



The Strategic
JOURNAL of Business & Change
MANAGEMENT

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



www.strategicjournals.com

Volume 10, Issue 4, Article 076

**STAKEHOLDER INVOLVEMENT AND PERFORMANCE OF GOVERNMENT WATER SUPPLY PROJECTS IN
GARISSA COUNTY, KENYA**

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GARISSA COUNTY, KENYA**

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Accepted: November 18, 2023

DOI: <http://dx.doi.org/10.61426/sjbcm.v10i4.2816>

ABSTRACT

This study ascertained how the success of water delivery projects in Kenya's Garissa County is affected by stakeholder involvement. The study employed a cross-sectional and descriptive research design. The study targeted 47 water projects in Garissa County that were put into place between 2013 and 2021 as the study's target population. The researcher collected data from 47 project managers. The research used a census approach because the quantity of respondents was minimal and controllable. Both descriptive and inferential statistics were used to analyze the data. The study took both qualitative and quantitative data into account. Tables and figures were used to display the data that was created. The researcher deduced that the respondents participated in project initiation to a moderate extent. It was also established that the respondents participated in project planning to a moderate extent. Additionally, it was deduced that the respondents participated in project implementation to a great extent. The study concluded that there was a significant strong positive correlation between project initiation, project planning, project implementation and performance of water projects. However, the researcher inferred that there was insignificant effect of changes of monitoring and evaluation on performance of water projects. The government and other development agencies need to enhance stakeholder participation in project initiation; this would result into more sustainable water projects in Garissa County, Kenya. The government and development agencies need to strengthen stakeholder participation in project planning, as this would enhance project ownership and result into more water projects in Garissa County, Kenya. The government and development partners should further adopt mechanisms that for greater stakeholder engagement in project implementation, this would better outcomes in terms of sustainability of water projects in Garissa County, Kenya. The government and other development partners need to encourage stakeholders in monitoring and evaluation processes for the water projects. This would help them to identify gaps and challenges as well as the extent to which the project is impacting on their lives, this will enhance the sustainability of such projects.

Key Words: Project Initiation, Monitoring and Evaluation, Stakeholder Participation, Project Implementation

CITATION: Galgallo, A., & Ngugi, L. (2023). Stakeholder involvement and performance of government water supply projects in Garissa County, Kenya. *The Strategic Journal of Business & Change Management*, 10 (4), 1191 – 1207. <http://dx.doi.org/10.61426/sjbcm.v10i4.2816>

INTRODUCTION

The provision of water supplies, cleanliness, and sewage has been acknowledged as a crucial tool for promoting human rights by the UN's Special Rapporteur on Human Rights on Safe Sanitation and Drinking Water (UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation, 2012). Less than one-third of the 94 countries were identified during the two-year UN-Water GLAAS assessment in 2014, which also set coverage goals for schools and sanitation (WHO, 2014). It is crucial for national and international monitoring of water projects in order to influence investment and policy plans, benchmark customer satisfaction, and measure, evaluate, and report on advancements among nations. Data collection may be done effectively and used by a variety of stakeholders thanks to a framework that connects monitoring and evaluation at many levels (such as county, regional, and global) (Bradley & Bartram, 2013). To allocate financial resources effectively and efficiently within such a framework, it is necessary to have strong indicators and terminologies that help to understand covering trends and status (WHO/UNICEF, 2014).

For 1.4 million individuals globally, access to clean water poses a threat to their quality of life, and 3.6 million people around the world lose their lives to water-related illnesses each year. 98% of those people live in the developing world, and 84 percent of them are children. The issue is real for those who reside in underdeveloped countries. The water crisis has become a serious issue that needs to be addressed in order to preserve the lives of the poor people who are dying from diseases that may be averted. According to the UN Human Development Report, in the developed world, fighting with conventional weapons kills less people than crises do. (Water, 2013).

According to the Pmi (2004), executing a collection of tasks in a way that maximizes results is what is meant by project performance. The key way an organization may improve project performance is to prevent project failure. On the other hand, Desai

(2013) views performance of the project as the fulfillment of numerous, usually incompatible project goals with regard to output, reliability, and cost. In order to ensure effective completion within the spending, utilize the anticipated resources, and achieve the desired objectives, project performance therefore involves the execution and assessment of a project.

According to Bailur (2016) stakeholders are persons, groups or even organizations that stand to benefit or lose either directly or indirectly from particular project. A stakeholder is a person or entity that actively engages in a development or whose interest may be positively or negatively impacted by the project's execution or completion, according to Hwang, Tan, and Sathish (2013). Stakeholders are individuals or groups whose interests may be favourably or negatively impacted by the execution or conclusion of the project. They might be interested in the portfolios, programme, or project (Bedell, Coster, *et al.*, 2017).

Stakeholder participation, Harris, Croot, Thompson, and Springett (2016), is the process through which parties with an interest in the projects are involved in the tasks carried out throughout the project lifetime. The process of involving all the stakeholders likely to have an impact on or have an impact on the various project-related processes within an organization is known as stakeholder participation (Maskrey, Mount, Thorne, & Dryden, 2016). According to Berkes and Ross (2013), the process through which the public's values, interests, and problems are taken into account while making choices is known as involvement of stakeholders. Scholars have begun to pay more attention to stakeholder involvement in initiatives because it affects how well they turn out (Maskrey, Mount, Thorne, & Dryden, 2016). By ensuring that all requirements and priorities are clearly established and taken into account during the project execution phases, involving stakeholders in projects helps to improve performance. Stakeholders can be included in projects by organizations in a number of ways, including throughout the design, planning,

implementation, and evaluation and monitoring (M&E) phases of the project (Harris, Croot, Thompson, & Springett, 2016).

One of the 3 countries in Kenya's North Eastern area is called Garissa County. It is located between latitudes 1° 58'N and 2° 1' S and longitudes 38° 34'E and 41° 32'E, covering an area of 44,174.1 Km². The county shares boundaries with Lamu County to the south, Tana River County to the west, Isiolo County to the north west, and the Republic of Somalia to the east. It also shares borders with Wajir County to the north. There are six sub-counties in Garissa County, including Fafi, Garissa Township, Ijara, Lagdera, Balambala, and Dadaab.

Garissa County is primarily a moderately region with 275 mm of annual rainfall on average. The long rainfall from October to November and the brief rains from March may To are the two rainfall seasons. The overall movement of livestock from the interior to places close to the River Tana, where water is easily accessible, typically occurs during the dry season. Nevertheless, many pastoralists relocate to the neighboring counties of Tan River and Lamu with their livestock in quest of grass. The County climbs from a low elevation of 20 m to 400 m above the sea level and is primarily flat and low laying with few slopes and rocks, valleys, and mountains. The Tana River Basin and the annual laghas rivers are the main physical characteristics.

River Tana, boreholes, open wells, water pans, and one dams are the primary water sources in Garissa County. Garissa Sewerage and Water Company is the primary provider of treated water (GAWASCO). River Basin Users Organizations (WRUAs) along the River Tana oversee the administration of the other water supply plans. In generally, the county experiences severe water shortages throughout the dry season. Only 23.8% of the population in Garissa County has access to clean water, indicating the county's water scarcity. Only the sub-county headquarters, home to about 27,725 families, has access to the piped complete water project. River Tana, springs, boreholes, and seasonal laghas are the county's primary water sources. The average difference to the

closest water point is 25 kilometers (Green Africa Foundation, 2019). In the Fafi, Garissa Municipality, Ijara, Lagdera, Balambala, and Dadaab subcounties, more than 47 water projects have been launched. Only 19 of the 47 infrastructure improvements have been fully operational, sustained, and beneficial to the county's residents. The failure of the remaining projects has been linked to political meddling, poor planning, low stakeholder participation, and bribery (Green Africa Foundation, 2019). Therefore, the purpose of this study is to ascertain how stakeholder participation affects the execution of government infrastructure improvements in Kenya's Garissa County.

Statement of Problem

The ambitious goal of Kenya's Vision 2030 is to guarantee improved sanitation and access to water for everyone by the year 2030. The Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016–2030, which aspires to guarantee universal access to better sanitation facilities by 2030, reflects this objective as well (Republic of Kenya, 2016). There are numerous projects that fall short of their deadlines, their budgets, as well as other performance metrics including client satisfaction or longevity (Ndavi, 2019). In Garissa County particularly, many projects related to water and sanitation year 2013 to 2020 were completed but failed to satisfy the three main KPIs that is time, cost and clients expectation. The trend of project performance have been alarming since devolution, five (5) projects stalled in 2013, in 2014 eight projects were not sustainable. The rate of failure and unstainability of water projects in Garissa county have been increasing from 15% in 2017, to 21% in 2018 and 29% in 2021. This was demonstrated by a number of evidentiary factors, including client-created impediments, a lack of materials, closed roads, modifications, more work, waiting for a decision, turning over, variation orders, modifications to the bill of quantities, and overall delays (UNRWA, 2016 & 2017, World Bank, 2019). Numerous political, economic, social, and

stakeholder participation difficulties were also cited as causes of failure (UNDP,2017).

The studies reviewed presents empirical gaps related to methodology, context and concepts. For instance; the Atambo and Katuse (2016) study on challenges affecting project performance found that resistance from stakeholders was a challenge that had affected the implementation of this project. The study presents contextual gaps for it focused on automated projects in KRA. the study also presents conceptual gaps for its independent variables were challenges affecting project performance. The current study will bridge the gap by focusing on water projects in Garissa County. Migot and Paul (2019) studied the impact of stakeholders participation on project implementation recognized stakeholder participation was a determinant of the successful implementation of the authority's integrated tax projects. The study reviewed considered a different context, conceptual and presented methodological gaps on the techniques used in data analysis.Migot and Paul focused on project implementation and collected from tax projects which presented conceptual and contextual gaps respectively. The studies considered different projects in different organizations and hence, the findings obtained in the previous studies could be generalized in the context of Water supply projects in Garissa County, Kenya. It was on this basis that the current study sought to determine the effect of stakeholder involvement on performance of water supply projects in Garissa County, Kenya.

Objectives of the Study

The general objective was to determine the effect of stakeholder involvement on performance of water supply projects in Garissa County, Kenya. The study was guided by the following specific objectives;

- To determine the effect of stakeholder involvement in project initiation on performance of government water projects in Garissa county, Kenya.
- To assess the effect of stakeholder involvement in project planning on performance of

government water projects in Garissa county, Kenya.

- To establish the effect stakeholder involvement in project implementation on performance of government water projects in Garissa county, Kenya.
- To determine the effect of stakeholder involvement in project monitoring and evaluation on performance of government water projects in Garissa county, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Stakeholder Theory

This theory was developed by Mitroff (1983) and advanced by Freeman in (1984). This theory focuses on the connection between stakeholders and the company's ripple impact. It primarily strengthens the project management process' morals and ideals. According to this theory, important people who are concerned about the project's execution from start to finish are identified. The consequence of taking partners into account during the administration process is explained by instrumental stakeholder theory. This is accomplished through study of the partners' successes and actions to archive the organization's goals. Its primary focus is on how managers should conduct themselves when carrying out a specific duty (Freeman et al., 2010). Since it demonstrates how stakeholders contribute to project initiation through implementation level, which improves performance of the established projects, this theory was essential to the research.

According to Ackermann and Eden (2011), the senior management team uses stakeholder theory as a technique to manage the interface between the various (and frequently conflicting) requirements of a company's interested parties as well as its strategic goals. Therefore, efficiently identifying and managing stakeholders who are either impacted by or have the potential to affect project delivery is one of the crucial jobs of a project leader. Determine who the genuine constituents are in the situation, examine the impact of stakeholder dynamics, and

establish customer management approaches are the additional three areas highlighted by Ackermann and Eden (2011) again for strategic managing of stakeholders. Managing the project partners is crucial throughout construction projects since one stakeholder's actions may elicit a range of reactions.

The Resource Dependency Theory

Resources, which also include human capital, economic ability, material, and technology, are resources that an organization has access to and may use in its operations, according to Kerr and Ireland (2002). Moreover The 1978 book *The External Control of Organisations* by Pfeffer and Salancik is a good resource for managers who seek to understand the implications of different forms of inter-organizational partnership. The classic "Power-Dependence Relations" by Emerson serves as the foundation for theory of resource dependence (1962). Resource dependence is based on a few straightforward principles. In order to operate and accomplish its goals, a company needs resources. Second, a company can get resources from its surroundings or, more directly, from other companies. Third, knowledge of power and reliance, its antithesis, is necessary to comprehend collaborative interactions (Malatesta & Smith, 2014). This suggests that resources are essential to actually executing and that their availability directly affects a project's success or failure.

The theory of resource dependence (RDT) contends that an organization succeeds when it makes the best use of its power. Political analysts and exchange relationships theorists made substantial contributions to the early study on the power sources within organisations as early as Weber (1947). Selznick was the first person to apply power-based thinking to interactions between companies as opposed to just based on inter interactions (1949). As a set of power interactions based on resource exchange, it depicts the relationships between organizations. It also explains how organizations act, are structured, maintain stability, and evolve (Nemati et al., 2010).

Theory of Change

A theory of change, according to Serrat (2013), is a deliberate model of how a program, policy, program, initiative, or other endeavor contribute to the intended outcome through a series of early and intermediary results. Further, Serrat (2013) notes that Auguste Comte (1798–857), George Herbert Mead (1820–1903), and Emile Durkheim (1858–917), as well as Karl Marx (1818–1833) and Talcott Parsons (1902–1979), were the leading advocates of theories of change. Change theories make it easier to understand the intricacies of social progress. Today's businesses use the concept of organizational change, but how it is implemented depends on the change, the participants, and the nature of the company. How successfully an organization handles the change was brought about by a project determines the achievement of project objectives. The International Network on Strategic Philanthropy's ([INSP], 2005) definition of Theory of Change (ToC) is the articulation of the guiding concepts and attitudes that serve as the foundation of a delivering services strategy and are believed to be crucial for enacting change and enhancement. The theory of change explains the purposeful activity and the expected change. According to Organizational Research Services (ORS, 2004), a theory of change is a roadmap describing a project's goals. The maps would also provide comments on underlying assumptions, including the location, the context in which the map was created, the activities to be done while traveling, and the reasoning for a certain transportation mode. While water initiatives are being put into action, certain changes might be impromptu, emergent, unstructured, or inconsistent, like socializing, while others may be meticulously planned and precisely described.

The theory of cycle of change has drawn criticism from several academics and scientists. According to Valters (2014), the strategy results in top-down interpretations of change that give sponsors' interests more weight than project recipients'. He goes on to say that because sponsors want results, they give the project's execution process less

importance than the final product. This limits the use of Theory of Change approaches, prevents project implementers from participating in critical reflection, and makes the project subject to political, organizational, and bureaucratic factors that could undermine its transformational objectives.

Empirical Literature Review

The impact of stakeholder involvement in project initiation on the conclusion of urban road transport infrastructure projects in Kenya was investigated by Matu, Kyalo, Mbugua, and Mulwa (2020). A descriptive survey research design was used for the investigation. By conducting stakeholder identification, involving them in goal or objective setting, needs assessment, and feasibility studies, the study established stakeholders' participation in initiating projects. This ensured that the projects were completed within the allotted time, cost, and quality standards, and that higher levels of stakeholder satisfaction were recorded. Thus, it was found that the involvement of stakeholders in the projects' initiation had had a favorable and significant impact on the projects' performance. It was suggested that by include stakeholders in the project beginning phase, the implementing agency was able to win their trust and that this reduced the instances of local community resistance to the projects' execution. This ensured that the projects were finished on schedule. The study made clear that involving stakeholders in project initiation and design gave them a chance to voice their opinions and provide comments about what they thought should be included in operationalizing or carrying out the initiatives. The report went on to say that by identifying the stakeholders as soon as a project was started, involvement was increased and projects were more likely to be finished successfully.

Abdi (2019), concentrating on the Kenya Climate Smart Agriculture Project, investigated the impact of stakeholders' involvement on the performance of agricultural initiatives in Wajir County. A descriptive survey research method was used for the investigation. According to the study, the involvement of stakeholders in the project's

initiation had a beneficial impact on the project's performance. The results showed that involving stakeholders in needs assessment and providing other solutions in addition to identifying important projects meant that projects were completed within the allotted time and budget and that the durability of the projects was improved. This is due to the fact that the stakeholders were urged to take ownership of the projects, which raised the degree of project acceptance and led to favorable project results, such as a decline in the number of projects that stagnated or were badly managed.

In 2019, Magassouba, Tambi, Alkhlaifat, and Abdullah investigated the impact of stakeholders' involvement on the success of development projects in Guinea. Based on a review of the literature, this study was conducted. According to the study, project managers could improve the process of putting the project's process or its results into practice by including stakeholders in project planning. Stakeholder participation was found to have an impact on project objectives during the planning stage, allocation of resources, task description, and project performance. The study made clear that including stakeholders in project planning was essential since project planning, establishing each stakeholder's roles and duties, and fostering positive working relationships with them were all generally beneficial for project success. The study came to the conclusion that involving stakeholders in the planning stage was justified in order to provide successful and long-lasting projects by identifying, assessing, planning, organizing, and regulating every component that might have an effect on the project's success.

In the Kenyan constituency of Mathira East, Wamugu and Ogollah (2017) examined the impact of stakeholder participation on the success of constituency development fund initiatives. The research design used for the study was descriptive. It has been demonstrated that stakeholders' involvement in project planning had a favorable and significant impact on their performance. The study found that including consumers in the project's

planning phase was linked to enhanced credibility, increased compliance to the project goals and processes, and decreased mistrust of the entire project or outcomes. The performance of the projects as a whole was improved by all of these benefits. Stakeholder participation in this approach guaranteed that no disputes arose between the various project parties because agreement had been reached on the project's goals, which produced high-quality project work. On the other hand, involving stakeholders in resources specification led to the discovery of high-quality materials needed for project growth, improving project quality. Additionally, incorporating stakeholders in schedule planning resulted in projects being completed within the allotted timeframe, while budgeting and planning led to effective resource usage, which in turn resulted in the satisfaction of the stakeholders.

In Kenya, Waikenda (2020) investigated the impact of involvement of stakeholders on county construction projects. It used a descriptive survey design. The study found that stakeholders' involvement in the implementation of municipal projects had a substantial impact on their performance. The study emphasized that stakeholders expected to be involved in carrying out all of the projects that were authorized at the provincial level. This would guarantee that projects will be finished with the resources allotted to them and under the constraints of the deadline. The study emphasized the necessity for collaborative accountability in the implementation of any new initiatives within the county where all players were included as this promoted shared inventive solutions to the issues that could derail the projects.

Atkin and Skitmore (2018) examined stakeholder management in construction projects. The study underscored that stakeholder involvement in project implementation was necessary to transform the planned programs and objectives of a project into realistic well-structured tasks and activities to achieve the project goals. The study emphasized that the performance of projects largely depended on the attitudes of different stakeholders. Thus, during the

implementation, if key stakeholders of the project were not devoted to adequately executing their responsibilities, it would adversely impact the overall project performance. The stakeholders' participation as argued by the researchers was highly important to project success, and therefore, taking in to account their claims and interests during the project implementation stages was largely required to achieve project objectives. The study concluded that practicing an appropriate stakeholder involvement approach in project implementation would make it easier to manage their needs and anticipate risks that may have possible influence on project success.

In the Savelugu-Nanton Municipality Assembly, Ghana, Sulemana, Musah, and Simon (2018) evaluated stakeholder involvement in monitoring and evaluating state and district projects and programs. According to the study, involving stakeholders in project M&E increased the degree of responsibility, transparency, and sustainability of projects and programs. It was discovered that stakeholders in this municipality hardly ever participated in the monitoring and evaluation of the initiatives and programs. This was ascribed to the project/program coordinators' lax efforts to promote grassroots stakeholder involvement and the participants' negative attitudes at the local level. As a result, only top-level participants were involved in project M&E, which had a detrimental effect on the outputs and the project's results or program, particularly in the case of assuring cost effectiveness.

The performance of early childhood education programs at Bridge International Schools in Mukuru and Kibera in Nairobi County, Kenya, was evaluated by Nene (2017) in relation to the impact of stakeholders' involvement. The research design was a descriptive survey. A considerable, powerful, and positive correlation and relationship between stakeholder participation in monitoring and evaluation and the effectiveness of these programs were revealed using correlation and regression analysis. The study made the case that involving stakeholders in the monitoring and evaluation of the

programs helped identify the issues that surrounded the projects' performance. Stakeholders participated in the process by analyzing the programs' relevance and taking corrective action if mistakes were made, which affected how well the programs performed.

METHODOLOGY

Cross-sectional survey research design was used for the study. All water facilities in Garissa County that were put in place between 2013 and 2021 were the study's primary target population. There were 47 water projects examined and for each project a project manager was targeted making a total number of respondents to be 47. A semi-structured, open-ended survey was sent to 47 committee chairs of water projects in order to gather quantifiable information. Respondents in the survey for the pilot project was chosen at random from of the sample population. A questionnaire was distributed to five water project committee members in non governmental sponsored water projects in Garissa County. The study tested the content and construct validity.

The numerous components were used to code the qualitative data, and content analysis were used to analyze it. The statistical software for the social sciences (SPSS) version 26 was used to examine the qualitative data acquired by producing descriptive and inferential statistics including frequency, percentage, means, and standard deviation. To ascertain the magnitude and direction of the

relation between the dependent variable and the independent variables, correlation analysis of inferential data were used. To determine whether there was a correlation between the dependent and independent variables, the multiple regression technique was used.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e.$$

Where Y= Water projects Performance

β_0 = constant (Intercept)

$(\beta_1, \dots, \beta_4)$ = coefficient of the independent variable.

X_1 =Project initiation

X_2 =Project Planning

X_3 =Project Implementation

X_4 =Monitoring and evaluation

e = A non-linear dependence between the independent and dependent variables was indicated by the term "error," which stands for "noise."

FINDINGS AND DISCUSSIONS

Descriptive Statistics and Analysis-

This section presents the descriptive results pertaining to the items utilized in the questionnaires. The study employed statistical measures such as mean, and standard deviation to illustrate the viewpoints of the participants regarding different statements presented in the likert scale. The psychometric scale was interpreted using; 1-1.1.8 strongly disagree, 1.9-2.6 Disagree, 2.7 -3.5 Moderate, 3.6-4.3 agree and 4.4-5.0 strongly agree. A comprehensive descriptive analysis was performed to address all of the research variables.

Stakeholder Involvement in Project Initiation

Table 1: Stakeholder Involvement in Project Initiation

	Mean	Std. Dev.
I actively participated in the process of generating ideas for the water project.	3.53	1.39
I played an active role in the feasibility study conducted for the water project. I was there throughout the problem identification phase and actively contributed to the identification of key concerns to be addressed in the water projects.	3.04	1.34
I actively engaged in the process of formulating the sequential actions and determining the necessary resources or prerequisites for the execution of the water project.	2.95	1.29
I played a role in process of rationalizing the desire to construct / execute water project.	3.23	1.31
I actively participated in the process of generating ideas for the water project.	2.98	1.36
Aggregate Score	3.15	1.34

Source: Researcher (2023)

The respondents' involvement in the initiation of ideas for the water projects was found to be quite prevalent (Mean=3.52, SD=1.378). According to Chitonge (2019), the involvement of stakeholders in the process of project identification is of utmost importance as it allows individuals to actively engage in defining their perceived requirements and then prioritize them. According to Alabaster (2019), it is crucial to include stakeholders from the beginning of a project in order to ensure their ongoing engagement throughout the project's lifespan, thereby preventing the risk of failing to maintain the necessary level of progress. The respondents' level of active participation in the feasibility study for the water projects was found to be neutral, with a mean score of 3.04 and a standard deviation of 1.33. According to Banerjee and Morella (2019), the inclusion of participatory methodologies, such as including people in feasibility studies, is crucial for the achievement of project success. Banerjee and Morella noted that the majority of development programs have experienced stagnation or failure due to a notable absence of crucial participatory procedures engaging individuals.

The respondents' presence and active engagement in problem identification for the focal concerns for the water projects were somewhat typical (Mean=2.95, SD=1.29). According to Chitonge (2019), active engagement in the identification and prioritization of one's perceived needs is of

significant importance. The author further observed that when stakeholders are actively involved in this process, they are more likely to take ownership of the process and subsequently manage it with effectiveness. During this phase, stakeholders engage in the process of identifying and prioritizing the fundamental issues, as well as their underlying causes and subsequent impacts (Nyandemo & Kongere, 2018). The respondents often engaged in the process of creating the stages and determining the necessary resources or circumstances for implementing the water project to a neutral (Mean=3.23, SD=1.31). Cornwall (2018), on the other hand, raises a cautionary note on the adequacy of just determining the accessibility of project finances and ensure the achievement of the project's objectives and its long-term viability.

According to Bakalian and Wakeman (2019), the inclusion of stakeholders in the resourcing process enables them to endorse the project and maintain influence on local leadership. The individuals involved in the project are responsible for ensuring the proper allocation and use of money, as well as monitoring and evaluating the resulting improvements in project quality. The level of respondent involvement in justifying the intention to develop or execute the water project was quite typical (Mean=2.98, SD=1.36). In general, the participants engaged in project formulation to a modest degree (mean of means = 3.15).

Stakeholder Involvement in Project Planning

Table 2: Stakeholder Involvement in Project Planning

	Mean	Std. Dev.
The management adequately considers the input of its various stakeholders when preparing its projects budget	3.97	.99
The stakeholders always participate in scheduling and estimating the required time for all its project activities	3.44	.83
All the stakeholders actively participate in specifying the expected project deliverables and methods of achieving them	3.90	1.00
The specification of resources needed across all the management projects and their allocations is a collective effort that involves all stakeholders	3.92	.89
The management engages all its stakeholders in setting its project objectives and goals	3.56	.81
Aggregate Score	3.76	0.91

Source: Researcher (2023)

The findings displayed in Table 2 demonstrate that the aggregate mean average was 3.76, while the collective standard deviation was 0.91. In the Likert scale, the mean represents the response category of "moderate" while a standard deviation below 2 suggests minimal variability in the responses relative to the mean. The study results in Table 2 therefore indicated that stakeholder involvement in project planning was moderately fair. However, Majority of the respondents agreed that the management adequately considered the input of its various stakeholders when preparing its projects budget (M=3.97, STDEV=0.99). The respondents moderately agreed that the stakeholders always participate in scheduling and estimating the required time for all its project activities (M=3.44, SD=0.83). All the stakeholders actively participate in specifying the expected project deliverables and methods of achieving them (M=3.90, SD=1.00). The specification of resources needed across all the management projects and their allocations was a collective effort that involved all stakeholders (M=3.92, SD=0.89). The respondents moderately agreed that the management engages all its stakeholders in setting its project objectives and goals (M=3.56, SD=0.81). Stakeholder participation in this approach guaranteed that no disputes arose between the various project parties because agreement had been

reached on the project's goals, which produced high-quality project work. On the other hand, involving stakeholders in resources specification led to the discovery of high-quality materials needed for project growth, improving project quality

Magassouba, Tambi, Alkhlaifat, and Abdullah (2019) found that stakeholder participation in planning was found to have an impact on project objectives during the planning stage, allocation of resources, task description, and project performance. Mathira East, Wamugu and Ogollah (2017) demonstrated that stakeholders' involvement in project planning had a favorable and significant impact on their performance. The study found that including consumers in the project's planning phase was linked to enhanced credibility, increased compliance to the project goals and processes, and decreased mistrust of the entire project or outcomes. Ouma and Mburu (2017) found that involvement of stakeholders in project planning enhances overall significant impact on project durability. According to Cassia and Magno's (2016) research, incorporating stakeholders in planning phase had a direct impact on the objectives of the projects, how funds were allocated, and how decision-making was handled, all of which had an impact on how well the projects performed overall.

Stakeholder Involvement in Project Implementation and Project Performance

Table 3: Stakeholder Involvement in Project Implementation

	Mean	Std. Dev
I have actively participated in the implementation of the water project inside my local community.	4.19	0.50
I actively participated in the implementation of the water project, ensuring that it adhered to the specified requirements and met the expectations of the community stakeholders.	3.99	0.91
I actively engaged in the evaluation of the efficacy and functionality of the water project in relation to its service provision within my local community.	4.04	0.83
I provide input and voice concerns in instances when there are operational difficulties or malfunctions occurring at the water point.	3.93	0.97
I engage in the monitoring process to ascertain the appropriate use of water points and to verify the safety of the water.	4.12	0.70
Aggregate Score	4.05	0.80

Source: Researcher (2023)

The data indicates that a significant number of respondents were actively involved in the community's water project, with a mean score of 4.19 and a standard deviation of 0.50. The participants in this study demonstrated a high level of involvement in overseeing the construction of the water project, aligning with the specified requirements and meeting the expectations of the community members. The mean score for this involvement was 3.99, with a standard deviation of 0.91. According to UNEP/SEI (2019), the involvement of community members in the implementation process holds significant importance. The report highlights that a considerable proportion of projects, approximately two-thirds, face challenges in effectively managing project budgets, deliverables, and schedules. Consequently, it becomes crucial to prioritize the management and control of project scope.

The respondents actively engaged in assessing the effectiveness of the water project in their community, as shown by its popularity. The results indicate a high level of satisfaction, with a mean score of 4.04 and a standard deviation of 0.82. The act of providing feedback or raising concerns in response to difficulties occurring at the water point was shown to be rather prevalent among the respondents (Mean=3.93, SD=0.97). The respondents exhibited a high level of popularity in their inclination to monitor the correct use of water

points and the safety of the water (Mean=4.12, SD=0.70). In general, the participants exhibited a high level of engagement in the implementation of the project (Average Mean=4.05). This suggests that community members played significant roles in the daily execution of water projects within their respective communities.

Waikenda (2020) study emphasized that stakeholders expected to be involved in carrying out all of the projects that were authorized at the provincial level. This would guarantee that projects are finished with the resources allotted to them and under the constraints of the deadline. The study emphasized the necessity for collaborative accountability in the implementation of any new initiatives within the county where all players were included as this promoted shared inventive solutions to the issues that could derail the projects. Atkin and Skitmore (2018) found that the performance of projects largely depended on the attitudes of different stakeholders. Thus, during the implementation, if key stakeholders of the project were not devoted to adequately executing their responsibilities, it would adversely impact the overall project performance. Orimba, Mungai, and Awiti (2018) found that there was a substantial and positive correlation between the performance of the project and the involvement of stakeholders in operational planning, resourcing, directing, and controlling of the various project activities.

Table 4: Stakeholder Involvement in Monitoring and Evaluation

	Mean	Std. Dev
A committee has been established by community members with the purpose of overseeing water developments inside my town.	3.03	1.47
I actively engage in the systematic monitoring of water use within water initiatives implemented within my local community.	3.31	1.43
I actively engage in community reflections pertaining to the water project implemented within my local community. Additionally, I participate in the evaluation process to determine the extent to which the water project is effectively delivering the anticipated advantages to the residents of my community.	2.34	1.53
Frequently, feedback is provided to us on water use and the necessary actions to optimize the advantages derived from these initiatives.	3.18	1.36
A committee has been established by community members with the purpose of overseeing water developments inside my town.	3.38	1.33
Aggregate Score	3.05	

Source: Researcher (2023)

The study results in Table 4 indicated that a committee was established by members of the community to oversee water initiatives inside the community to a modest degree (Mean=3.03, SD=1.47). The involvement of community members in the process of monitoring and assessment was also moderately done. According to Challa (2019), the act of monitoring has been argued to improve adherence to prescribed protocols and the attainment of predetermined objectives. The respondents' level of participation in the regular surveillance of water consumption from water projects in their neighborhood was somewhat popular (Mean=3.30, SD=1.422). Nyonje, Ndunge, and Mulwa (2022) say that the community members effectively monitored the advancement of a project in relation to its scheduled tasks, therefore ensuring that the project is on track and progressing at an appropriate pace to accomplish its stated goals.

The level of participation in community reflections about the water project in the community was quite low, as shown by a mean score of 2.34 and a standard deviation of 1.53. According to Chitonge (2019), the practice of community reflection plays a crucial role in project monitoring. The author highlights that community reflection not only allows project participants to develop analytical abilities in understanding challenging circumstances, but also empowers them to provide effective solutions. It was a typical occurrence for participants to engage in evaluating the degree to which the water project

was delivering the desired benefits to community members, with a reasonable level of agreement (Mean=3.18, SD=1.36). The community members were provided with feedback on their water use and the necessary activities they should undertake to maximize the benefits derived from the initiatives, to a modest level (Mean=3.38, SD=1.33). In general, the participants engaged in monitoring and evaluation activities to a moderate degree (Aggregate mean = 3.05). This suggests that they actively took part in evaluating progress, recognizing difficulties, and formulating action plans to enhance success.

Sulemana, Musah, and Simon (2018) supported that involving stakeholders in project M&E increased the degree of responsibility, transparency, and sustainability of projects and programs. Nene (2017) found that involving stakeholders in the monitoring and evaluation of the programs helped identify the issues that surrounded the projects' performance. Stakeholders participated in the process by analyzing the programs' relevance and taking corrective action if mistakes were made, which affected how well the programs performed. Njogu (2016) unearthed that engaging stakeholders in the M&E of projects positively and significantly affected project performance. Through the provision of crucial feedback on the progress of projects, effectively reporting on the progress of projects alongside risk reporting and implementation of actions to improve the projects, stakeholders contributed to greatly to the performance of projects.

Project Performance

Table 5: Project Performance

	Mean	Std. Dev
Most tasks are finished within the allotted time	3.08	.71
Significant number of projects meet the required quality criteria	2.58	.54
Assignments are consistently finished within the stipulated budget estimates.	2.05	.91
Projects normally record high levels of user or stakeholder satisfaction	2.42	.90
Projects implemented are highly sustainable	2.02	.82
Aggregate Score	2.43	.78

Source: Researcher (2023)

The result in Table 5 indicated that most tasks were moderately finished within the allotted time (Mean=3.08, SD=0.71). The results further indicates

that significant number of projects do not meet the required quality criteria (Mean=2.58, SD=0.54). Additionally, the result indicated that assignments

were consistently not finished within the stipulated budget estimates (Mean=2.05, SD=0.91). Further, projects normally recorded low levels of user or stakeholder satisfaction (Mean=2.42, SD=0.90). Moreover, the study indicated that the projects implemented were lowly sustainable (Mean=2.02, SD=0.82).

Multiple Linear Regression Analysis

The primary objective of this study was to examine the effect of stakeholder involvement on

performance of water supply projects in Garissa County, Kenya. The study variables coefficients were generated to determine their linear relationship and variation in the project performance as a result of changes in stakeholder involvement in project initiation, stakeholder involvement in project planning, stakeholder involvement in project implementation and stakeholder involvement in project monitoring and evaluation on performance of water supply projects in Garissa County, Kenya. The results were presented in Table 6.

Table 6: Regression Analysis Coefficients

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.915 ^a	.837	.817	1.51938		

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	402.177	4	100.544	43.554	.000 ^b
	Residual	78.489	34	2.309		
	Total	480.667	38			

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	11.897	5.002			2.379	.023
	Project Initiation	.318	.393	.068		.811	.000
	Project Planning	1.471	.206	.582		7.154	.000
	Project Implementation	3.335	1.192	1.874		2.797	.008
	M&E	-2.101	1.159	-1.211		-1.812	.079

a. Dependent Variable: Project Performance

Source: Researcher (2023)

The results indicate that stakeholder involvement (stakeholder involvement in project initiation, stakeholder involvement in project planning, stakeholder involvement in project implementation and stakeholder involvement in project monitoring and evaluation) explained 81.7% (adjusted R square=0.817) of the variation of project performance. The other 18.3% of the variation was attributed to other factors not included in the empirical model. The F statistic of 43.554 with a p-value of 0.000 indicates that the regression model was significant in predicting this relationship between stakeholder involvement (project initiation, project planning, project implementation,

M&E) and government sponsored water projects in Garissa county, Kenya. The summarized statistics in further showed that the beta coefficient for the constant (β_0) is 11.897 with a t statistics of 2.379 and a p value of 0.023. The β_0 of 11.897 implies that with the stakeholder involvement in water projects in Garissa County held constant, water project performance would be at 11.897 units.

Stakeholder Involvement in Project Initiation and Project Performance

The result indicated that the standardized beta coefficient for the project initiation (β_1) was 0.068 with t statistics of 0.811 and p-value of 0.000. Since the p-value was less than the significance level of

0.05, stakeholder involvement in project initiation was found to be significant predictor of project performance. The study agrees with Matu, Kyalo, Mbugua, and Mulwa (2020) that involvement of stakeholders in the projects' initiation had had a favorable and significant impact on the projects' performance. Abdi (2019) results showed that involving stakeholders in needs assessment and providing other solutions in addition to identifying important projects meant that projects were completed within the allotted time and budget and that the durability of the projects was improved. Mandala (2018) established that involving stakeholders in the initiation of the projects positively and significantly affected their performance.

Stakeholder Involvement in Project Planning and Project Performance

The study found that stakeholder involvement in project planning standardised beta coefficient β_2 of 0.582 indicates that if all other factors were constant, a unit change in the stakeholder involvement in project planning would result to inverse 0.582 units changes in project performance. Stakeholder involvement in project planning significantly affected project performance ($\text{sig}<0.05$). The study findings agrees with Magassouba, Tambi, Alkhlaifat, and Abdullah (2019) that stakeholders involvement in project planning impacts positively on project performance. Further, Wamugu and Ogollah (2017) supported that stakeholder participation in project planning significant impact on their project performance. Ouma and Mburu (2017) found that incorporating stakeholders in planning phase had a direct impact on the objectives of the projects, how funds were allocated, and how decision-making was handled, all of which had an impact on how well the projects performed overall. Ahmad (2016) further supported that stakeholder participation in project planning significantly aids in the prompt addressing or modification of several project areas which impacted the crucial in setting enough to enhance their results.

Stakeholder Involvement in Project Implementation and Project Performance

The study found that project implementation standardised beta coefficient β_3 of 1.874 indicates that if all other factors were constant, a unit change in the stakeholder involvement in project implementation would result to inverse 1.874 units changes in project performance. Stakeholder involvement in project implementation significantly affected project performance ($\text{sig}<0.05$). The study agrees with Waikenda (2020) that involvement of stakeholders on in project implementation substantial impact on project performance. Atkin and Skitmore (2018) supported that stakeholders' participation in project implementation significantly affects project performance. Orimba, Mungai, and Awiti (2018) found that there was a substantial and positive correlation between the performance of the project and the involvement of stakeholders in operational planning, resourcing, directing, and controlling of the various project activities.

Stakeholder involvement in Project Evaluation and Project Performance

The result indicated that monitoring and evaluation (M&E) standardised beta coefficient β_4 of -1.211 and sig of 0.079 indicates that if all other factors were constant, a unit change in the M&E would not significantly affect water project performance in Garissa county. Stakeholder involvement in M&E insignificantly affects project performance ($\text{sig}>0.05$). The study disagrees with Musah, and Simon (2018) who evaluated stakeholder involvement in monitoring and evaluating state and district projects and programs. The study found that stakeholders' participation in evaluation significantly affects projects performance. Further, the study disagrees with Nene (2017) that involving stakeholders in the monitoring and evaluation significantly affects project performance. Moreover, Njogu (2016) found that involving stakeholders in monitoring the use of project resources, taking the necessary actions to correct the project errors observed positively impacts project performance.

CONCLUSIONS AND RECOMMENDATIONS

The respondents' involvement in the initiation of ideas for the water projects was found to be quite prevalent. The involvement of stakeholders in the process of project identification is of utmost importance as it allows individuals to actively engage in defining their perceived requirements and then prioritize them. The respondents' level of active participation in the feasibility study for the water projects was found to be moderate. The respondents' presence and active engagement in problem identification for the focal concerns for the water projects were somewhat typical. The respondents often engaged in the process of creating the stages and determining the necessary resources or circumstances for implementing the water project to a modest degree.

The findings demonstrated that stakeholder involvement in project planning were moderately fair. However, Majority of the respondents agreed that the management adequately considered the input of its various stakeholders when preparing its projects budget. The respondents moderately agreed that the stakeholders always participate in scheduling and estimating the required time for all its project activities. All the stakeholders actively participate in specifying the expected project deliverables and methods of achieving them. The specification of resources needed across all the management projects and their allocations was a collective effort that involved all stakeholders. The respondents moderately agreed that the management engages all its stakeholders in setting its project objectives and goals. Stakeholder participation in this approach guaranteed that no disputes arose between the various project parties because agreement had been reached on the project's goals, which produced high-quality project work. On the other hand, involving stakeholders in resources specification led to the discovery of high-quality materials needed for project growth, improving project quality

The results indicated that a significant number of respondents were actively involved in the

community's water project. The participants in this study demonstrated a high level of involvement in overseeing the construction of the water project, aligning with the specified requirements and meeting the expectations of the community members. The report highlights that a considerable proportion of projects, approximately two-thirds, face challenges in effectively managing project budgets, deliverables, and schedules. Consequently, it becomes crucial to prioritize the management and control of project scope. The respondents actively engaged in assessing the effectiveness of the water project in their community. The act of providing feedback or raising concerns in response to difficulties occurring at the water point was shown to be rather prevalent among the respondents. The respondents exhibited a high level of popularity in their inclination to monitor the correct use of water points and the safety of the water

The study result indicated that a committee was established by members of the community to oversee water initiatives inside the community to a modest degree. The involvement of community members in the process of monitoring and assessment was also moderately done. The act of monitoring has been argued to improve adherence to prescribed protocols and the attainment of predetermined objectives. The respondents' level of participation in the regular surveillance of water consumption from water projects in their neighborhood was somewhat popular. The community members effectively monitored the advancement of a project in relation to its scheduled tasks, therefore ensuring that the project is on track and progressing at an appropriate pace to accomplish its stated goals. The level of participation in community reflections about the water project in the community was quite low. The community members were provided with feedback on their water use and the necessary activities they should undertake to maximize the benefits derived from the initiatives, to a modest level. This suggests that respondents actively took part in evaluating

progress, recognizing difficulties, and formulating action plans to enhance success.

The researcher inferred that the participants engaged in project start to a modest degree. Additionally, it can be deduced that there exists a substantial and robust positive association between the beginning of projects and the performance of water projects. The findings also indicated that the participants engaged in project planning to a modest degree. The study further inferred that a notable and robust positive link existed between project planning and the performance of water projects.

It may be inferred that the participants actively engaged in the execution of the project. The researcher's analysis yielded a robust and statistically significant positive link between the execution of projects and the subsequent performance of water-related initiatives. The findings also indicated that the participants engaged in monitoring and evaluation activities to a modest degree. The study concluded that the impact of alterations in monitoring and assessment on the performance of water projects was found to be statistically negligible.

In order to foster the construction of more sustainable water projects in Garissa County, Kenya, it is imperative for the government and other relevant development agencies to augment stakeholder engagement throughout the project beginning phase. It is imperative for the government

and other development agencies to promote stakeholder engagement in project design in order to foster project ownership and facilitate the implementation of more water projects in Garissa County, Kenya.

It is recommended that the government and other development partners enhance their use of mechanisms that promote increased stakeholder participation throughout project execution. This approach is expected to provide improved results in terms of the long-term sustainability of water projects in Garissa County, Kenya. It is essential for the government and other development partners to actively promote the engagement of stakeholders in the monitoring and assessment procedures pertaining to water projects. This approach would enable individuals to discern areas of deficiency and obstacles, as well as gauge the degree to which the project is influencing their lives. Consequently, this would augment the longevity and viability of such initiatives.

Suggestions for Further Research

The study established that stakeholder participation was critical to government sponsored water projects. There is therefore need to establish the moderating effect of stakeholder involvement on the relationship between stakeholder involvement and performance of water projects. The study was based in Garissa County water projects and therefore other projects need to be studied such as roads and school projects.

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