were pilot tested.

Descriptive Statistics

In this section, the study presents findings on Likert scale questions on the role of inventory management practices and performance of Water projects in Trans Nzoia County, Kenya. The study specifically presents the effect of stakeholder resource mobilization, stakeholder risk management on performance of water projects in Trans Nzoia County, Kenya. Respondents were asked to use a 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) = Agree, 3(UD) = undecided, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Results obtained were

interpreted using means and standard deviations where a mean value of 1-5 was interpreted as; (SD) =strongly disagree, (D)= disagree, N= neutral, (A)= agree and (SD) = strongly agree.

Stakeholder Resource Mobilization

Respondents were requested to give their responses in regard to Stakeholder resource mobilization in a five-point Likert scale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Results obtained were presented in Table 4.3 below:

Respondents were requested to give their opinion on the variable Stakeholder resource mobilization. From table 4.1`, the respondents unanimously agreement that resource management ensured performance of water projects and periodic review in Water projects in Trans Nzoia County, Kenya viable with agreement of a mean was 3.372, and Standard Deviation of 1.067 Through their experience in Water projects in Trans Nzoia County the respondents gave neutral response with a mean of 3.531 and Standard Deviation of.9206 their human resource management contribution to the quality and innovation of the stakeholder resource mobilization with strongly agree a Mean of 3.902, and Standard Deviation of .9055; level of education in project tools and equipment's it is important to put in place and maintain project the respondents gave a strongly agree with a Mean of 4.061, and Standard Deviation of . 7394; The management of Water projects in Trans Nzoia County, Kenya implements performance of Trans Nzoia ward the respondents disagreed with a Mean of 3.541 and SD=1.3018); and Stakeholder resource mobilization enhances performance of Water projects in Trans Nzoia County, Kenya, they agreed with a Mean of 3.566, Standard Deviation of .7015. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Stakeholder resource mobilization, enhance effective performance of Water projects in Trans Nzoia County, Kenya.

Table 4. 1: Stakeholder Resource Mobilization

Statement	Mean	Std. Dev.
Trans Nzoia County ensures their experience Financial resource management through Real time basis	3.377	1.068
Water projects in Trans Nzoia Kenya has been able to human resource management	3.531	.9206
project tools has contribution to performance of Water projects in Trans Nzoia, Kenya	3.902	.9055
proper equipment to stakeholder monitoring and control It is important to put in place Stakeholder resource mobilization	4.061	. 7394
The management of resources in virtual integration	3.541	1.3018
Stakeholder resource mobilization enhances performance of Water projects Trans Nzoia, Kenya.	3.566	.7015

Stakeholder Risk Management

Respondents were asked to give their responses in regard to stakeholder risk management on performance of Water projects in Trans Nzoia County, Kenya i.e. 5 point likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Their responses are presented in table 4.9 below:

From table 4.2, respondents, respondents agreed that stakeholder risk management ensure performance of water projects , Kenya; the respondent gave a Mean of 4.035 and Standard Deviation of.7303; risk identification on performance of water projects Trans Nzoia , Kenya , they gave strongly disagree with a Mean of 4.002 and Standard Deviation of .7307; data collection and quality assessment can affect performance of Water projects in Trans Nzoia County, Kenya; the gave strongly agree with a Mean of 4.206, Standard Deviation of . 8907; In cases of progress reporting to embrace a better performance of Water projects in Trans Nzoia Trans Nzoia County, Kenya stakeholder risk management to performance of Water

projects in Trans Nzoia Trans Nzoia , Kenya ;most of the respondents were neutral with a Mean of 3.925 and Standard Deviation of .7306; and variance analysis and reporting to enhance market share results, our Trans Nzoia has in recent time conducted modern sensitivity resolution towards performance of Water projects in Trans Nzoia County, Kenya; they gave a Mean of 4.104 and Standard Deviation of .7055.

These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of stakeholder risk management are the best value reaction to sort out non-performance of, after Stakeholder risk management, for resolving return on investment. The problem areas giving rise to disputes are mainly related to Water projects in Trans Nzoia County's matters.

Table 4. 2: Stakeholder Risk Management

Statement	Mean	Std. Dev.
Trans Nzoia a embrace stakeholder risk management on performance of Water projects in Trans Nzoia, Kenya.	4.034	.7305
Trans Nzoia embrace data collection on performance of Water projects in Trans Nzoia,	4.037	.7306
Variance analysis on performance of project Trans Nzoia, Kenya	4.097	. 7393
stakeholder risk management on performance of Water projects Trans Nzoia , Kenya	3.956	.8361
Data collection and quality assessment on performance of water projects Trans Nzoia County, Kenya	4.104	.8051
progress reporting on performance of Water projects in Trans Nzoia County , Kenya	4.059	.7104

Performance of Water projects in Trans Nzoia

Respondents gave their level of agreement on various statements relating with performance of Water projects in Trans Nzoia, Kenya. The results were as presented in Table 4.3 below. From the research findings, respondents were in agreement that performance of water projects in Uasin Gishu , Kenya is being affect by end user satisfaction, they gave 63.2%; when asked about customer satisfaction and its effect on performance of Water projects in Trans Nzoia County, Kenya they gave strongly agree of 60.7 %; When the respondents were asked to show their level of agreement on how cost effectiveness budget affects performance of Water projects in Trans Nzoia County, Kenya they gave strongly disagreed of 9%; When also the respondents were asked to show their level of agreement on constant supply of the Trans Nzoia County , Kenya government on performance of Water projects in Trans Nzoia County, Kenya they gave They gave agreed of 59.7%; Alternative strategy to contribute to Stakeholder communication on performance of Water projects in Trans Nzoia County Kenya they gave neutral of 42.5% and through stakeholders performance of projects is measured by quality, communication, Stakeholder communication on performance of Water projects in Trans Nzoia County, Kenya they gave disagreed of 74.2%. The outcome is in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public project as corruption, delayed payments, poor planning, statutory amendments, insufficient use strategic evaluation low public participation, and improper payment procedures negatively affects performance of Water projects in Trans Nzoia County, Kenya.

Table 4. 31: Performance of Water projects in Trans Nzoia

Statements	Yes (%)	No (%)
End user Satisfaction an affects performance of Water projects in Trans Nzoia County,	58	42
No. of water projects can affects their performance Trans Nzoia County, Kenya	61	39
Cost effectiveness budget can affect performance of project Trans Nzoia , Kenya	44	56
performance of Water projects in Trans Nzoia, Kenya	59	41
Constant supply delay can affects performance of projects, Kenya	43	57
performance of projects in Trans Nzoia County, Kenya	70	30

Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors such as Stakeholder resource mobilization, and Stakeholder risk management and performance of Water projects in Trans Nzoia County, Kenya.

Table 4. 4: Correlation Coefficients

		Performance of Water Projects	Stakeholder resource mobilization.	Stakeholder risk management
Performance Of Water projects in Trans Nzoia	Pearson correlation	1		
	Sig. (2-tailed)			
Stakeholder resource mobilization	Pearson correlation	.534*	1	
	N.	89*		
	Sig. (2-tailed)	.001	.041	
Stakeholder risk management.	Pearson correlation	.156*	.240	1
	N	89*	89	
	Sig. (2-tailed)	.000	.035	
			89	89

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between Stakeholder resource mobilization and performance of Water projects in Trans Nzoia County, Kenya (r = 0.534

and the weaker relationship found between Stakeholder risk management and performance of Water projects in Trans Nzoia (r = 0.156).

This is tandem with the findings of Ongeri and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination.

Table 4.5: Regression Coefficient Results

Unstandardized coefficients	Standardized coefficients			T	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	-.133	.060	-1.144	4.004	.002
Stakeholder resource mobilization	.410	.132	555	5.472	.003
Stakeholder risk management.	.250	.115	.321	2.657	0.001

Regression model: $Y = -0.133 + 0.41X_1 + 0.25X_2$

A unit change in stakeholder resource mobilization would thus lead to a .410 effect on performance of Water projects in Trans Nzoia County , Kenya sector ceteris paribus further unit change in stakeholder risk management would lead to .250 of sector. This finding is in line with the findings of Ongeri and Osoro (2021). This implies that among other factors, Stakeholder resource mobilization and Stakeholder risk management are significant determinants of performance of Water projects in Trans Nzoia County , Kenya.

Conclusion

Stakeholder Resource Mobilization

The study concludes that there is a positive relationship between Stakeholder resource mobilization and Performance of Water projects Speciation identification, periodic design assessment, continues improvement and proactive assessment are among the Stakeholder resource mobilization factors that significantly influenced the performance of Water projects in Trans Nzoia County, Kenya. The study further concludes that by implementing Stakeholder resource mobilization has enhanced performance of Water projects in Trans Nzoia County, Kenya, leading to operational increase in efficiency and effectiveness. Therefore, the study concludes that Water projects in Trans Nzoia County, Kenya has significantly increased their strategic' quality management in the Trans Nzoia County, Kenya government in strategic management repetitions.

Stakeholder Risk Management

The researcher concludes that there is a positive relationship between Stakeholder risk management and performance of Water projects in Trans Nzoia County, Kenya. Partnership enforcement policy, collective bargaining, alternative dispute resolution processes, free expression of concerns by involved practices are among the coordination factors that significantly influenced the performance of Water projects in Trans Nzoia County, Kenya. The researcher further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at Water projects in Trans Nzoia in the level of performance of Water projects in Trans Nzoia County has increased. Therefore, the study concludes that Water projects in Trans Nzoia County, Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the stakeholders paradigm.

Recommendations

Stakeholder Resource Mobilization

The study recommend that Stakeholder resource mobilization formalizes relations between practices within a robust legal framework, but is much more besides; it is an opportunity to define the arrangements that encompass every aspect of what outcomes the Water projects in Trans Nzoia County, Kenya wants from the strategic and how it wants the relationship to work. This means that needs to take an active role in the development of the quality mechanism early on; it should not be left as a supplementary activity post negotiation. At preparation of every quality management can contribute to strategic evaluation on performance of Water projects in

Trans Nzoia County, Kenya. Proper Stakeholder resource mobilization can result to high performance in Water projects in Trans Nzoia County, Kenya.

Stakeholder Risk Management

This researcher recommends that stakeholder risk management had a strong relationship with performance of Water projects in Trans Nzoia County, Kenya. When relationship are not properly managed, they may cause strategic delays, undermine team spirit, increase delay costs, and, above all, damage business relationships. With the increase in the number of participants in a strategic management, it is obvious that more business interactions and arguments end up with an increase in the number of strategic relationship disputes. Research in preventing and resolving relationship disputes supports the effort for better understanding and harmonization of the different cultures. Therefore, this study recommends to the management of Water projects in Trans Nzoia County, Kenya to enhance and upgrade on the implementation of all applicable alternative disputes resolution mechanisms so to protect relationship with its stakeholders in the strategy practices.

Areas for Further Studies

This research focused on stakeholder resource mobilization and stakeholder risk management and performance of Water projects in Trans Nzoia County, Kenya. The study therefore recommends a further study to be conducted to other counties other than Trans Nzoia, Kenya. Then get their findings and compare with this and agree or disagree. In the present study, the value of R square was established as 0.713, this means that 71.3% change in performance of Water Projects in Trans Nzoia County, Kenya. This shows that there are other additional factors that have significant effect on performance of these projects other than stakeholder engagement that future studies should seek to establish. Aside from water projects, future studies can be conducted targeting other projects like those dealing with road construction.

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